



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 13 April 2022

Date: Wednesday, 13 April 2022

Time: 9.00 am

Location: Quambone Community Hall

**Bruce Quarmby
Acting General Manager**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Quambone Community Hall on Wednesday, 13 April 2022 at 9.00 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

1. Mr Robert Harris

Topic for discussion – Quabathoo Road

2. Mrs Margaret Garnsey

Topic for discussion – Quambone Resources Committee

6 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 9 March 2022 and the Extraordinary

Council Meeting of the Coonamble Shire Council held on Friday, 1 April 2022 be confirmed as a correct records of the proceedings of the meetings.



MINUTES

**Ordinary Council Meeting
Wednesday, 9 March 2022**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE GULARGAMBONE MEMORIAL HALL
ON WEDNESDAY, 9 MARCH 2022 AT 9.00 AM**

PRESENT: Cr Tim Horan (Mayor), Cr Karen Churchill (Deputy Mayor), Cr Adam Cohen, Cr Pat Cullen, Cr Barbara Deans, Cr Bill Fisher, Cr Ahmad Karanouh, Cr Terence Lees, Cr Brian Sommerville.

IN ATTENDANCE: Hein Basson (General Manager), Daniel Noble (Executive Leader Infrastructure), Noreen Vu (Executive Leader Environment, Strategic Planning & Community), Deborah Tatton (Manager Finance & Procurement), Pip Goldsmith (filling in as Manager Economic Development & Growth in a casual staff member capacity for part of the meeting).

1 OPENING MEETING

The Mayor opened the meeting at 10.11 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

The Mayor read the following 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

Nil.

5 DEPUTATION/DELEGATIONS

Nil.

6 CONFIRMATION OF MINUTES

Moved: Cr Karen Churchill

Seconded: Cr Pat Cullen

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 9 February 2022 be confirmed as a correct record of the proceedings of the meeting, with the word “any” in resolution 2022/20 to be substituted with the word “other” to read as follows:

That Council fully supports the Return and Earn program and authorises the General Manager to consult with the operators and other potential operator about expansion and where Council may assist and report back to Council.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

7 DISCLOSURES OF CONFLICTS OF INTEREST

Cr Churchill declared a conflict of interest with Item 10.8 Applications for Financial Assistance under Council’s Donations Policy, as she is a member of the Coonamble Auto Club. She indicated that she will stay in the room, participate in the discussions and voting on the item.

Cr Deans declared a conflict of interest with Item 10.15 Environment and Strategic Planning Progress Report, as she lives near the proposed Black Hollow Quarry and the planned Inland Rail route will be going through her property. She indicated that she will stay in the room, participate in discussions and voting on the item as the proposed development has only been included in the report for the information of Councillors.

Cr Lees declared a conflict of interest with Item 12.2 Unlawful Demolition of Barry Jackson Pavilion Coonamble Showground, as he is an employee of one of the implicated parties. He indicated that he will leave the room, not partaking in any discussions or voting on the item.

8 MAYORAL MINUTE**RESOLUTION 2022/43**

Moved: Mayor Tim Horan

- 1. That Council be an employer supportive of its employees who wish to be available for our NSW Fire and Rescue and other emergency services. Further, that Council encourages other employers to do the same.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

RESOLUTION 2022/44

Moved: Mayor Tim Horan

Seconded: Cr Pat Cullen

- 2. That Council investigates options to better manage maintenance of the streets, lanes and public areas within the whole Shire – potentially awarding a prize for the tidiest street in town using Coonamble cash – and including a curb-side pickup collection service to be held at least annually.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

The Mayor allowed for the following motion to be dealt with as part of his Mayoral Minute.

RESOLUTION 2022/45

Moved: Cr Barbara Deans

Seconded: Cr Bill Fisher

That Council voices its concern with the inadequacy of the Rural Fire Service's new early warning system which does not make mention of the property name and which causes unnecessary confusion about the location of incidents. Further, that since the new system is managed out of Sydney, Council is concerned that local knowledge is not being adequately made use of.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

RESOLUTION 2022/46

Moved: Mayor Tim Horan

3. That the Mayoral Minute be received.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

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****RESOLUTION 2022/47**

Moved: Cr Ahmad Karanouh

Seconded: Deputy Mayor Karen Churchill

That Council notes the information in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

10.2 COUNCIL RESOLUTIONS UPDATE

RESOLUTION 2022/48

Moved: Deputy Mayor Karen Churchill

Seconded: Cr Pat Cullen

That Council notes the contents of Annexure 1 attached to the report on the status of Council resolutions.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

10.3 ADOPTION OF THE 2021 REVISED MODEL CODE OF MEETING PRACTICE FOR LOCAL COUNCILS IN NSW

Cr Churchill questioned whether the General Manager should have the sole responsibility to make decisions on applications from community or group members to address Council (Clause 4.7 of the Model Code of Meeting Practice), as the refusal of the Coonamble Aquatic Club's application the previous week to address Council – based on the fact that the Warrena Weir matter was not included within the order of business in Council's Business Paper – caused concern with this club.

RESOLUTION 2022/49

Moved: Cr Pat Cullen

Seconded: Cr Terence Lees

- 1. That Council in principle adopts those sections printed in red ink of the Model Code of Meeting Practice as were discussed at the Council Meeting, with the exception of the General Manager having sole responsibility for approving and/refusing applications for Public Forums (Clause 4.7), and further for the Attendance of Meetings by Audio-Visual Link only to be permissible in exceptional circumstances (Clauses 5.16 to 5.30), for a discussion point of Urgent Matters to be added to the General Order of Business (Clause 8.2), for Motions Requiring the Expenditure of Funds not to be included (Clauses 9.10 and 10.9) , and for Time Limits on Council Meetings not to be included (Clauses 18.1 to 18.5).**
- 2. That the General Manager amends the Model Code of Meeting Practice to reflect the preferences and guidance of Council obtained at the Meeting as is mentioned in paragraph one above, as well as with regards to other ancillary matters, and that this amended version be brought back to Council for formal adoption – including clarification around Council's ability to change the wording of the non-mandatory Clause 4.7.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

10.4 BUSINESS CASE AND CONCEPT DESIGN - COONAMBLE ARTESIAN BATHING EXPERIENCE.

RESOLUTION 2022/50

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That the Feasibility, Business Case and Concept Design for the Coonamble Artesian Bathing Experience be discussed.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

RESOLUTION 2022/51

Moved: Cr Ahmad Karanouh

Seconded: Cr Barbara Deans

1. That Council notes the contents of this report and the Feasibility, Business Case and Concept Design for the Coonamble Artesian Bathing Experience.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

RESOLUTION 2022/52

Moved: Mayor Tim Horan

Seconded: Cr Terence Lees

2. That the Feasibility, Business Case and Concept Design for the Coonamble Artesian Bathing Experience be placed on public exhibition for a period of 28 days, making it clear that this Business Case is not necessarily site specific and for the public to identify other viable site options.

In Favour: Crs Tim Horan, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Cr Karen Churchill

CARRIED 8/1

RESOLUTION 2022/53

Moved: Cr Karen Churchill

Seconded: Cr Brian Sommerville

- 3. That a report be prepared for Council's consideration, including the community feedback gathered, so that it can be used to inform the future direction and progress of the project and further, that this report includes a list of available Council owned or controlled land as well as information on the Native Title status of the land adjoining the Coonamble Jockey Club.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0**10.5 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT****RESOLUTION 2022/54**

Moved: Deputy Mayor Karen Churchill

Seconded: Cr Terence Lees

That Council notes the contents of this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0**RESOLUTION 2022/55**

Moved: Mayor Tim Horan

Seconded: Cr Terence Lees

That the meeting be adjourned at 1.11pm for lunch and the Councillor Workshop on Council's Road Challenges, and the meeting be resumed after the Workshop in Coonamble.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 9/0

Cr Fisher had to leave the Councillor Workshop at 2.40pm because of personal business reasons.

The Council Meeting resumed at 3.20pm in the Council Chamber, Coonamble.

10.6 WORKPLACE INJURY MANAGEMENT REPORT

RESOLUTION 2022/56

Moved: Deputy Mayor Karen Churchill

Seconded: Cr Terence Lees

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

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.7 PAYMENT OF SUPERANNUATION TO COUNCILLORS

RESOLUTION 2022/57

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That Council resolves not to participate in the Superannuation Scheme for Councillors in NSW.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.8 APPLICATIONS FOR FINANCIAL ASSISTANCE UNDER COUNCIL'S DONATIONS POLICY

Cr Churchill declares a conflict of interest as a member of the Coonamble Auto Club.

RESOLUTION 2022/58

Moved: Cr Barbara Deans

Seconded: Cr Ahmad Karanouh

1. **That Council notes the report.**
2. **That Council resolves to provide the following financial assistance:**

(a) St Barnabas Anglican Parish	\$1,500.00
(b) Gulargambone Rural Transaction Centre	\$1,500.00
(c) Gulargambone Pioneers Memorial Presbyterian Church	\$1,500.00
(d) Gulargambone Jockey Club	\$5,000.00
(e) Coonamble Meals on Wheels	\$3,200.00
(f) Coonamble CWA (Evening Branch)	\$2,500.00
(g) Coonamble Community Radio Inc	\$1,500.00
(h) Quambone Resources Committee	\$1,000.00
(i) Marthaguy Picnic Race Club	\$3,000.00
(j) Quambone Polocrosse Club	\$2,000.00
(k) Coonamble Auto Club	\$ 500.00
(l) Coonamble Community Men's Shed	\$1,500.00
3. **That Council notes that due to there being insufficient funds in the current donations vote that the amount sought by the Meals on Wheels be sourced from the Mayoral Donations allocation.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

RESOLUTION 2022/59

Moved: Cr Karen Churchill

Seconded: Cr Terence Lees

4. **That Council amends its current Donations Policy to increase the number of times that Council will consider applications for financial assistance to four times per year, and that the effectiveness and efficiency of this change be revisited after a period of 12 months.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Cr Barbara Deans

CARRIED 7/1 Carried

As a point of clarification, the Mayor stated that with this change in frequency, it is not

the expectation for Council staff to be advertising four funding rounds, rather, that applications will be presented to Council for consideration on a rolling basis four times per year.

10.9 STATUS OF INVESTMENTS - FEBRUARY 2022

RESOLUTION 2022/60

Moved: Cr Pat Cullen

Seconded: Cr Terence Lees

That Council notes the list of investments as at 28 February 2022 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.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.10 RATES AND CHARGES COLLECTIONS - FEBRUARY 2022

RESOLUTION 2022/61

Moved: Cr Terence Lees

Seconded: Cr Barbara Deans

That Council notes the information provided in the report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.11 URBAN SERVICES - WORKS IN PROGRESS

RESOLUTION 2022/62

Moved: Cr Karen Churchill

Seconded: Cr Pat Cullen

That Council notes the information in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.12 DRAFT CONCEALED WATER LEAKS POLICY**RESOLUTION 2022/63**

Moved: Cr Karen Churchill

Seconded: Cr Terence Lees

1. That Council places the draft Concealed Water Leaks Policy, as attached to the report as Annexure 1, 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 Corporate and Sustainability 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 Concealed Water Leak Policy (with or without changes) at its May 2022 Ordinary Meeting.
3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Investment Policy without any changes as a policy of Council.
4. That Council notes the information contained in the Concealed Leaks Application form, as attached to the report as Annexure 2.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.13 COMMUNITY STRATEGIC PLAN DEVELOPMENT**RESOLUTION 2022/64**

Moved: Cr Karen Churchill

Seconded: Cr Barbara Deans

That Council notes the information contained in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.14 COMMUNITY SERVICE PROGRESS REPORT**RESOLUTION 2022/65**

Moved: Cr Terence Lees
Seconded: Cr Ahmad Karanouh

That Council notes the information contained in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.15 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT**RESOLUTION 2022/66**

Moved: Deputy Mayor Karen Churchill
Seconded: Cr Pat Cullen

1. That Council notes the contents of this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

RESOLUTION 2022/67

Moved: Cr Tim Horan
Seconded: Cr Karen Churchill

2. That Council makes an appropriate industrial block available to the Bucking Bull Hotel for purposes of expanding the current Return and Earn Service in Coonamble, at a rental price of \$100 per week and with a 12 months' notice period, with the understanding that there is no further cost to Council and for the Bucking Bull Hotel to follow due process regarding all applicable planning procedures.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Cr Barbara Deans

CARRIED 7/1

RESOLUTION 2022/68

Moved: Cr Ahmad Karanouh
Seconded: Cr Terence Lees

3. That a letter be written to Castlereagh Industries notifying them of Council's

resolution.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.16 SALEYARDS REPORT- FEBRUARY 2022**RESOLUTION 2022/69**

Moved: Cr Terence Lees

Seconded: Cr Pat Cullen

That Council notes the information provided in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.17 DRAFT REGULATORY AND ENFORCEMENT POLICY**RESOLUTION 2022/70**

Moved: Cr Barbara Deans

Seconded: Cr Ahmad Karanouh

- 1. That Council places the draft Regulatory and Enforcement 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 Regulatory and Enforcement Policy (with or without changes) at its May 2022 Ordinary Council Meeting.**
- 3. That Council, in the event of it not receiving any submissions during the public exhibition period, formally adopts the Regulatory and Enforcement Policy without any changes as a policy of Council.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.18 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS**RESOLUTION 2022/71**

Moved: Cr Karen Churchill

Seconded: Cr Terence Lees

That Council notes the information in this report.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.19 TOOLOON STREET SCHOOL CROSSING - REQUEST FOR BUDGET ALLOCATION**RESOLUTION 2022/72**

Moved: Cr Terence Lees

Seconded: Cr Pat Cullen

That Council notes that the Tooloon Street School Crossing Project has now been fully funded by Transport for NSW.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

10.20 CORRESPONDENCE**RESOLUTION 2022/73**

Moved: Cr Barbara Deans

Seconded: Cr Brian Sommerville

That the correspondence listed in the body of the report be noted.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

Nil.

RESOLUTION 2022/74

Moved: Mayor Tim Horan

Seconded: Deputy Mayor Karen Churchill

That Council suspends standing orders and the formal Council Meeting for purposes of informal discussion.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

RESOLUTION 2022/75

Moved: Mayor Tim Horan

Seconded: Deputy Mayor Karen Churchill

That Council resumes standing orders and the formal Council Meeting to deal with the matters listed in the Business Paper as confidential items.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

12 CONFIDENTIAL MATTERS**RESOLUTION 2022/76**

Moved: Cr Karen Churchill

Seconded: Cr Adam Cohen

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

12.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 9 February 2022

12.2 UNLAWFUL DEMOLITION OF BARRY JACKSON PAVILION - COONAMBLE SHOWGROUND

This matter is considered to be confidential under Section 10A(2) - e of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, prejudice the maintenance of law.

12.3 Review of Staff Exits Report

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Ahmad Karanouh, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 8/0

12.1 CLOSED (PUBLIC EXCLUDED) COUNCIL MEETING OF THE COONAMBLE SHIRE COUNCIL - 9 FEBRUARY 2022

The two items considered (i.e. 12.2 and 12.3) are listed below.

12.2 UNLAWFUL DEMOLITION OF BARRY JACKSON PAVILION - COONAMBLE SHOWGROUND

Cr Lees declared a conflict of interest with this matter, left the room and did not participate in any of the discussions or voting on the item.

Cr Karanouh also left the meeting for personal business reasons.

RESOLUTION 2022/77

Moved: Cr Karen Churchill

Seconded: Cr Pat Cullen

- 1. That Council issues a formal warning letter to Mr Matthew Cock for contravening the provisions of s. 4.2(1)(a) of the *Environmental Planning and Assessment Act 1979* because Mr Cock was responsible for instructing Newbold Haulage Pty Ltd to undertake the demolition of the Barry Jackson Pavilion at the Coonamble Showgrounds, well knowing that the necessary development application consent in this regard had not been obtained.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, and Brian Sommerville

Against: Cr Barbara Deans

CARRIED 5/1

RESOLUTION 2022/78

Moved: Cr Karen Churchill

Seconded: Cr Brian Sommerville

- 2. That a formal warning letter be issued to Mr Chris Newbold and his company Newbold Haulage Pty Ltd highlighting the need to follow due process to ensure their demolition projects have received the necessary development application approvals to proceed and, if his company fails to adhere to this directive into the future and demolishes a structure for which consent has not been formally granted, that Council will have no choice but to issue a penalty infringement notice or proceed with court**

proceedings.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, and Brian Sommerville

Against: Nil

CARRIED 6/0

RESOLUTION 2022/79

Moved: Cr Karen Churchill

Seconded: Cr Pat Cullen

- 3. That a letter be written to the Coonamble Show Society as the development applicant to explain the unlawful demolition matter to them and to provide advice about the necessity of obtaining formal pre-lodgement development application advice and engaging in suitable project planning to ensure development applications and the associated construction works are dealt with in a timely manner.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, and Brian Sommerville

Against: Nil

CARRIED 6/0

RESOLUTION 2022/80

Moved: Cr Pat Cullen

Seconded: Cr Brian Sommerville

- 4. That Council in due course pursues the preparation of a Crown Lands Plan of Management for the Coonamble Showgrounds, complete with a comprehensible procedure around how development projects should be dealt with by all the members of the Coonamble Showground Users Group.**

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, and Brian Sommerville

Against: Nil

CARRIED 6/0

Cr Lees returned to the meeting.

12.3 REVIEW OF STAFF EXITS REPORT**RESOLUTION 2022/81**

Moved: Cr Karen Churchill

Seconded: Cr Barbara Deans

- 1. That Council notes the contents of the report “Review of exists for calendar year 2022” dated 189 February 2022 as received from Local Government NSW – Management Solutions.**
- 2. That Council’s Workforce Plan be revisited to ensure that the**

recommendations contained in the report mentioned in paragraph one above, are included with this Plan.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 7/0

RESOLUTION 2022/82

Moved: Deputy Mayor Karen Churchill
Seconded: Cr Terence Lees

That Council moves out of Closed Council into Open Council.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 7/0

RESOLUTION 2022/83

Moved: Deputy Mayor Karen Churchill
Seconded: Cr Terence Lees

That Council adopts in Open Council the Resolutions passed in Closed Council (Resolution 2022/77 to 2022/81).

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara Deans, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 7/0

The Mayor read the adopted resolutions out loudly.

13 CONCLUSION OF THE MEETING

The Meeting closed at 5.53pm.

The minutes of this meeting were confirmed at the Council held on 13 April 2022.

.....
CHAIRPERSON

7 DISCLOSURES OF CONFLICTS OF INTEREST

8 MAYORAL MINUTE

MAYORAL MINUTE

File Number: M 3
Author: Tim Horan-Mayor
Authoriser: Tim Horan, Mayor
Annexures: Nil

MAYORAL MINUTE

To be verbally delivered.

Tim Horan
Mayor

MOTION:

1. That the Mayoral Minute be received.

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: Bruce Quarmby, Executive Leader - Corporate and Sustainability

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 March 2022:

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.	The contractor has been requested to revisit the site, but no action has been taken yet.

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 March 2022 is documented above.

RECOMMENDATION

That Council notes the information in this report.

10.2 COUNCIL RESOLUTIONS UPDATE

File Number: C17; C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability

Annexures: 1. Council Resolution Update Table - April 2022

PURPOSE

The purpose of this report is to enable Council to keep track of important Council resolutions.

BACKGROUND

Important and significant Council resolutions will be added to the list of items below, and a monthly update on the status will be provided by the responsible officer.

(a) Relevance to Integrated Planning and Reporting Framework

Adopted Council resolutions should ideally link in with Council’s suite of Integrated Planning and Reporting Framework documents.

(b) Financial Considerations

The financial considerations relating to each item mentioned below would have been considered by Council as part of the original report that dealt with the matter.

COMMENTARY

A table with information about outstanding Council resolutions is attached as Annexure 1 to the report, in the following format:

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/ Update

RECOMMENDATION

That Council notes the contents of Annexure 1 attached to the report on the status of Council resolutions.

Council Resolutions Update - Annexure 1

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
1.	11.1.22	2022/7	Delegates to Committees	Donations Committee – Frequency to be determined	ELCS (Bruce)	Addressed as part of the March Meeting Business Paper.
2.1	11.1.22	2022/11	Priority Items to be Pursued	IP&R – CSP & DP by 30.6.22	ELESPC (Noreen)	Progress report included with the March Meeting Business Paper.
2.2	Ditto	Ditto	Ditto	Induction & Refresher Training – within 6 months	GM (Hein)	Initial training has been provided by the GM and ELs. Norm Turkington has also presented a day’s training on “Working Together” and the Code of Conduct.
2.3	Ditto	Ditto	Ditto	Additional training for Mayor – within 6 months	GM (Hein)	
2.4	Ditto	Ditto	Ditto	Review & Adoption of Approvals & Order Policies – within 12 months	Manex (Executive Management Team)	Scheduled for July Meeting
2.5	Ditto	Ditto	Ditto	Councillors Expenses & Facilities Policy – within 12 months	GM (Hein)	Draft Policy on Public Exhibition
2.6	Ditto	Ditto	Ditto	Review of Organisation Structure – within 12 months	GM (Hein)	Scheduled for July Meeting
2.7	Ditto	Ditto	Ditto	Code of Meeting Practice – within 12 months	GM (Hein)	Following presentation of the draft code to the March Council meeting , further amendments to the code are currently underway with a revised code to be tabled to the meeting for consideration.

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
2.8	Ditto	Ditto	Ditto	Review of Delegations – within 12 months	GM (Hein)	Placed on hold until the recruitment of a new General Manager for Coonamble Shire has been completed.
2.9	Ditto	Ditto	Ditto	Review of Code of Conduct – within 12 months	GM/MPRI (Hein/Amanda)	Scheduled for July Meeting
3.	9.2.22	2022/17-19	New SES Building	Consultation with all stakeholders and revised design be pursued for construction – with additional funding through Roy Butler’s office	Mayor/GM/ELCS (Tim/Hein/Bruce)	Progressing well. Update provided in the monthly progress report of the ELC&S.
4.	9.2.22	2022/20	Return and Earn Program Expansion	Consultation with operator and potential other operators about expansion	ELESPC (Noreen)	Completed. The Bucking Bull was contacted regarding Resolution 2022/67 and Castlereagh Industries was informed of this resolution as per 2022/68.
5.	9.2.22	2022/21	Youth Services in LGA	Determine current services, coordination and possible duplication and gaps analysis	ELESPC (Noreen)	Youth Forum was conducted with Youth on 5 April 2022. A summary will be provided and consulted with service partners and providers.
6.	9.2.22	2022/22	Councillor Workshop on Masterplan	Explain and relay info about Masterplan to Councillors – within 3 months	GM/Casual MED&G (Hein/Pip)	Given the recent events , plans are underway to have this workshop carried out after the May Council meeting.
7.	9.2.22	2022/24-25	Economic Development as an important function	Vacant position of MED&G – Report to Council	GM (Hein)	To be considered as part of the Organisation Structure.
8.	9.2.22	2022/26	Coonamble Weir’s accessibility to the public	Stakeholder consultation about the future operations and	New MED&G or revised position (Vacant)	Brief has been done for a Plan of Management to be

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
				possibilities of the operations and management		developed for this important Crown Reserve. Suggested update: Services to engage consultant executed. Consulted has done initial scoping work and site visit with further information to come.
9.	9.2.22	2022/27	Quarry operations and future	Report addressing life span, product prices, crushing plant equipment, risks, retail, own supply considerations etc.	ELI (Daniel)	Investigations have started and are progressing – with the aim to present a report to Council at its May Meeting.
10.	9.2.22	2022/28	Quarry operations and future	Quarry Committee – Terms of Reference	ELI (Daniel)	Scheduled for May Meeting
11.	9.2.22	2022/29	LEP Amendments	Availability of suitable residential land – including small rural blocks, larger rural subdivisions, restrictions on acreage size in RU1 zoning	ELESPC (Noreen)	
12.	9.2.22	2022/30	CDEP-like community employment and training program	Discussions with Federal MP and other stakeholders	Mayor/GM (Tim/Hein)	Redi.e are administrating similar funding and they have indicated that they are interested in applying for this funding for Coonamble – with a letter of support from Council.
13.	9.2.22	2022/31	Animal de-sexing program	Consultation with local stakeholders (like the vets) to get the program re-implemented – report to be prepared	ELESPC (Noreen)	North West Vets has been contacted. MoU to be drafted along with council policy.

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
14.	9.2.22	2022/32	Improved maintenance at Gulargambone and Quambone cemeteries	Investigate improved maintenance – report to be prepared	ELCS (Bruce)	Report to be prepared and tabled for Council’s consideration at its May Council meeting.
15.	9.2.22	2022/37	Membership of Country Mayors Ass	Mayor to attend next two meetings, after which membership will be reconsidered	Mayor (Tim)	
16.	9.2.22	2022/39	Staff Attraction, Retention and Exit Review	Report from LGNSW – Management Solutions – to be presented	GM (Hein)	Report included in the Confidential Section of the March Business Paper
17.	9.2.22	2022/41	Procurement Policy	Councillor Workshop to be held	ELCS (Bruce)	It is aimed for this Workshop to be held after the June Council Meeting.
18.	9.2.22	2022/43	Concept Design for Main Street Upgrade	Concept plans to be put on public exhibition, feedback to include from Chamber of Commerce and business operators/owners in main street – further report	Project Manager (David)	In process.
19.	9.2.22	2022/44	Compulsory Acquisition of land – Bore Baths	Legal processes to be followed	Casual MED&G (Pip)	Informal notice of a pending rescission motion was given to the GM, and the legal processes have not been pursued yet.
20.	9.2.22	2022/48	List of Fees & Charges	To be updated for both Coonamble and Gulargambone to have the gate takings for their main events	ELCS (Bruce)	
21.	9.2.22	2022/56	40km zone on the Castlereagh Highway in Coonamble	Letter to be addressed to TfNSW on the implementation progress	ELI (Daniel)	Letter has been sent - receipt acknowledged. Waiting on response.

Item No.	Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
22.	9.2.22	2022/66	Development proposal on Crown Land across from the Showgrounds	Show Ground users and other stakeholders to be consulted, and proponent to be advised of the resolution	ELCS (Bruce) Casual MED&G (Pip)	A meeting has been held with the Showground User's Group on 25 February 2022, and these groups have two weeks within which to provide Council with their proposals – if any.
23.	9.3.22	2022/58	Application for Financial Assistance	Acknowledgement letters requesting deposit details for successful applicants	ELCS/AGM (Bruce) & ESO (Marina)	Letters have been forwarded to successful applicants.

10.3 CORRESPONDENCE

File Number: C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability

- Annexures:**
- 1. Native Title for Councillors Quick Reference Guide March 2022**
 - 2. Letter - Coonamble Challenge & Campdraft**
 - 3. Letter - Quambone Resources Committee**
 - 4. Circular - Companion Animals Amendment**
 - 5. Circular - GC Financial Assistance Grants Fact Sheet**
 - 6. Circular - Special Rate Variation & Minimum Rate Variation**
 - 7. Circular - Guidelines for Additional Special Variation**

CORRESPONDENCE

1. Department of Crown Lands - An email has been received from regarding Native Title Resources for Councillor Induction Sessions, included is the “Quick Reference Guide to Native Title for Councillors (annexure 1).
2. Coonamble Challenge and Campdraft – A letter has been received in relation to the Showground Users meeting held on 25 February 2022.
3. Quambone Resources – A letter has been received re: Matters of Safety and Works in the Quambone Town and Environs.
4. Office of Local Government Circulars Received:
 - 4.1 Companion Animals Amendment (Rehoming Animals) Act 2022
 - 4.2 GC Financial Assistance Grants Fact Sheets 2022
 - 4.3 Special Rate Variation and Minimum Rate Variation Guideline and Process.
 - 4.4 Guidelines for Additional Special Variation (ASV) Process for 2022-23

RECOMMENDATION

That the correspondence listed in the body of the report be noted.

Native title and council responsibilities

Quick reference guide for Councillors

March 2022

Overview

Council Crown land managers (CLMs) are responsible for native title compliance for dedicated or reserved Crown land and land vested in a local council under Division 4.2 of the *Crown Land Management Act 2016* (CLM Act).

Under Part 8 of the CLM Act, council CLMs must comply with all requirements of the Commonwealth *Native Title Act 1993* (NT Act) and engage or employ at least one native title manager to fulfill these obligations. These guidelines have been developed to assist Councillors in understanding what these native title requirements are.

What is the *Native Title Act 1993*?

Native title is how Australian law recognises the rights and interests that Aboriginal people and Torres Strait Islanders hold in land and waters under their traditional laws and customs. Native title is recognised and protected by the NT Act. The NT Act provides for the recognition and protection of native title and also establishes the ways in which future dealings affecting native title may proceed. Whilst the NT Act does not create any native title rights or interests, it provides us with laws to recognise and protect rights and interests that have existed before colonisation.

Who are native title holders?

Native title holders are the group of Aboriginal people who hold these native title rights for an area according to their traditional laws and customs. They are the 'traditional owners' for the land and waters and may be formally recognised by the Federal Court through a native title determination. Native title holders still possess their native title rights and interests, even if a claim has not been lodged or determined by the Court.

What are native title rights?

The nature and extent of native title rights can vary and may include exclusive possession, use and occupation of traditional country or non-exclusive native title rights, such as the right to access and camp or to hunt and fish on traditional country. The State must assume that native title exists if it does not hold evidence of extinguishment.

Native title rights often exist on Crown land managed by councils, and native title is relevant for all councils, regardless if there has been a native title determination.

Who is responsible for compliance with the *Native Title Act 1993*?

Council, as the appointed manager of Crown land under the CLM Act, is responsible for ensuring compliance with the NT Act. If the NT Act is not complied with, activity will be invalid to the extent that it affects native title.

To support certain decisions made by council on the management and use of Crown land, a council's native title manager must provide a written report to the relevant decision makers in the council that a particular activity or act (e.g. a plan of management, issuing a lease or licence, public works activities) complies with native title legislation prior to council undertaking that activity on Crown land. The report should include compliance actions necessary to meet the requirements of the NT Act, including notification requirements.

The Department of Planning and Environment (Crown Lands) provides training to accredit council staff as native title managers. Where native title rights will be affected, traditional owners have legal rights that could lead to stop work orders and compensation.

What are the native title requirements of councils under the Crown Land Management (CLM) Act 2016?

Councils are responsible for ensuring that all their activities on Crown land are carried out consistently with the CLM Act and the NT Act.

Under the CLM Act, councils are required to:

- Comply with all requirements of native title legislation in relation to land for which it is the Crown land manager (s8.10)
- Engage or employ at least one native title manager to ensure compliance with native title legislation (s.8.6(1))
- Obtain the written advice from their native title manager that the council complies with native title legislation when undertaking certain activities (s.8.7)
- Advise the Minister annually of the name/s of the council's native title manager/s (s.8.8)
- Pay compensation or indemnify the State against compensation liabilities for acts undertaken by councils that affect native title (s.8.12, 8.13)

When do I need to seek native title manager advice?

Councillors should consider native title requirements at the start of project planning so any native title considerations can be addressed in the site selection and project planning phase. Before a council carries out an activity on Crown land it must first determine if there is a valid native title pathway. This is done by obtaining a report from your council's native title manager. Considering native title early in the project planning stage may help to avoid unnecessary costs and resources where alternatives could be considered.

For some projects on Crown land, you need to consider costs before proceeding, i.e. Indigenous Land Use Agreements (ILUAs) and s. 24FA protection. For further information regarding ILUAs and s. 24FA protection please consult with your council's native title manager.

Types of activities on council managed Crown reserves that may require native title manager advice include (but not limited to):

- Public works
- Granting leases, licences, permits, forestry rights, easements
- Construction
- Maintenance
- Planning works
- Developing Plans of Management
- Mortgaging land or allowing it to be mortgaged
- Imposing or agreeing to covenants, conditions, or other restrictions on use of the land

What is the difference between Aboriginal land rights and native title?

Native title holders are separate stakeholders to Aboriginal Land Councils who make claims for land under the NSW *Aboriginal Land Rights Act 1983* (ALR Act).

<i>Native Title Act 1993 (Cwth)</i>	<i>Aboriginal Land Rights Act 1983 (NSW)</i>
Recognition of rights over land and waters	Grant of land rights (in freehold). In some instances in the Western Division, a lease in perpetuity might be granted (see s. 36(9A) of the ALR Act.
Claim made by native title holders - must establish customary connection to land.	Claim made by Aboriginal Land Councils/NSW Aboriginal Land Council - current day geographic connection.
Land held by Prescribed Body Corporates.	Land held by Local Aboriginal Land Councils or the NSW Aboriginal Land Council.
Claims over Crown land where native title rights have not been extinguished and where continuing connection to the land can be established.	Claims over Crown land not lawfully used or occupied, or required for an essential public purpose, or for residential land.
Non-exclusive rights (typically).	Exclusive rights (typically).
Claim determined by Federal Court.	Claim determined by Minister.

How can I support Aboriginal rights and interests on Crown land?

Councillors should ask the following questions and seek information from the council:

1. Has native title been considered in developing this plan or recommending this activity on Crown land? Is native title affected by this act on Crown land?

Council's native title manager's report should be considered as part of decision making to ensure that native title impacts are identified, and any requirements are being met.
2. How is the activity complying with the NT Act requirements?

The native title manager's report on the activity should identify the valid future act pathway for the activity.
3. What notification procedures are required under the NT Act?

Do the native title holders or claimants have a right to comment, a right to object or negotiate on the activity on Crown land? It is important to ensure the appropriate procedural rights are followed, so that where native title rights are affected, the relevant native title groups are informed and consulted as required.

Know who the native title claimants or holders are in your local government area. CLMs are encouraged to form positive relationships with the native title claimants or holders in their local area as early as possible, regardless of whether there has been a Federal Court native title determination.

How do I know what Crown land my council manages?

You can view details of the Crown land your council manages by visiting the Crown land [Reserve Manager Portal](#).

Where can I find more information?

- [Introduction to native title for Councillors video](#)
- [Crown Reserve Manager website](#)
- [Native Title Manager Workbook](#)
- [Native Title Act 1993](#)
- [Crown Land Management Act 2016](#)
- [National Native Title Tribunal](#)
- [Office of the Registrar of Indigenous Corporations](#)
- [NTSCorp](#)
- [Developing Indigenous Land Use Agreements – a Guide for Local Government](#)

Contact information

Council Crown land managers

Phone: 1300 886 235

Email: council.clm@crowmland.nsw.gov.au

Category 1 Crown land managers

Phone: 1300 886 235

Email: reserves@crowmland.nsw.gov.au

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Coonamble Challenge & Campdraft
PO Box 196
Coonamble NSW 2829

11th of March 2022

Dear Coonamble Council,

On behalf of the Coonamble Challenge and Campdraft committee, I am writing this letter in regards to the Showground users committee meeting that was held on the 25th of February 2022. The agenda for the meeting held was in regards to the use of the crown land situated on the eastern side of the highway from the Coonamble Showground.

From our point of view, we would like to see the land developed and turned into holding paddocks for cattle and also a camping area. To have two or three holding paddocks built would be a great benefit to our event enabling an area for the campdraft cattle to be spelled whilst our event was in progress for the weekend. In conjunction with the holding paddocks, we would also like to see a camping area established, to accommodate the many competitors we receive each year.

The infrastructure that we would like to have as apart of the holding paddocks would be new boundary and internal exclusion fencing to ensure the safety of the cattle and also the public. Adequate water supply would also need to be developed to ensure the cattle are well watered.

For the camping area, we would like to clear an area that was fenced off with exclusion fencing for the safety of the competitors and their horses. The potential new cleared area allocated for camping we feel would benefit from being top dressed with crusher dust to allow camping in all weather conditions. A camp area amenities block would also need to be established and built to service the new designated camp area.

If this outcome was possible, traffic signs and lights would need to be installed to try to prevent accidents occurring throughout the event weekend when cattle, horses, competitors and spectators are crossing the highway.

As a committee, we feel this potential development of the land and infrastructure being built would be a huge benefit for the Coonamble showground, our committee and other committees to accommodate large camping numbers and an area to spell the cattle for the duration of each event.

Kinds regards,



Will Lambell

Coonamble Challenge & Campdraft President 2022



To The Councillors
Coonamble Shire Council
80 Castlereagh Street,
Coonamble NSW 2829

18/03/2022

Attn: The Mayor and Councillors.

Re: Matters of Safety and Works in the Quambone Town and Environs.

Dear Mayor and Councillors,

On behalf of the Quambone Resources Committee and the general community of Quambone we wish to raise awareness of the following matters:

- School Fire Break and Fire Hazards, Case No. 0417-2022 The Primary School Principal Mrs Stacey has made us aware of the need for a fire break around the Quambone Primary School. Mrs. Stacy explained to all present at the recent Quambone General Meeting that she has lodged a request for the fire breaks to be done & is still waiting for feedback on the matter.
- Large Pile of Tyres, Case No. 0418-2022 There has also been a concern for some time now over the matter of a large pile of tyres on the property of a town resident in Tucka Tucka Street. This matter has been raised with the CSC some time ago with no apparent reply or action noted? Could this be attended to as soon as possible as the tyres are both a health risk & fire hazard?
- Derelict House Fire Site, Case No. 0416-2022 We have not heard as yet as to the cleanup of this site. As the house cladding is largely asbestos it would be prudent to have this attended to post haste due to the health & safety issues.
- The Quambone Park Toilet, We have been informed that the actual flatpack unit is in storage at the CSC depot and we are wondering if we could have an update on the build in the Park itself? These toilets were promised at the October 2020 Quambone council meeting.
- E. coli Outbreak, There was at the same meeting some considerable discussion about the two outbreaks of E. coli, this recent outbreak and the one in 2018. Is there a cause and solution process in place to prevent such an occurrence happening again.
- Defibrillator Training, It has been a very welcome installation at the Quambone Store and we once again thank the CSC for this very important life saving device as with all the other units made available around the Shire. We do however have many residents who have not had any training in the use of such equipment therefore we would like to restate the request for training on a suitable date and time for all concerned.
- Quambone Tip, The fence around the Quambone tip is a marvelous advancement as rubbish can be properly contained and unnecessary visitors kept out. We would also like to state our thanks for this achievement to Council. We do however have a problem as there is now no proper access road to the tip as the new gated entry was placed out on a wilderness site which most likely was

created when only a handful of vehicles chose to use that patch for access to build the gate and fence? The track is also badly affected by wet weather as with all roads on the west side of town the soil becomes extremely boggy after a little rain so some road base would be a good idea.

- **Blocked Toilet at the Racecourse:** There has for some time been a blockage in the ladies toilets at the Quambone Sportsground/Racecourse that we have previously asked to fixed in the original toilet block that was blown over in the storm in December 2019. There are also issues in the male toilets which need new rubber flush cones & seals.

We hope to hear shortly on these matters and we will raise any unresolved issues at the next Coonamble Shire Meeting to be held here in the Quambone Memorial Hall on 13th April, 2022.

We have been informed by Mayor Tim Horan on the process of prior arrangement of questions to be raised & will be requesting to speak on these issues at this meeting.

Yours sincerely



Darius Smith

(Secretary)



Office of
Local Government



Circular Details	22-05/15 March 2022/A811129
Previous Circular	N/A
Who should read this	Councillors / General Managers / Companion Animal staff
Contact	Policy Team / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

Companion Animals Amendment (Rehoming Animals) Act 2022

What's new or changing

- On 23 February 2022, a Private Members Bill, the *Companion Animals Amendment (Rehoming Animals) Bill* passed Parliament.
- The Bill seeks to improve rehoming outcomes for pet cats and dogs in the care of NSW council pounds and shelters.

What this will mean for your council

- This means that the *Companion Animals Act 1998* has been amended to prescribe the actions that local councils must take when seeking to rehome a companion animal that has been seized or surrendered.
- Key changes include:
 - The need for councils to give written notice to at least 2 rehoming organisations that the animal is available for rehoming and will remain available for at least 7 days from the date the notice is given.
 - The need to take reasonable steps to advertise on a webpage or through a social media platform that the animal is available for rehoming.
 - New record-keeping requirements in relation to:
 - the identification of animals either rehomed or destroyed, and
 - in the case of animals that are destroyed, the actions a council took to rehome that animal.
- The Office of Local Government (OLG) recognises the critical role that local councils have in rehoming companion animals, and that these changes formalise the actions councils currently undertake.
- Local Government NSW indicated its support for the Bill and described the amendments as straightforward and reasonable.

Key points

- The changes will standardise the rehoming process and create a consistent approach to rehoming across all NSW councils.
- It will also foster the development of closer partnerships with local rehoming organisations that will enable the development of a system that works best for both parties, including shared, cost-effective arrangements for the collection of animals from pounds.
- Importantly, the prohibition on selling or giving away a dangerous, menacing or restricted dog remains in place.

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- There is an exception in place for animals that, in the opinion of a veterinary practitioner, are so severely injured, so diseased or in such a physical condition that it is cruel to keep them alive.
- Along with the new record-keeping requirements, guidelines may be developed in relation to the reporting of that information to the Departmental Chief Executive or the public, or both.
- OLG will consult with councils on the development of these guidelines.
- Importantly, the Rehoming Practices Review announced in November 2021 is a separate process to these amendments and will encompass a broader examination of current rehoming practices and factors driving euthanasia rates.
- The Review will be undertaken in consultation with metropolitan, regional and rural councils and rehoming organisations to collect and analyse more information and data to better understand euthanasia rates and trends.
- It will examine breeding, desexing and rehoming practices and their impacts on euthanasia rates. It will also look at ways to reduce euthanasia rates including any need for legislative reform, improvements to impounding processes, and better data collection.
- Any regulatory changes or process improvements recommended in the Review will be fully costed.
- Further details regarding the Review and how councils can participate will soon be made available.

Where to go for further information

- Further information on the *Companion Animals Amendment (Rehoming Animals) Act 2022* is available on the NSW Parliament website [here](#).

Melanie Hawyes

Deputy Secretary, Crown Lands and Local Government

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Financial Assistance Grants 2022-23

Fact Sheet 2022



Local Government Financial Assistance Grants are paid to local councils to help them deliver services to their communities. The funds are paid annually by the Australian Government. Councils are free to use these funds at their discretion and are accountable to their ratepayers. The allocation is paid in quarterly instalments.

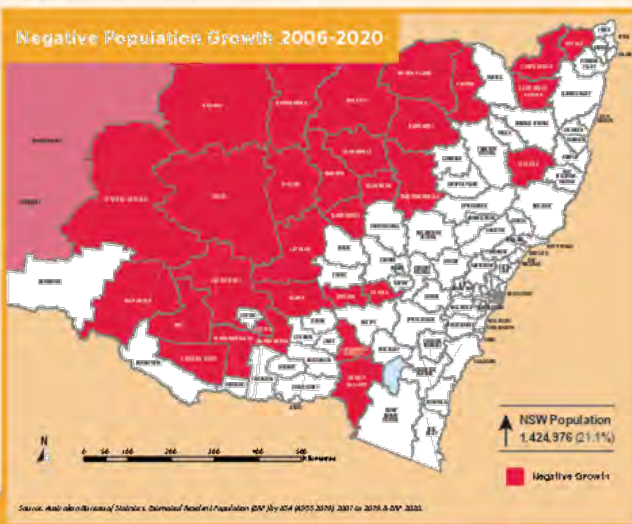
2022 Update

In 2013 the Independent Local Government Review Panel recommended, "Subject to any legal constraints, seek to redistribute Federal Financial Assistance Grants and some State grants in order to channel additional support to councils and communities with the greatest needs." Following an extensive review of the financial assistance grant model 2013 to 2016, recommendations were made to refine and improve parts of the expenditure allowance under the General Purpose Component (GPC). In 2018 the Commission (Commission) implemented refinements consistent with the National Principles and the NSW Government policy to allocate grants, as far as possible, to councils with the greatest relative disadvantage. However, the model refinements remain in a transition stage.

Since entering transition in 2018-19, the Commission has implemented transition arrangements, which limit the variation percentage of individual councils' annual GPC levels, as follows:

- Upper limit (cap) of +5%
- Lower limit (collar) of 0%

Historically, the Commission set a range between +5% and -5%. The Commission is looking to restore caps and collars within a range of +6% to -4%. Retaining a 0% collar is resulting in more funds continuing to shift from councils with greater relative disadvantage to councils with more relative advantage. The Commission will keep the transitional arrangements for the 2022 recommendations. It is consulting with the sector about the recommendations for 2023 and beyond and the most appropriate approach to resume the original lower limit, which may include a staged option.



Nowra 7-8 October: NSW Grants Commission hosted the 2021 National Conference of Local Government Grants Commissions, "The Road Ahead".

Councils with greatest relative disadvantage:

Councils with greatest relative disadvantage are generally rural and remote councils with:

- Small and declining populations
- Limited capacity to raise revenue
- Financial responsibility for sizeable networks of local roads/infrastructure & diminishing financial resources
- Relative isolation

The ongoing challenge for the Commission has been how to allocate a fairer share of the GPC to such councils when a fixed 30% of the GPC grant must be allocated based on population increases/decreases.

General Information

Funds are allocated to NSW on the basis of the National Principles under the Federal legislation - the *Local Government (Financial Assistance) Act 1995*. It comprises two pools of funds - the GPC and the Local Roads Component (LRC). For 2021-22 the estimated entitlement for the GPC is \$584,824,936, and the LRC is \$236,942,282, but the funds are untied. The GPC incorporates:

- Expenditure Allowance
- Revenue Allowance
- Isolation Allowance
- Pensioner Rebate Allowance
- Relative Disadvantage Allowance

Financial Assistance Grants 2022-23

Fact Sheet 2022



Why refine the model?

It's important to note that the Commission is not implementing a new model. Over time, the model had become very complex with an increasing number of functions and disability factors. The model had 20 expenditure functions and 47 disability factors applied across 128 councils plus more than 100 individual occurrences of discretionary disability factors. The Commission has taken advice, tested the competing propositions and decided to implement the recommended refinements and improvements.

The refined model:

- Allocates a higher proportion of grant funding to councils with greatest relative disadvantage
- Is consistent with the National Principles
- Is consistent with NSW policy of grant allocation
- Is transparent and publishable
- Is robust, statistically verifiable and auditable
- Uses best practice financial and modelling principles
- Is modern, simplified and more flexible

Per capita minimum grant

The legislation provides for a per capita minimum grant. The per capita minimum for 2021-22 is \$21.48. Councils on the minimum grant generally:

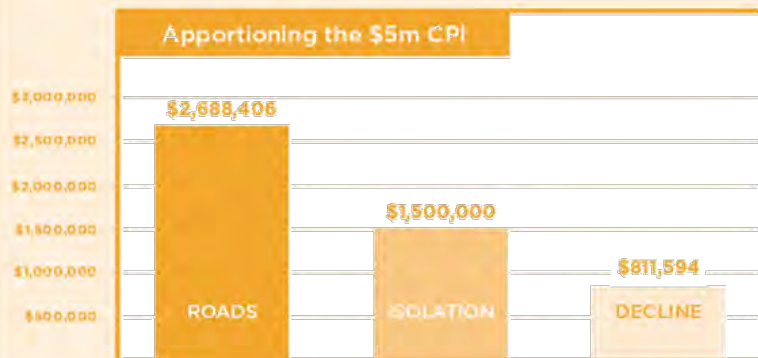
- Have greater revenue raising capacity
- Are not relatively disadvantaged
- Have economies of scale
- Are geographically smaller
- Experience year on year growth

There are 16 councils on the minimum grant, all located in the Sydney area. Just under 30% of the State's population live in those council areas.

Four minimum grant councils received a higher than state average increase of 1.7%, including the City of Sydney with an increase of 1.74%.

Relative Disadvantage Allowance

The Commission quarantined \$5m of the CPI increase and apportioned it as an allowance for relative disadvantage.



Roads = unsealed local roads. Isolation = increased weighting for isolation allowance. Decline = councils with population decline between 2006-20 (see negative population growth 2006-20 map page 1).

General Purpose Component (GPC)

The GPC expenditure allowance remains based on council expenditure reported against Financial Data Return grouped as follows:

- Administration & Governance
- Recreation & Culture
- Community Amenity
- Community Services & Education
- Roads, Bridges, Footpaths & Aerodromes
- Public Order, Health, Safety & Other

The 20 council functions are being retained but consolidated to six. The state average per capita cost for each function is still calculated by aggregating expenses (reported by all councils in their Financial Data Returns) for each function and divided by NSW's population.





Financial Assistance Grants 2022-23

Fact Sheet 2022

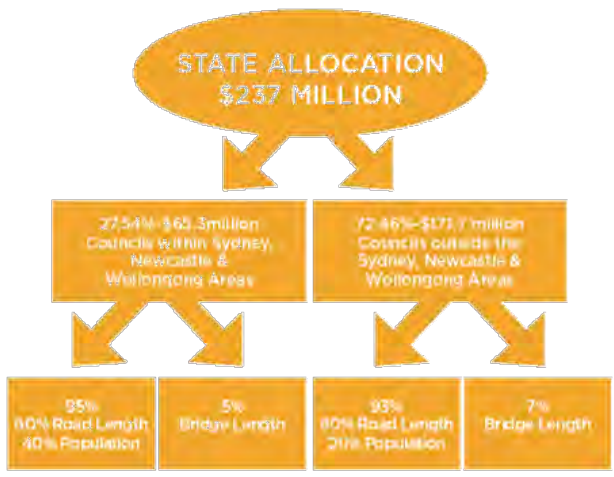
The **GPC expenditure allowance** includes five Cost Adjusters (or Disability Factors/Measures) to enable the Commission to compare councils' relative disadvantage/advantage:

- Population (ABS - Total for LGA)
- Aboriginal & Torres Strait Islanders (ABS - %)
- Local road length (council - km)
- Environment (ABS - ha environmental land)
- Rainfall, topography and drainage (Consultants Willing & Partners - index)

The expenditure allowance formula is also retained:

$No. of Units (LGA Population) \times State Ave \$Cost/capita for the function \times council's disability factor = \$ expenditure allowance.$

Distribution of Local Roads Component 2021-22 (29% of the national pool)



Submissions

Special submissions from councils will be considered by the Commission. The purpose of a submission is to give a council the opportunity to present information on the financial impact of inherent expenditure disabilities beyond its control that are not generally recognised in the current methodology. This allows the Commission to adequately consider all legitimate factors that affect councils' capacity to deliver services.

Contact the NSW Local Government Grants Commission

5 O'Keeffe Ave, Nowra NSW 2541
 Locked Bag 3015, Nowra 2541
 Telephone 4428 4100
grants@olg.nsw.gov.au

Related information:

<https://www.olg.nsw.gov.au/commissions-and-tribunals/grants-commission>
 Includes information such as prior fact sheets, Grants Commission Circulars, reports and grant schedules.

Background and call for the review

The Independent Local Government Review Panel recommendation (Fact Sheet page 1) was supported by a number of other reviews and reports including:

2008 Assessing Local Government Revenue Raising Capacity, Productivity Commission Research Report:

"A number of councils, particularly in capital city and urban developed areas, have the means to recover additional revenue from their communities sufficient to cover their expenditures without relying on grants. However, a significant number of councils, particularly in rural (87%) and remote (95%) areas would remain dependent on grants from other spheres of government to meet their current expenditure. Given the differences in the scope to raise additional revenue across different classes of councils, there is a case to review the provision of Australian Government general purpose grants to local governments."

2010 Australia's Future Taxation System Report:

"The current requirement that each council receives 30% of its per capita share of untied financial assistance grants may prevent state grants commissions from redistributing to councils that require greater assistance."

2013 The NSW Local Government Grants Commission submission to the Commonwealth Grants Commission Review:

... "we have seen an increase in concerns being raised about:

- the widening gap in revenue raising capacity for larger metropolitan councils versus smaller rural councils;
- increasing infrastructure needs;
- declining population."

2014 The NSW Government's Response to the Local Government Review Panel:

"The Government supports targeting Financial Assistance Grants to communities with the greatest need. It will ask the NSW Grants Commission to continue to identify opportunities to achieve this over time, within the constraints imposed by the national funding principles. It will also ask the Commission to ensure transitional protection for those councils with lower levels of need, to minimise the impact of any redistribution."

2017 Shifting the Dial: 5 year Productivity Commission Review:

"The Commission's study into transitioning regional economies noted that where populations have declined in Local Government areas, related declines in revenue are hampering efforts to maintain infrastructure designed to service (and be funded) by larger populations."



Circular Details	22-03 / 7 March 2022 / A811946
Previous Circular	20-38 Special Rate Variation and Minimum Rate Variation Guideline and Process
Who should read this	Councillors / General Managers / Rating and Finance Staff
Contact	Policy Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

Subject

Guidelines for Additional Special Variation (ASV) Process for 2022-23

What's new or changing

- The Independent Pricing and Regulatory Tribunal (IPART) will accept and process an additional round of 2022-23 Special Variation (ASV) applications from councils.
- For applications made under the ASV process, the ASV Guidelines set out in this circular apply in place of the [Guidelines for the preparation of an application for a special variation to general income](#) issued by the Office of Local Government in 2020.
- For more information on when these ASV Guidelines apply, please see 'What this will mean for your council' below.
- This one-off ASV round is available for the 2022-23 financial year only.
- This one-off ASV round is for councils that can demonstrate the need for a special variation to meet the obligations they set for 2022-23 in their 2021-22 Integrated Planning and Reporting (IP&R) documentation.
- Councils seeking a permanent special variation will also need to demonstrate the financial need for the special variation to be included in their rate base on an ongoing basis.
- Separately, IPART has also agreed to undertake a broader review of its rate peg methodology, including the Local Government Cost Index, with outcomes from the review expected to shape rate peg determinations in future years.

What this will mean for your council

- The ASV Guidelines set out in this Circular apply where council is applying for:
 - a temporary or permanent single year special variation for 2022-23 under section 508(2) of the *Local Government Act 1993* (the Act), AND
 - the percentage sought in the application is the lower of:
 - 2.5% (including population factor) or
 - the council's assumed 2022-23 rate peg as exhibited in its 2021-22 Long Term Financial Plan (LTFP) (including population factor)

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Strengthening local government

- For ASV applications made under the Guidelines set out in this Circular, councils will need to demonstrate that:
 - Council has demonstrable financial need such that, in the absence of a special variation, council would not have sufficient funds to meet its obligations as identified in its 2021-22 LTFP as and when they fall due in 2022-23; and
 - Where councils are applying for a permanent special variation, in addition to the above criterion, the council has demonstrable financial need for the special variation to be retained in its rate base on an ongoing basis; and
 - Council's 2021-22 IP&R documentation budgeted for an income increase above the percentage specified for the council for 2022-23 under section 506 of the Act; and
 - Council has resolved to apply for the special variation under section 508(2) of the Act and that the resolution clearly states:
 - whether the resolution is for a temporary or permanent special variation under section 508(2) of the Act; and
 - the additional income that council will receive if the special variation is approved; and
 - why the special variation is required; and
 - that the council has considered the impact on ratepayers and the community in 2022-23 and, if permanent, in future years if the special variation is approved and considers that it is reasonable.
- The ASV application process will be a simpler more targeted application process.
- IPART will not require councils to demonstrate community consultation outside of the processes outlined above. To demonstrate community consultation, IPART will consider the consultation undertaken through the IP&R process and consider the resolution to apply for a ASV meets the requirements outlined above.
- IPART will release streamlined application forms and further information shortly.
- Under this ASV round of applications:
 - IPART will accept applications until 29 April 2022;
 - IPART will publish applications to enable community consultation for a period of at least three weeks; and
 - IPART will notify councils of its decision no later than 21 June 2022.

Key points

- In late 2021, IPART announced the rate peg for the 2022-23 financial year was set at an increase of between 0.7% and 5.0%.
- Special variations provide an opportunity for councils to vary general income by an amount greater than the annual rate peg. However IPART's normal period for special variation applications in relation to the 2022-23 rate peg has now passed.
- The Office of Local Government and IPART recognise that, due to the delayed council elections and the determination of the 2022-23 rate peg at a lower rate than councils had forecast, councils may not have had sufficient time to prepare special variation application within the normal timeframe.

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This may result in some councils not having sufficient funds to pay for required infrastructure and services.

- As such the NSW Government and IPART have agreed to a one-off ASV round for the 2022-23 financial year only.
- This process is not intended to address applications from councils that require a special variation (above 2.5%) to achieve long term financial sustainability for reasons other than those set out in the criteria above, which should be addressed through the standard special variation process.
- Application forms, information papers, and submission details will be published shortly on [IPART's website](#).

Where to go for further information

- For further information please contact IPART on 02 9290 8400 or by email to ipart@ipart.nsw.gov.au.



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Group Deputy Secretary, Crown Lands and Local Government

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

COMMENTARYGrants

Overview

Status	This Month	Last Month	Year to Date
Grant-funded projects completed	1	1	8
Grants to be acquitted	5	5	
Grants in progress	17	18	
Grant submissions awaiting decision	5	6	
Successful grant applications	1	1	9

Detailed Status

Grants completed and awaiting acquittal	Responsibility	Comment
Coonamble Community Recycling Centre	ESM&C	
School Holiday Break Program	ESM&C	
Australia Day 2022 Community Grant	ED&G	
Small Business Month Grant	ED&G	
Local Council Program – COVID Responsiveness	ED&G	

Grants in progress	Responsibility	Comment
Coonamble Sports Ground Upgrades	C&S	Almost finished.
Solar Power installation at Warrena Weir	C&S	Contractor engaged.
Quambone Park Toilet (LRCI 20-21)	C&S	Awaiting site plan for DA
Public Art at town entrances	ED&G	Some erected, delays with manufacturing not adhering to design.
Gulargambone Youth Centre external upgrades	ESM&C	Final stages underway.
Restore Trooper Stables at Museum	ESM&C	Awaiting Development Application submission.
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	Variation being drafted.
Tooloon Street Pedestrian Crossing	INF	Quote obtained but over budget.
Eat Street	ED&G	Call for stallholders.
Museum Under the Bridge	ED&G	Purchasing underway.
Women's Change Rooms at Sportsground	ED&G	Design stage.
Walking Loop around Sportsground	ED&G	Design stage.
Youth Week 2022	ESM@C	Planning in progress.

There are no significant grant opportunities at the current time.

Smaller grant opportunities being pursued include:

- Cultural, Heritage and Arts Regional Tourism (CHART) funding to engage a consultant to analyse all collateral and suggest various “story lines” for a variety of exhibits at the Museum Under the Bridge (maximum grant \$15,000).

Communications

The most frequently visited pages of the past month have been Employment (490 visits), Contacting Council (334 visits), livestreaming Council's March meeting (334 people), Road Conditions (296 visits) and the Visit Coonamble pages (278 visits).

Council continues to maintain its communication with the community through:

- 1 x monthly, two-page *Community Connect* newsletter, with 1,897 newsletters delivered to all letterboxes and post boxes throughout the Local Government Area in November – sharing Council’s decisions about key items from the Business Paper each month.
- 1 x weekly half-page advertisement, *Weekly Connect* in *The Coonamble Times*, with unique content – advertising Requests for Quotations, Tenders and Expressions of Interest, policies and other reports currently on public exhibition and upcoming events for the community.
- Paid classified advertising for current tenders, requests for quotations, expressions of interest and positions vacant.
- 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 March related to the notice for potential minor flooding, with a further 10 posts attracting more than 100 hits, being on such topics as: the development of the Community Strategic Plan, suggestions regarding the type of shade trees for the Coonamble CBD, positions vacant, and notice of the Service NSW mobile van in Coonamble.

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.

With a current following of 2,400 people on Facebook and a lessening in the rate of new followers each month, this would suggest we have potentially saturated our reach within our potential social media audience of people 14+ years of age. In the past nine months (since July 2021), the number of followers has grown by 20%.

Social Media (Facebook) Summary

Measure	This Month	Last Month	Year to Date
Number of posts	40	17	248
Increase in number of followers	-2	6	+419
Total number of followers	2,403	2,405	
Reach	16,557	10,016	

Tourism Promotion

@visitcoonamble social media pages continue to increase reach. Posts on the Visit Coonamble Facebook page reached over 6,053 people over the last month. Page likes and followers increased slightly.

The most popular post on Facebook was an image of De & Mihn from Tong Fong Oriental Restaurant.

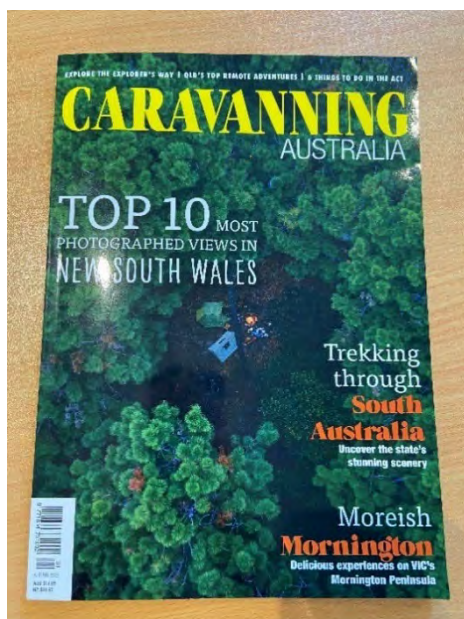
This post reached 4,523 people and had 327 engagements which means 327 people either liked, shared, commented, clicked to read the entire caption or stayed on the post for longer than 10 seconds. 646 people clicked on the post.

The audience on the Visit Coonamble Instagram page increased by 2.3% this month in terms of followers, with an increase of over 170% in content interactions (likes, comments, shares, and saves). A total number of 4,017 accounts were reached, with less than 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 782 people.

The most popular post on Instagram was a save the date for the Coonamble Rodeo & Campdraft on the long weekend. This post reached 733 people.

During February, @visitcoonamble social channels continued publishing stories which have experienced a steady increase. There is an average of about 100 people reached per post over the last month (including content engagement such as polls). Along with stories there were a few Reels posted on Instagram, which had a reach of over 2000 people per post.

An



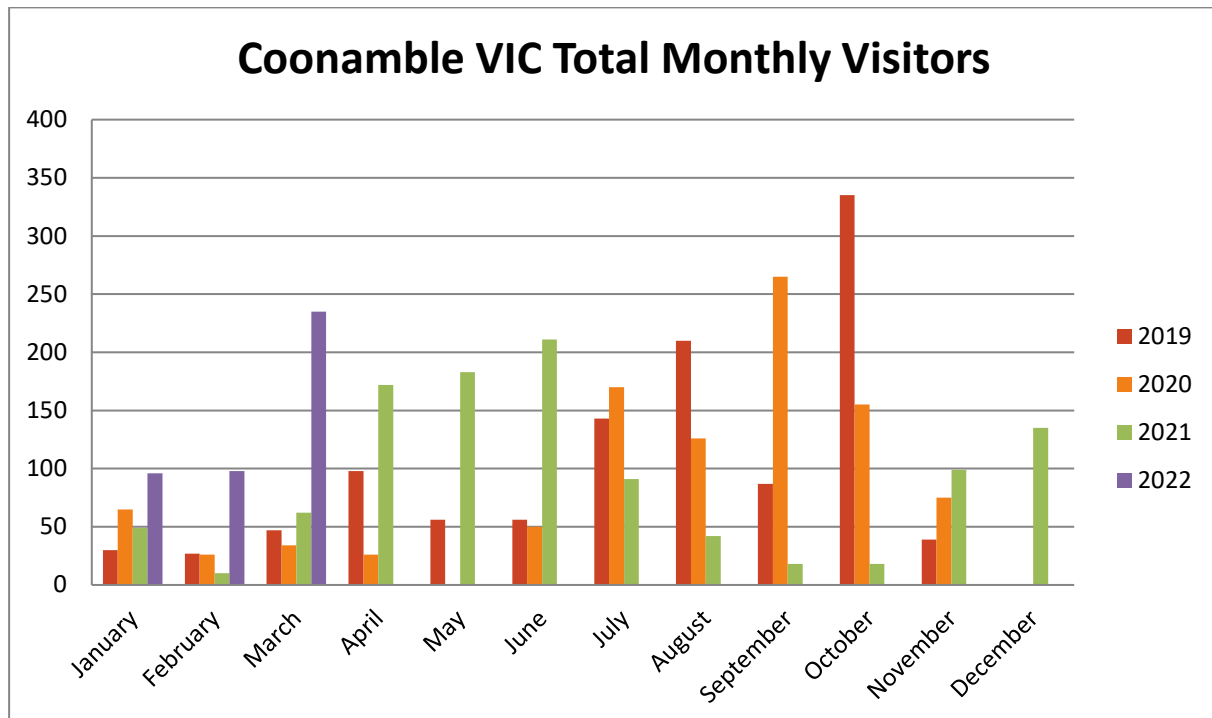
advertisement appeared in the Autumn edition of Caravanning Australia along with a 300-word editorial about the area.



Tourism Statistics

During March 2022, there were 235 visitors to the Information & Exhibition Centre, which is a significant increase from the previous month and an increase of 279% in the same period last year.

The Information & Exhibition Centre had two tour buses stop and visit the centre on their way to Lightning Ridge. These visitors spent time looking at the displays and spending money in the district store.



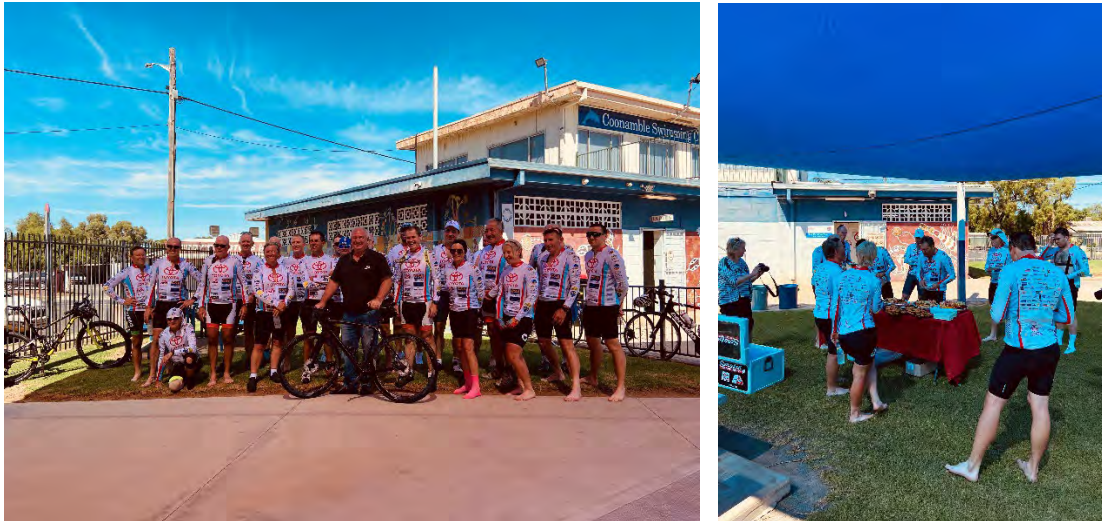
Coonamble Museum Under the Bridge

During March, the Museum had 16 visitors. The Museum remains open on Wednesdays & Fridays from 10:00am – 12:00pm as well as by appointment.

An application has been submitted for the 'Cultural Heritage and Arts Regional Tourism' (CHART) grant, to fund new signage for the Museum.

Events

- Tour de OROC 2022 stopped in Coonamble on Tuesday, 22 March, at the Coonamble Swimming Pool from 11:30am for lunch and a swim. There were some 35 members of the group, including riders and support crew. CJ's helped cater the event, and Mark Ewers kindly opened the Swimming Pool for everyone to enjoy a break. The riders and their support crew were travelling 1140km over 6 days, while raising money for Macquarie Home Stay.



- EAT STREET will be held on the main street of Coonamble, on Friday, 8 April, from 5:30pm, this is an event made possible by grant funding for The Festival of Place – Summer Night Fund, from the NSW Government. This event will be a fun night in Coonamble's main street with food and shopping stalls to be enjoyed by the community. A report will be made to the May meeting of Council.

(a) Governance/Policy Implications

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

(d) Environmental Implications

There are no environmental implications directly associated to this report.

(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 note the contents of this report.

10.5 NSW OFFICE OF LOCAL GOVERNMENT CIRCULAR 22-03 GUIDELINES FOR ADDITIONAL SPECIAL VARIATION (ASV) PROCESS FOR 2022-2023**File Number: Estimates - E6-1****Author: Bruce Quarmby-Executive Leader - Corporate and Sustainability****Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability****Annexures: 1. Council Circular 22-03 Special Rate Variation and Minimum Rate Variation Guidelines****PURPOSE**

To seek Council's endorsement to apply to IPART for a permanent single year Special Rate Variation of 1.3% for 2022 / 2023 in accordance with the Guidelines for Additional Special Variation (ASV) Process for 2022-23 as detailed in the Office of Local Government Circular 22-03.

BACKGROUND

As reported to its February 2022 Council meeting, in accordance with the advice received from the Independent Pricing and Regulatory Tribunal (IPART), the 2022/23 rate peg applicable for Coonamble Shire is 0.7%.

Following consultation amongst various peak industry bodies, regarding the potential negative impact on both the immediate and long-term sustainability of Council's, approaches were made to the Minister for Local Government raising the industries concerns. As a result of this the Minister for Local Government requested IPART undertake a review of its rate peg methodology. Further in accordance with the provisions contained with the attached circular from the NSW Office of Local Government, Councils can apply to IPART for an additional special variation (ASV) for the 2022-23 rate peg increase. A copy of this circular has been attached for Council's information.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

L1.4.10 Maintain long term financial viability.

(b) Financial Considerations

The 0.7% general rate increase, as currently granted by IPART will generate additional general rate income of approximately \$35,000.

As Council had adopted a 2% general rate increase in formulating its 2021/22 Long Term Financial Plan, under the provisions in the attached circular, Council can apply for a ASV for 1.3%. Should this application be successful it would in turn generate further additional general rate income of approximately \$66,000.

In preparing its Draft Operational Budget 2022 / 2023 for consideration by Council, management has done so on the basis that the ASV application

will be successful and the that total increase in General Rate revenue will be 2%.

COMMENTARY

In considering whether to pursue the ASV of 1.3% that is allowable under the guidelines provided to Council in the attached circular, Council should consider the costs drivers that have impacted the preparation of the 2022 / 23 draft operational budget. For Council's information the major cost drivers identified were as follows

- In accordance with advice provided to Council, Insurance premiums have been budgeted to increase by anticipated 13%.
- The 2.0% increase in salaries and wages from 1st July 2022 as per the Local Government (State) Award will cost approximately \$148,000.00 (not including overtime or allowances).
- Over the twelve months to December 2021, the Consumer Price Index (CPI) rose by 3.5%

Taking into consideration the above information and in an effort to ensure its own ongoing financial sustainability, the preferred option for Council is to apply for a permanent single year Special Rate Variation of 1.3% for 2022/23.

Whilst a copy of the OLG Circular has been attached for Council's information, in summary it advises Council that.

- The Independent Pricing and Regulatory Tribunal (IPART) will accept and process an additional round of 2022-23 Special Variation (ASV) applications from councils.
- Any applications made under the ASV process, are to follow the ASV Guidelines set out in the circular.
- This one-off ASV round is available for the 2022-23 financial year only.
- This one-off ASV round is for councils that can demonstrate the need for a special variation to meet the obligations they set for 2022-23 in their 2021-22 Integrated Planning and Reporting (IP&R) documentation.
- Councils seeking a permanent special variation will also need to demonstrate the financial need for the special variation to be included in their rate base on an ongoing basis.
- Separately, IPART has also agreed to undertake a broader review of its rate peg methodology, including the Local Government Cost Index, with outcomes from the review expected to shape rate peg determinations in future years.
- The ASV application process will be a simpler more targeted process and will not require demonstrated community consultation by Council.
- Applications of an ASV in accordance with the provisions contained in this circular will be accepted by IPART up until the 29 April 2022.
- IPART will notify councils of its decision no later than 21 June 2022.

(a) Governance/Policy Implications

Council's draft revenue policy that has been used in the calculation of the 2022/23 Operational Budget has been formulated based on a 2% general rate increase.

Should Council either resolve not to apply for the recommend ASV of 1.3% or alternative Council's application be denied, Council's draft revenue policy will have to be amended to reflect the 0.7% rate peg increase as currently set by IPART.

(b) Legal Implications

There are no legal implications directly attached to this report.

(c) Social Implications

There are no social implications directly attached to this report.

(d) Environmental Implications

There are no environmental implications directly attached to this report.

(e) Economic/Asset Management Implications

There are no economic/asset management implications directly attached to this report.

(f) Risk Implications

There are no risk implications directly attached to this report.

CONCLUSION

This report is provided to seek Council's approval to apply to IPART for a Special Rate Variation (ASV) of 1.3% for 2022 / 2023 to align with the planned objectives of Council's Long Term Financial Plan 2021 / 22 to 2030 / 31.

RECOMMENDATION

- 1. That Council under Section 508(2) of the Local Government Act 1993 make an application to IPART for a permanent single year Special Rate Variation of 1.3% for 2022 / 2023 in accordance with the Guidelines for Additional Special Variation (ASV) Process for 2022-23 as detailed in the Office of Local Government Circular 22-03, and**
- 2. Council notes that, if successful, the total 2022-2023 General Rate increase will be 2.0% as identified in the Coonamble Shire Council Long Term Financial Plan 2021 / 22 – 2030 / 31.**



Circular Details	22-03 / 7 March 2022 / A811946
Previous Circular	20-38 Special Rate Variation and Minimum Rate Variation Guideline and Process
Who should read this	Councillors / General Managers / Rating and Finance Staff
Contact	Policy Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

Subject**Guidelines for Additional Special Variation (ASV) Process for 2022-23****What's new or changing**

- The Independent Pricing and Regulatory Tribunal (IPART) will accept and process an additional round of 2022-23 Special Variation (ASV) applications from councils.
- For applications made under the ASV process, the ASV Guidelines set out in this circular apply in place of the [Guidelines for the preparation of an application for a special variation to general income](#) issued by the Office of Local Government in 2020.
- For more information on when these ASV Guidelines apply, please see 'What this will mean for your council' below.
- This one-off ASV round is available for the 2022-23 financial year only.
- This one-off ASV round is for councils that can demonstrate the need for a special variation to meet the obligations they set for 2022-23 in their 2021-22 Integrated Planning and Reporting (IP&R) documentation.
- Councils seeking a permanent special variation will also need to demonstrate the financial need for the special variation to be included in their rate base on an ongoing basis.
- Separately, IPART has also agreed to undertake a broader review of its rate peg methodology, including the Local Government Cost Index, with outcomes from the review expected to shape rate peg determinations in future years.

What this will mean for your council

- The ASV Guidelines set out in this Circular apply where council is applying for:
 - a temporary or permanent single year special variation for 2022-23 under section 508(2) of the *Local Government Act 1993* (the Act), AND
 - the percentage sought in the application is the lower of:
 - 2.5% (including population factor) or
 - the council's assumed 2022-23 rate peg as exhibited in its 2021-22 Long Term Financial Plan (LTFP) (including population factor)

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- For ASV applications made under the Guidelines set out in this Circular, councils will need to demonstrate that:
 - Council has demonstrable financial need such that, in the absence of a special variation, council would not have sufficient funds to meet its obligations as identified in its 2021-22 LTFP as and when they fall due in 2022-23; and
 - Where councils are applying for a permanent special variation, in addition to the above criterion, the council has demonstrable financial need for the special variation to be retained in its rate base on an ongoing basis; and
 - Council's 2021-22 IP&R documentation budgeted for an income increase above the percentage specified for the council for 2022-23 under section 506 of the Act; and
 - Council has resolved to apply for the special variation under section 508(2) of the Act and that the resolution clearly states:
 - whether the resolution is for a temporary or permanent special variation under section 508(2) of the Act; and
 - the additional income that council will receive if the special variation is approved; and
 - why the special variation is required; and
 - that the council has considered the impact on ratepayers and the community in 2022-23 and, if permanent, in future years if the special variation is approved and considers that it is reasonable.
- The ASV application process will be a simpler more targeted application process.
- IPART will not require councils to demonstrate community consultation outside of the processes outlined above. To demonstrate community consultation, IPART will consider the consultation undertaken through the IP&R process and consider the resolution to apply for a ASV meets the requirements outlined above.
- IPART will release streamlined application forms and further information shortly.
- Under this ASV round of applications:
 - IPART will accept applications until 29 April 2022;
 - IPART will publish applications to enable community consultation for a period of at least three weeks; and
 - IPART will notify councils of its decision no later than 21 June 2022.

Key points

- In late 2021, IPART announced the rate peg for the 2022-23 financial year was set at an increase of between 0.7% and 5.0%.
- Special variations provide an opportunity for councils to vary general income by an amount greater than the annual rate peg. However IPART's normal period for special variation applications in relation to the 2022-23 rate peg has now passed.
- The Office of Local Government and IPART recognise that, due to the delayed council elections and the determination of the 2022-23 rate peg at a lower rate than councils had forecast, councils may not have had sufficient time to prepare special variation application within the normal timeframe.

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This may result in some councils not having sufficient funds to pay for required infrastructure and services.

- As such the NSW Government and IPART have agreed to a one-off ASV round for the 2022-23 financial year only.
- This process is not intended to address applications from councils that require a special variation (above 2.5%) to achieve long term financial sustainability for reasons other than those set out in the criteria above, which should be addressed through the standard special variation process.
- Application forms, information papers, and submission details will be published shortly on [IPART's website](#).

Where to go for further information

- For further information please contact IPART on 02 9290 8400 or by email to ipart@ipart.nsw.gov.au.



Melanie Hawyes
Group Deputy Secretary, Crown Lands and Local Government

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10.6 STATUS OF INVESTMENTS - 31 MARCH 2022**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 March 2022**

Financial Institution	Invest Rating S&Ps	Investment Type/Maturity Date	Current Rate	Term	Amount (\$)
Commonwealth Bank	A1+	Term Deposit -16/05/2022	0.36%	182 Days	3,000,000
Commonwealth Bank	A1+	Term Deposit - 12/04/2022	0.28%	182 Days	2,000,000
Commonwealth Bank	A1+	Term Deposit - 12/04/2022	0.28%	182 Days	500,000
Commonwealth Bank	A1+	Term Deposit - 22/08/2022	0.50%	180 Days	1,000,000
Commonwealth Bank	A1+	Term Deposit - 02/05/2022	0.42%	181 Days	500,000
Commonwealth Bank	A1+	Online Saver Acc	0.20%		4,000,000
IMB - VRD	A2	Term Deposit - 18/04/2022	0.57%	91 Days	1,000,000
IMB - VRD	A2	Term Deposit - 04/08/2022	0.67%	91 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 - 08/08/2022	0.51%	182 Days	1,000,000
National Australia Bank	A1+	Term Deposit - 08/04/2022	0.45%	120 Days	500,000
National Australia Bank	A1+	Term Deposit - 27/07/2022	0.65%	120 Days	1,500,000
National Australia Bank	A1+	Term Deposit - 16/05/2022	0.38%	182 Days	2,000,000
Westpac Banking Corporation	A1+	Term Deposit - 10/03/2023	1.08%	365 Days	1,500,000
Westpac Banking Corporation	A1+	Term Deposit - 21/03/2023	1.20%	365 Days	1,000,000
Westpac Banking Corporation	A1+	Term Deposit - 23/03/2023	0.87%	180 Days	2,000,000
Westpac Banking Corporation	A1+	Term Deposit - 25/03/2023	0.98%	180 Days	2,000,000
Reliance C/U	Unrated	Term Deposit -17/05/2022	0.25%	181 Days	250,000
TOTAL					26,750,000

Financial Institution	Invest Rating S&Ps	% of Investment	Max per Investment Policy	Amount (\$)
Commonwealth Bank	A1+	41%	50%	11,000,000
National Australia Bank	A1+	26%	50%	7,000,000
Westpac Banking Corp	A1+	24%	50%	6,500,000
IMB	A2	7%	35%	2,000,000
Reliance C/U	Unrated	1%	10%	250,000
				\$ 26,750,000

Rating	% of Investment	Policy	Amount
A1+	89%	100%	18,000,000
A1	0%	80%	-
A2	42%	60%	2,000,000
Unrated	1%	30%	250,000
			\$ 20,250,000
General Fund Investments			20,296,073.12
Sewerage Investment Fund			2,623,027.67
Water Investment Fund			4,330,899.21
			\$ 27,250,000

Interest earned on Investments for 2021-2022 as at 31 March 2022 **\$ 64,017**

(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 March 2022 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.

10.7 RATES AND CHARGES COLLECTIONS - MARCH 2022**File Number: Rates - General - R4****Author: Deborah Tatton, Finance and Procurement Manager****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 March 2022.

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.

	31 March 2022	31 March 2021
Rates and Charges	\$2,514,472.84	\$2,241,311.92
Water & Sewer Consumption	\$358,403.02	\$164,954.98
Total	\$2,872,875.86	\$2,406,266.90

COMMENTARY**Rates and Charges**

	31 March 2022	31 March 2021
Rates and charges in arrears as at 30 June 2021	\$905,674.57	\$904,997.89
Rates/charges levied & adjustments for 2021/2022	\$7,205,468.25	\$6,967,407.88
Pension Concession	(\$107,988.61)	(\$109,278.83)
Amounts collected as at 31 March 2022	(\$5,488,681.37)	(\$5,521,815.02)
Total Rates and Charges to be Collected	\$2,514,472.84	\$2,241,311.92

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 at 31 March 2022 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 \$107,988.61; reducing the amount of income derived from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$48,594.87.

The rates and charges as at 31 March 2022 represents 31.00% of the total annual rates and charges levied and outstanding (compared with 28.47% on 31 March 2021).

Water and Sewer Consumption Charges

	31 March 2022	31 March 2021
Water & Sewer Consumption Charges and arrears as at 30 June 2021	\$401,325.23	\$399,024.06
Water & Sewer Consumption charges & adjustments 2021/22 year to date	\$440,195.40	\$411,223.61
Amounts collected as at 31 March 2022	(\$483,117.61)	(\$645,292.69)
Total Water & Sewer Consumption Charges to be Collected	\$358,403.02	\$164,954.98

The water and sewer consumption charges as at 31 March 2022 represents 42.59% of the total water consumption charges outstanding (compared to 20.36% on 31 March 2021). For Council's information, the main contributing factor to the variation between the two (2) ratios is that as previously reported the issuing of the second quarter of user pays water for the 2021/22 financial year was delayed until the beginning of March 2022.

(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 previously stated, Covid-19, more particularly the legislative changes introduced by the NSW State Government during this pandemic, have 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 31 March 2022 represent 31.00% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 28.47% on 31 March 2021). The water and sewer consumption charges as of 31 March 2022 represents 42.59% of the total water consumption charges outstanding from previous years (compared to 20.36% on 31 March 2021).

RECOMMENDATION

That Council notes the information provided in the report.

10.8 DRAFT COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM AND OPERATIONAL PLAN

File Number: C8

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

Authoriser: Hein Basson, General Manager

- Annexures:**
1. Draft Community Strategic Plan 2022 to 2032
 2. Draft Delivery Program 2022 to 2026 and Draft Operational Plan 2022/2023

PURPOSE

The purpose of this report is to provide information to Council on the development of the new Community Strategic Plan, which needs to be finalised by 30 June 2022 and provides Council a summary of the latest updates surrounding its development including recommending the draft Community Strategic Plan, Delivery Program and Operational Plan.

BACKGROUND

NSW Councils are required to have a Community Strategic Plan (CSP) as part of their Integrated Planning and Reporting Requirement (IP&R). 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 Council with and on behalf of the community.

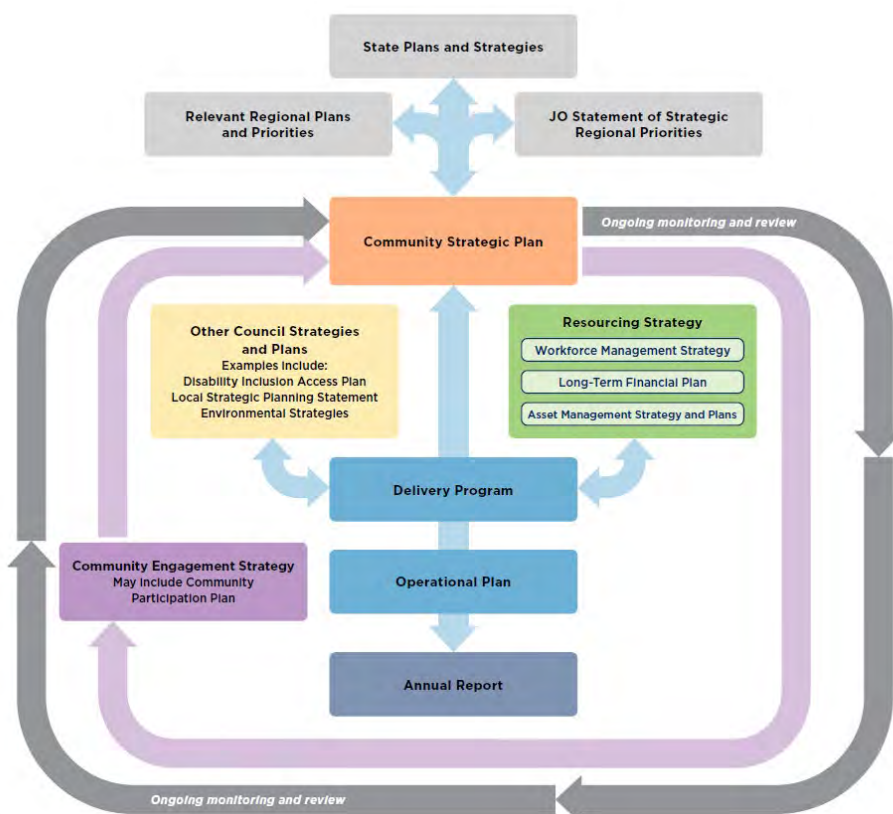


Figure 1: IP&R Framework

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework recognises that most communities broadly share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. The main difference lies in how each community responds to these needs. The IP&R framework allows NSW Councils to draw their various plans together, to understand how they interact and inform each another, and to get the maximum benefit from their efforts by planning holistically for the future.

The main components include:

- Community Strategic Plan.
- Resourcing Strategy.
- Delivery Program.
- Operational Plan.
- Annual Report.

(a) Relevance to Integrated Planning and Reporting Framework

The information contained in this report is focused on developing the new Community Strategic Plan which will also lead to the development of the Delivery Program and ensuing Operational Plans. This report recommends the public exhibition of the draft Community Strategic Plan, Draft Delivery Program and Draft Operational Plan.

(b) Financial Considerations

There are no direct financial considerations with the proposed public exhibition of documents.

COMMENTARY

The following is a summary of the requirements of section 402 of the *Local Government Act 1993* (the Act) regarding the Community Strategic Plan:

- Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council on behalf of its community.
- The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area.
- The Community Strategic Plan must cover a minimum timeframe of 10 years.
- The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives.
- The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

Attached to this report and includes a recommendation for Council to endorse the public exhibition of the following documents:

1. Draft Community Strategic Plan 2022-232
2. Draft Delivery Program 2022-2026

3. Draft Operational Plan (statement of revenue policy, annual actions and annual budget).

Consultation Update

A summary report for the consultation and engagement during this process will be provided with the final Community Strategic Plan work. However, the following provides a summary to date on the consultation and engagement that has occurred to date and what is on the agenda during public exhibition.

Date	Tasks
7 February 2022	CSP Workshop Council
February/March	Gulargambone and Coonamble Interagency presentations. 156 surveys completed with 713 comments provided. Four focused online forums with recordings posted on Council's website.
13 April 2022	Draft CSP, DP and OP presented to Council, and endorsement by Council for public exhibition of draft CSP.
14 April – 12 May 22	Public exhibition of draft CSP, DP and Op Open for public comment. Drop in chats at Coonamble, Gular and Quambone, including at the Classic Wallaby's match. This includes informal face to face discussions with the broader community.
15 June 2022	Council meeting day - adoption by Council of CSP, DP and OP. Note that the meeting is the third Wednesday of June.

Summary of key consultation areas

From the 156 surveys completed and 713 comment provided there were some key themes that came out:

- The words “safe” and “welcoming” had an astounding 55% vote to be included in our vision.
- Other words such as “prosperous”, “sustainable”, “connected” and “vibrant” also ranked highly.
- Overall, more than 90% of respondents agree with the 15 goals set as part of the initial consultation.
- Overall, more than 92% of people found the information we provided as helpful.
- In addition, there were 713 comments and further information provided which will help us develop our CSP, Delivery Program and Operational plan.

Draft Community Strategic Plan – 2022 to 2032

Mandatory requirements and corporate touches

The Draft Community Strategic Plan 2022 to 2032 ('CSP') is a 42-page document and includes the mandatory requirements set out section 402 of the *Local Government Act 1993*. The survey consultation and online forums have assisted in revising some of the goals and strategies that were also displayed as part of the

initial consultation and engagement that better aligned with the community's sentiments. As a corporate touch, an Acknowledgement of Country is provided and a Councillor Foreword inviting members of the public to provide comment on the Draft CSP.

Vision

The voting system allowed the following vision statement to be developed:

"We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment".

Strategic direction

In addition, the community's comments and the structure of the survey and online forums has allowed the development of 'strategic directions' under the five themes. This is not a mandatory requirement of the CSP but provides a good summary of the community's important priorities.

Stakeholders

The CSP also outlines the number of stakeholders in delivering the goals and strategies of the CSP. It lists the key stakeholders and their role including:

Type	Explanation
Partner	Delivers services or projects in partnership with other organisations
Service Provider	Takes full responsibility for delivery services
Regulator	Has statutory responsibilities to ensure compliant service delivery
Funder	Funds other organisations to deliver services through grants or contracts
Advocator	Promotes the interests of the community to other decision-making organisations such as the State Government
Facilitator	Brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them

Outline of sections relating to themes

The five themes are supported by 12 function areas.

Theme	Function Areas
Our People	Community Services and Wellbeing Arts and Culture Recreation and Sporting Spaces
Our Economy	Economic Growth and Development
Our Infrastructure	Infrastructure and Assets
Our Environment	Planning and Development Sustainable Environment Sustainable Waste
Our Leadership	People, Risk and Improvement Corporate Performance Strategic Planning

Each theme includes an introductory page with comments made by our community on that theme/function area. The five themes are supported with 15 goals and 22 strategies and a number of measures of success to help us monitor and evaluate our success.

What can members of the community do?

In addition to provide public submissions to the draft CSP, a one page summary under each theme of what individuals can do in our community is also provided.

Draft Delivery Program 2022-2026

The Delivery Program is a statement of commitment by the newly elected Council translating goals into clear actions. The Draft Delivery Program 2022-2025 ('DP') is Coonamble Shire Council's key medium term planning document for the future. The Draft DP identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's four year term of office. It is also recommended that this document is part of the public exhibition period. The Delivery Program is a mandatory requirement under section 404 of the *Local Government Act 1993*.

Unlike the previous Delivery Programs, this draft plan thoroughly considers the operational elements to implement and achieve the action items. It has utilised the information the community provided in the initial consultation and engagement to develop the program to a draft. The Draft DP sets out how Coonamble Shire Council will implement the actions and which function areas of Council will be responsible for the implementation and its partners. Unlike the current plan, all actions have measures that will be used to review and monitor progress and success of each delivery program item. This encourages the notion of continuous improvement across the Council's operations and determine service level expectations.

In total there are 46 actions with the Delivery Program.

Draft Operational Plan (2022 to 2023)

Draft Operational Plan Executive Summary

Council's draft 2022/23 Operational plan provides a direct link to the four (4) year Delivery Program and, in turn, the Community Strategic plan. The Program is set out in the five (5) key areas of Our People, Our Infrastructure, Our Economy, Our Environment, Our Leadership: each area with a series of objectives, goals, strategic and specific actions along with performance measures.

Council's draft Budget comprises the following:

- Operational Revenue of \$29,532,358
- Operational Expenditure of \$29,354,914
- Capital Expenditure of \$33,688,789
- Loan Repayments (Principal) \$ 51,400
- The 2022/23 draft Budget as tabled, presents Council with a

The 2022/23 draft Budget as tabled, presents Council with a minor operational surplus as a result. Whilst the draft Budget result, reflects a minor operational surplus, it should be noted that several factors have influenced this result, including

an increase in insurance premiums, the legislated requirement of Council to have an Internal Audit function, coupled with the assumption of a 2% increase in Council general rates income.

Council should note that 2% increase in general rate revenue is subject to Council receiving a successful outcome for its proposed ASV application of 1.3%. Should this application be unsuccessful, the rate peg increase as advised by IPART of 0.7% will apply.

Council's planned capital expenditure budget of \$33,688,789 can be broken down into the following classes:

• Information Technology	\$ 73,655
• Cemetery	\$ 20,000
• Public Order and Safety	\$ 970,400
• Mining & Manufacturing	\$ 131,000
• Plant Acquisitions	\$ 2,858,000
• Council Buildings	\$ 519,649
• Sport and Recreation	\$ 1,388,490
• Transport and Communication	\$ 25,148,890
• Economic Services	\$ 200,000
• Water Supply	\$ 1,203,705
• Sewer Supply	\$ 1,175,000

Draft Operational Plan Background

In line with the provisions of the *Local Government Act 1993*, relating to the Integrated Strategic Planning and Reporting Framework, Council is required to develop an annual Operational Plan that is derived from the four (4) year Delivery Program which, in turn, is developed from the ten (10) year Community Strategic Plan.

The *Local Government Act 1993* (NSW) states the following in **Section 405** with regards to the **Operational Plan**:

- 1) A council must have a plan (its "operational plan") that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.*
- 2) An operational plan must include a statement of the council's revenue policy for the year covered by the operational plan. The statement of revenue policy must include the statements and particulars required by the regulations.*
- 3) A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.*
- 4) During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.*

5) *In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.*

6) *The council must post a copy of its operational plan on the council's website within 28 days after the plan is adopted.*

Draft Operational Plan Commentary

The Operational Plan consists of a “written part” where strategies and actions have been developed for the 2022/23 financial year to achieve the goals and objectives that have been identified in the Community Strategic Plan and the Delivery Programme. The “financial part” of the Operational Plan provides for the financial resources to enable Council to implement the strategies and actions as set out in the Operational Plan for 2022/23.

After an analysis of the way in which Council's Delivery Program had been presented as part of Council's annual Operational Plans and Budgets, the draft Operational Plan actions for the next financial year have been refined.

Previous actions that have been removed were analysed as being duplicates and repetitive and/or could be more strategic through consolidation and refinement with other actions. Through the monitoring and review conducted quarterly over the last 12 months (and previously bi-annually), several actions have become part of the work culture and considered business as usual. The draft Operational Plan's actions includes a rationale description of why some actions have been removed and how they better link with other actions. Once the final document is adopted, it is suggested for the rationale column to be removed.

Actions were also added in following consultation with the Councillors on strategic priorities, the outcome of the Community Satisfaction Survey, the obligations to submit data and information to comply with relevant legislation and to also reflect the recent organisation restructure.

Overall, the actions presented in this draft Operational Plan reflect the intent of the Strategic Plan 2032 and Delivery Program 2022-2026. It is also important to acknowledge that the previous term of Councillors was extended by an additional 15 months to December 2021 due to the Covid-19 pandemic, which did not align with the adopted cycle of the Integrated Planning and Reporting Framework's (IPRF) suite of documents. Last year's Operational Plan had 87 actions, whilst this year's format introduces 80 actions. These actions are linked with goals that have been identified within a framework of being strategic, measurable, achievable, realistic and timely. Measures have been provided to assist in reporting progress which has not been done in the past. This initiative should be seen as “work in progress”. Council, in concert with the community, have developed of a whole new suite of IPRF suite of document – which will provide good direction to elected representatives and staff going forward.

The Draft 2022/23 Budget as presented to Council is broken down into two major components; the first being the Operational Budget, which deals with the day-to-day operations of the Council. The other component as presented is the Non-Operational component; this section covers Council's Capital Works Budget and other transactions that affect its financial position (Balance Sheet).

Having compiled all the initial financial and operational information required to assemble the draft estimates, Council was faced with an initial budget deficit of approximately \$2.6 million dollars. Following meetings between management, a

review of all scheduled works and programs, including the identified funding sources for these programs was carried out. Following the extraordinary meeting held on the 1 April 2022 a brief budget workshop was held with Council. Council will note that the draft 2022/23 Operational budget result has been improved to reflect a slight operational surplus.

Draft Budgeted Operations Result for 2022/23	\$177,444
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Comprised of the following fund results

General Fund	(\$ 72,364)
Water Fund	\$222,351
Sewerage Fund	\$ 27,457

Council's draft Non-Operational Budget result for 2022/23 is summarised in the table below:

Draft Budgeted Non Operational Result for 2022/23	\$6,616,751
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Comprised of the following fund results

General Fund	\$6,366,943
Water Fund	\$222,351
Sewerage Fund	\$ 27,457

In preparing the 2022/23 draft Budget for consideration it was necessary to base the predicted levels of income and expenditure on a range of core financial assumptions. These assumptions are based on prior results and staff research. Dealing first with Council's Income streams the following assumptions were used:

- The full rate peg increase of two percent (2.0%) has been applied to Council's General Rate Revenue. It should be noted that Council intend to apply for a Special Rate Variation of 0.7% through IPART one-off round to maintain current service levels, facilitate maintenance and increase capacity to renew deteriorating assets and ensure financial sustainability. For the purpose of the 2022/23 draft budget calculations were based on only the two (2) percent increase.
- Based on the current pricing structures and associated system costs, Council's Water Access Charges and User Charges have been increased as follows, with both the Access and User charges for the Coonamble and Quambone increasing by 10 percent. Conversely the Water Access and User Charges for Gulargambone have both been increased by five (5) percent.
- Based on the current pricing structure and associated system costs, Council's Sewer Access Charges for Coonamble have been increased by 10 percent, whilst the Sewer Access Charge for Gulargambone has been increased by five (5) percent. At the March 2022 Council adopted a new funding model pertaining to the Coonamble sewerage charges to be amended for the additional revenue to be phased in over a four (4) period (instead of a three (3) year period).

- Income from Waste Management Access charges have not been increased.
- The Income from Financial Assistance Grants has been budgeted to increase by one percent (1.0%).
- The income from interest earned on Council's investments has been modelled on an average interest rate of 0.8% for the 2022/23 financial year.

The following core assumptions were used in estimating Council's Expenditure streams:

- fully fund the organisational structure for the 2022/23 financial year.
- Insurance Premium expenses were increased to 13 percent.
- Unless a specific adjustment was requested, expenditure votes were increased, on average by three (3) percent on the projected 2021/22 expenditure.
- In accordance with the relevant accounting standards, Council's depreciation expenses have been budgeted for utilising the most up to date financial information.

In working through the budgeting process to achieve a positive operational result, several potentially significant issues were identified by management. The two major issues identified by management were Council's continued "dependence" on grant funding coupled with the impact that changes to Council's levels of depreciation expenditure, once recognised, could have on the operational result.

Dealing first with the issue of grant funding, whilst it is indeed a positive for Council to be able to attract significant levels of grant funding to fund both operational and capital works, it also has the capacity to "divert" Council's attention away from certain financial and operational issues. In addressing the core "hidden" financial issue, whilst the income received from grant funds may allow Council to achieve a balanced or surplus result it has the effect of negatively impacting on Council's own source operating revenue ratio. This ratio is a measure of Council's fiscal flexibility, in essence the lower this ratio is for Council, the more dependant Council is becoming on securing external funding in the form of grants to fund its operations.

For Council's information, based on the information contained with the 2022/23 draft Budget, its projected own source operating revenue ratio for the upcoming financial year will be 55% which is below the current minimum benchmark ratio of 60% as set by the Office of Local Government.

In relation to the potentially "hidden" operational issues caused by an increased reliance on grant funding, the main area of concern identified is its possible impact on the planning and allocation of Council resources. This occurs when Council must juggle its own workplans and priorities to ensure that the grant funded projects are completed on time and in accordance with the funding agreements. This is made especially more difficult for Council staff to achieve when there is a delay in the announcement and finalisation of grant funding agreements. Council then runs the risk as being perceived by its local constituents as not being responsive to the local needs, as often its own works programs and projects may be placed on the back burner to allow completion of the grant funded works.

The other significant issue identified by management was the impact that changes to the level of depreciation expenditure, as recognised by Council, has on the budgeted

operational result. Given that, as per the tabled draft 2022/23 Operational Budget, depreciation expenditure currently accounts for 23% of Council's total budgeted expenditure, due care and consideration needs to be given to decisions that may impact on the overall level of depreciation expenditure incurred by Council.

Typically, these decisions relate to either the acquisition, renewal, or disposal of Council Assets. As such, the importance of taking into consideration a whole-life costing approach when dealing with Council assets cannot be understated, as decisions such as these not only affect Council's current, but future financial performance.

Whilst Council should take into consideration the information contained above, and that it indeed may cause concern moving forward in the future, Council is still currently in a strong financial position. This is supported by the fact a number of key performance ratios, such as its Unrestricted current ratio and Debt service cover ratio remain above the industry benchmarks, as set by the Office of Local Government.

Council's Revenue Policy:

Council proposes to continue to levy ordinary rates using a structure comprising a minimum amount to which an ad valorem component is added. The full annual rate pegging increase of 2.0%, as advised to Council, has been applied for the purpose of these calculations. Other significant changes to the revenue policy are as follows:

- The Water Access charges for Coonamble and Quambone have been increased by 10 percent on the base access fee.
- The Water Access charges for Gulargambone have been increased by five (5) percent on the base access fee.
- The Sewer Access charges for Coonamble have been increased by 10 percent.
- The Sewer Access charges for Gulargambone have been increased by five (5) percent.
- The Water Usage charges for Coonamble and Quambone have been increased by 10 percent, whilst Gulargambone Water Usage charges have been increased by five (5) percent. These increases in charges are based on the current pricing structure and associated system costs for the provision of this service to ratepayers, for the respective systems.
- The Domestic Waste Management charges have not been increased.

Council will note that in the above list, the suggested increases in the access and user charges for both water and sewerage for Gulargambone have been at a lesser amount than that of the other towns within the Coonamble Shire. This decision was made due to the pricing structure and associated system costs currently in effect, coupled with the actual monetary value of the proposed increases. This is clearly demonstrated by the following example: a 10 percent increase in the Coonamble Sewer Access charges equates to an annual increase of \$55, whilst a five (5) percent increase in the Gulargambone Sewer Access charges equates to an annual increase of \$40.

COMMENTARY: ACTING GENERAL MANAGER

Over the past number years, management has sought to inform Council of some of the challenges currently faced by local government whilst striving to achieve a balanced budget (i.e. a budget where the revenue and expenses are "balanced", with

no deficit.) Council's previous General Manager, Hein Basson, provided an excellent summary of these challenges previously, and as these challenges remain the same today, I think it is the opportune time to once again bring these challenges to Council's attention.

Council's continued reliance on grant funding to achieve a balanced or indeed surplus result is not sustainable. The writing is proverbially on the wall that Council will have no other option than to take steps to increase its "Own Source Revenue" in the foreseeable future to keep on balancing its annual operational budgets.

The following matters are largely driving the difficulty for Local Councils to maintain "balanced" budgets:

:

1. Scale and Capacity

There is an expectation from the NSW Office of Local Government for all Councils to have scale and capacity. What does this mean? It means, amongst other compliance requirements, for a Council to have the scale and capacity to adequately deal with the following on an ongoing basis:

- Integrated Planning and Reporting Framework: The implementation thereof and adherence to the principles and requirements, e.g. the:
 - Community Strategic Plan;
 - Delivery Programme;
 - Operational Plan (Annual Budgets & Strategic Objectives and Actions);
 - Support Documents;
 - Long Term Financial Plan;
 - Resourcing Strategy (HR);
 - Asset Management Plans;
 - Other higher level Council Plans (e.g. Economic Development Strategy).
- Financial Sustainability (Fit For the Future accreditation and ongoing Financial Performance Indicators).
- Unexpected and Emergency Events (e.g. Floods, Bushfires and Pandemics like Covid-19).
- Doing projects with scale to maximise efficiencies (lower cost).

2. Compliance Requirements

- Regulatory – Companion Animals, Planning and Building matters, Food shop inspections, Swimming Pools etc.
- Planning – Council's Local Environmental Plan, Development Control Plans, Development Applications etc.
- Records Management – State Archive Legislation.
- TfNSW – Highway Works working under a strict accreditation regime.
- External Audit and Risk Committee – Implementation is mandatory six (6) months after the December 2021 elections.

3. Organisation Structure

- It should support the scale and capacity, compliance, and other legislative requirements.
- It should support the goal of creating career paths for staff.
- It should support the notion of a “learning organisation” (growing our own).
- It should support an environment where staff get stretched and challenged to perform within a supportive atmosphere, but don’t feel the workplace becomes a threat (because it all becomes overwhelming and impossible to manage).
- It should acknowledge the local economic impact of Council employing staff and the multiplier effect of every dollar that gets spent locally.

4. External Conditions and Decisions

- Rate Pegging is an ongoing State Government policy since 1978, with devastating effects for Local Government, eroding its revenue base.
- Current Budget: provides for 2% increase in salaries and wages (negotiated at a State industrial level), 1% increase in FAGs, 2% increase in rates (providing Council’s ASV application to IPART is successful).
- Cost Shifting means the passing down of functions from the State Government to Local Government without the necessary funding (currently estimated by LGNSW to be \$820 million pa).
- Revenue (interest) earned on investments is no longer a source of additional income for Council. However, it is anticipated that interest rates will rise in the coming year.

5. WH&S and Workers Compensation

- Council is expected to be a responsible employer.
- Senior executive management is liable in terms of the *Work Health and Safety Act 2011* – with heavy fines and prison sentences in more serious instances.
- Workers’ compensation is a “no fault’ insurance – with the potential to impact significantly on the operational budget.

6. Asset Management Considerations

- Local rural roads network – there has been, with all due respect, made inadequate budgetary maintenance provisions for many years, which need to be addressed. The question that currently remains unanswered is how?
- Houses and other buildings/properties – this asset class burdens Council with annual depreciation, maintenance, and renewal costs.
- Competitive Federal and State grant funding system – this current arrangement assists and reinforces the culture of Councils competing for and creating more assets without any or inadequate consideration of the ongoing operational costs, maintenance, and renewal costs of new assets into the future.
- Other Government grants and financial promises, e.g. the sealing of Tooraweenah Road, will add to Council’s existing annual depreciation costs as this expenses should be regarding as being a “real” and “true” expense that needs to be fully funded.

- Artesian Baths – it will be important for Council to consider how the additional depreciation costs associated with this planned facility will be funded into the future, unless the operational model will be such that the asset is not reflected as being carried on Council's 'books'.

7. Rural Fire Service – account for their depreciation on fixed assets

- Although we don't have the care, management and control of Rural Fire Service's assets, Council currently needs to account for the full depreciation costs of their fixed assets.
- Council also now needs to fund the additional Workers Compensation insurance costs for their volunteers (rightly and justifiably acknowledging these volunteers as valued "employees", but the State Government should be carrying the cost for this expense, and not Local Government.

8. Local Considerations for the Coonamble Shire Council

- Because of the decades (43 years) of the State Government's rate pegging policy, it has eroded this Council's financial position as well. The obvious way to fix this dilemma would be to increase its revenue stream through a special rate variation (as both Gilgandra and Warrumbungle Shire Councils have already done). This is scheduled to occur within the next 4 years. Alternatively, through the identification of literally hundreds of thousands of savings – in order to make a difference. However, as is mentioned above, there is no "fat" in the current budget or "hollow logs" that would be available for "propping up" the operational budget to such a significant extent. However, in this regard, it needs to be mentioned that Council has a significant borrowing capacity, and this is an avenue that needs further investigation and consideration as a means to fund future capital expenditure. Also, in the same vein, Council has considerable reserve funds available.
- It is hard to attract and retain suitably qualified and experienced staff:-
 - This situation is having the effect that the organisation actually needs a larger number of staff because of ineffectiveness and inefficiency associated with ongoing staff vacancies and staff turnover (which basically explains why redundancy within a "learning organisation" is needed). However, Council currently does not have and cannot recruit the required staff. In this regard, it is acknowledged that there is an acute staff shortage within the larger region as well.
 - The negative perception that is in some instances created to the outside world through the printed and social media provides for another complicating factor. The question needs to be asked by us all whether this display of negativity is assisting us in creating an image of the Coonamble area that is attractive and lucrative to potential investors, employees, and residents to move here and add value to our skills base and social capital?

Draft Operational Plan Conclusion

Council's draft 2022/23 Operational Plan provides a direct link to the four (4) year Delivery Program and, in turn, the Community Strategic Plan. The Program is set out in the five (5) key areas of *Our People, Our Infrastructure, Our Economy, Our Environment, Our Leadership*, each area with a series of objectives, goals, strategic and specific actions along with performance measures.

Council's draft Budget comprises the following:

- Operational Revenue of \$29,532,358
- Operational Expenditure of \$29,354,914
- Capital Expenditure of \$33,688,789
- Loan Repayments of \$ 51,400

It is recommended that Council places the draft Operational Plan 2022/23, along with Council's proposed revenue policy and fees and charges, activities, and budget figures for the financial year 2022/23, on public exhibition for 28 days.

In total there are 80 actions with the Draft Operational Plan for 2022-23.

What's next?

The month of April 2022 will see that the draft Community Strategic Plan, draft Delivery Program and draft Operational Plan out for public exhibition.

Council will utilise a voting display to engage with general members of the community on ways to vote for certain topics or discussion points. Council staff will contact several businesses to set up the display so customers can provide votes through counters placed into glass jars so people can see what others have voted on.

Council staff will also be at the Classic Wallaby's match to promote the work done to date.

(a) Governance/Policy Implications

The Community Strategic Plan is being developed in line with section 402 of the *Local Government Act 1993* (the Act), the Integrated Planning and Reporting Framework Guidelines (2021) and the Integrated Planning and Reporting Framework Handbook (2021).

(b) Legal Implications

Local Councils within the State of NSW have no option other than to comply with the IP&R requirements, as it is a legislative requirement.

(c) Social Implications

Once developed and adopted, the Community Strategic Plan will describe the community's vision and aspirations for a period of ten years.

(d) Environmental Implications

The potential environmental implications of the Community Strategic Plan could be positive for the LGA.

(e) Economic/Asset Management Implications

The potential economic implications of the Community Strategic Plan could be positive for the LGA.

(f) Risk Implications

If Council is being seen by the NSW Office of Local Government and the community as not complying with the provisions of the Act and the associated IP&R requirements, there is a risk for Council to suffer reputational damage and the possibility of other measures being implemented to ensure that Council fulfills its obligations.

CONCLUSION

It is recommended that the draft Community Strategic Plan, draft Delivery Program and draft Operational Plan is placed on public exhibition for a minimum period of 28 days and closing on 18 May 2022.

Council should note that the suite of documents proposes the following:

Theme	Function Areas	Number of CSP Goals	Number of CSP Strategies	Number of Delivery Program Actions	Number of Operational Plan Actions
Our People	Community Services and Wellbeing Arts and Culture Recreation and Sporting Spaces	5	7	13	27
Our Economy	Economic Growth and Development	1	3	4	6
Our Infrastructure	Infrastructure and Assets	4	5	14	23
Our Environment	Planning and Development Sustainable Environment Sustainable Waste	3	3	6	12
Our Leadership	People, Risk and Improvement Corporate Performance Strategic Planning	2	4	9	12
TOTAL		15	22	46	80

RECOMMENDATION

1. That Council notes the information contained in this report.
2. That Council places the draft Community Strategic Plan, draft Delivery Program and Draft Operational Plan, as attached to the report, on public exhibition for a minimum period of 28 days for the purpose of inviting submissions from the community.
3. 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 Community Strategic Plan,

the Delivery Program and the Operational Plan (with or without changes) at its June 2022 Ordinary Council Meeting.

4. That Council authorises the draft Operational Plan 2022/23, and hereby makes, fixes, and levies the expenditure amounts set out in the Draft 2022/23 Operational Plan and Budget, in annexure under separate cover to the Business Paper, for public exhibition in accordance with the provisions of Section 405 of the Local Government Act for 28 days from Thursday, 13 April 2022, with a submission closing date of 18 May 2022.
5. That Council advertises the draft Community Strategic Plan, Delivery Program and Operational Plan 2022/23 in the Coonamble Times, on its website and Facebook pages and displays the relevant documents on Council's Website, as well as making hard copies available to members of the public who request same.
6. That, in accordance with the provisions of Section 535 of the Local Government Act 1993 (NSW), Council makes, fixes, and levies the Rates and Charges for the 2022/23 financial year, and authorises same for public exhibition as part of the Council's Draft 2022/23 Operational Plan and Budget, in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 13 April 2022, with a submission closing date of 18 May 2022.

Residential – Coonamble:

A Residential – Coonamble rate of 1.62273 cents in the dollar on the current land values of all rateable land in the town of Coonamble, with a minimum rate of \$515.00 per annum;

Residential – Gulargambone:

A Residential – Gulargambone rate of 1.30560 cents in the dollar on the current land values of all rateable land in the town of Coonamble, with a minimum rate of \$515.00 per annum;

Residential – Village:

A Residential – Village rate of 1.2800 cents in the dollar on the current land values of all rateable land in the village of Quambone, with a minimum rate of \$505.00 per annum;

Farmland:

A Farmland rate of 0.304600 cents in the dollar on the current land values of all rateable land in the Local Government Area being farmland, with a minimum rate of \$398.00 per annum;

Small Rural Holdings:

A Small Rural Holding rate of 0.85680 cents in the dollar on the current land values of all rateable land in the Local Government Area being small rural holdings, with a minimum rate of \$520.00 per annum;

Rural Residential:

A Rural Residential rate of 0.74460 cents in the dollar on the current land values of all rateable land in the Local Government Area being rural residential, with a minimum rate of \$500.00 per annum;

Business:

A Business rate of 2.40720 cents in the dollar on the current land values of all rateable land in the Local Government Area being Business, with a minimum rate of \$551.00 per annum.

7. That the Schedule of Fees and Charges for the 2022/23 financial year be made, fixed, and charged by Council and authorised for public exhibition as part of the Council's Draft 2022/23 Operational Plan and Budget in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 13 April 2022, with a submission closing date of 18 May 2022.
8. That Council makes, fixes, and levies the amounts contained within the Water Supply Charge Schedule for the 2022/23 financial year, and that same be authorised by Council for public exhibition as part of its Draft 2022/23 Operational Plan and Budget, in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 13 April 2022, with a submission closing date of Wednesday, 18 May 2022. FURTHER, that Council makes, fixes, and levies the following charges in accordance with the provisions of Section 552 and Section 501(1) and Section 502 of the Local

Government Act 1993 on such land which water is connected or able to be connected to for the year ending June 2022:

Town/Village	Access Charge (\$20mm)	Usage Charge – 1st Tier (c/kl)	2nd Tier Pricing Limit (kl)	Usage Charge 2nd Tier (c/kl)
Coonamble	380	130	450	200
Gulargambone	490	115	450	180
Quambone	490	140	430	230

The Access Charges as above are for 20mm services, the charges below allow for the size of the water meters as required by best practice pricing. The resulting charges are shown in the table following:

Item	Coonamble (\$)	Gulargambone (\$)	Quambone (\$)
Access charge (20mm meter)	380	490	490
Access charge (25mm meter)	597	769	769
Access charge (40mm meter)	1,520	1,960	1,960
Access charge (50mm meter)	2,375	3,063	3,063
Access charge (75mm meter)	5,343	6,889	6,889
Access charge (100mm meter)	9,500	12,250	12,250

9. That the Sewer Supply Charge Schedule for the 2022/23 financial year be approved by Council for public exhibition as part of the Council's Operational Plan and Budget in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 13 April 2022, with a submission closing date of 18 May 2022. FURTHER, that Council makes, fixes and levies the following charges in accordance with the provisions of Section 501(1), Section 502 and Section 552 of the Local Government Act 1993 on such land which sewer is connected or able to be connected to for the year ending June 2023.

Residential Sewerage – Coonamble

Sewerage availability charge of \$680.00 per annum per assessment.

Residential Sewerage – Gulargambone

Sewerage availability charge of \$850.00 per annum per assessment.

Sewerage – Coonamble Flats

Sewerage availability charge of \$570.00 per annum per unit.

Sewerage – Gulargambone Flats

Sewerage availability charge of \$770.00 per annum per unit.

Non-residential Sewerage - Coonamble

Sewer charge for Non-residential Sewerage – Coonamble is not less than a minimum charge of \$680.00 per annum per assessment. Non-residential services are also subject to sewer discharge factor (usage charge) related to water consumption. The treatment charge to be applied is 216 cents per kilolitre.

Non-residential Sewerage - Gulargambone

Sewer charge for Non-residential Sewerage – Gulargambone is not less than a minimum charge of \$850.00 per annum per assessment. Non-residential services are also subject to sewer discharge factor (usage

charge) related to water consumption. The treatment charge to be applied is 216 cents per kilolitre.

10. That the Waste Collection Service Schedule for the 2022/23 financial year be approved by Council for public exhibition as part of the Council’s Draft 2022/23 Operational Plan and Budget in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 13 April 2022, with a submission closing date of 18 May 2022. FURTHER, that Council makes, fixes and levies the following charges in accordance with the provisions of Section 496 and Section 502 of the Local Government Act 1993 for the Waste Collection Services (with the understanding that one (1) Waste Collection Service entitles a property owner to a 240-litre weekly garbage service per assessment – unless otherwise indicated):

Particulars	2022/23 Charge per annum (\$)
Domestic – Coonamble Occupied	280.00
Domestic Coonamble – additional Service (per additional service)	140.00
Commercial – Coonamble Occupied	280.00
Commercial Coonamble – additional Service (per additional service)	140.00
Domestic – Gulargambone Occupied	365.00
Domestic Gulargambone – additional Service (per additional service)	140.00
Commercial – Gulargambone Occupied	365.00
Commercial Coonamble – additional Service (per additional service)	140.00
Domestic – Quambone Occupied	315.00
Domestic Coonamble – additional Service (per additional service)	140.00
Commercial – Quambone Occupied	315.00
Commercial Quambone – additional Service (per additional service)	140.00
Coonamble/Vacant Land – within scavenging area	48.00

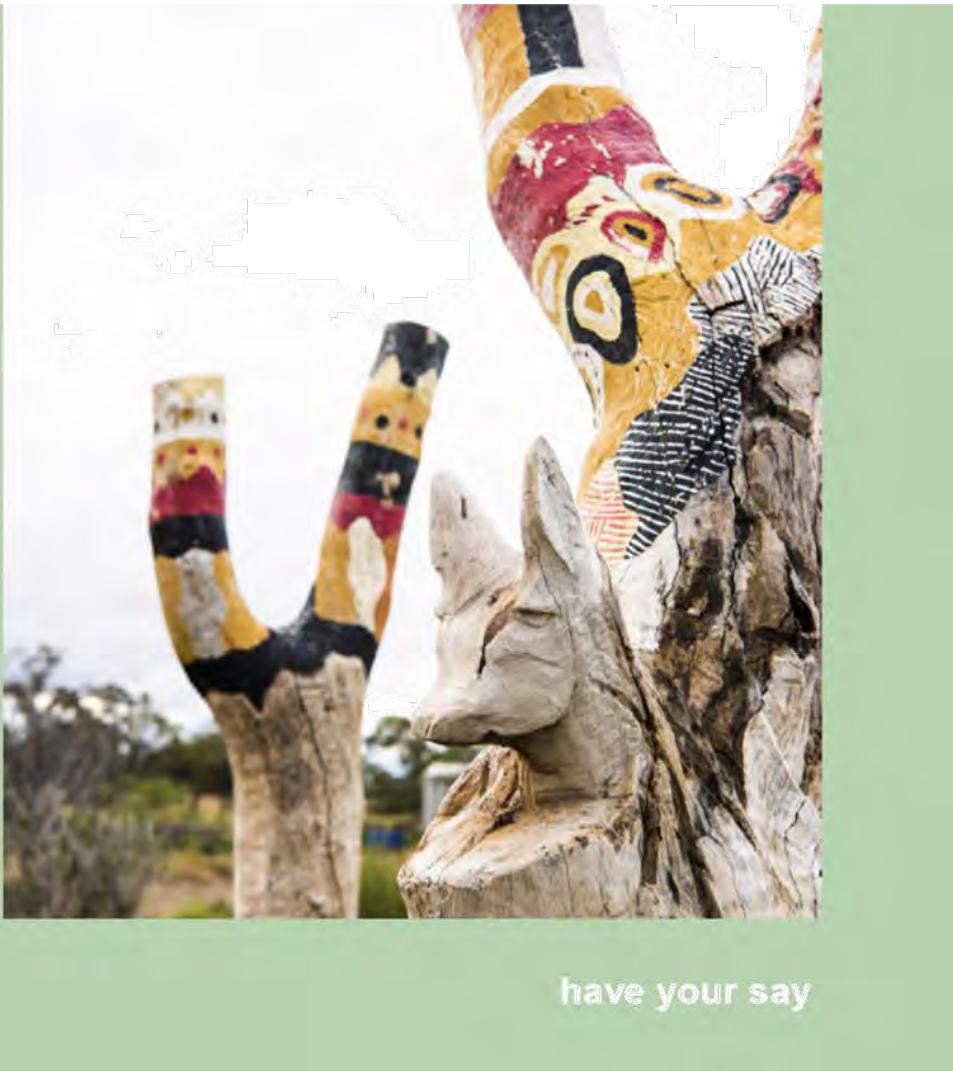
Gulargambone/ Vacant Land – within scavenging area	48.00
Quambone/Vacant Land – within scavenging area	48.00

- 11. That Council, in accordance with the provisions of Section 566(3) of the Local Government Act 1993, determines that the extra interest charges on overdue rates and charges will be levied at the maximum rate allowable and as advised by the Office of Local Government on a daily simple interest basis for the financial year ending 30 June 2023. The rate for the 2022/23 financial year is 7.0% per annum (6.00% for 2021/22).**
- 12. That Council requests the Executive Leader Corporate and Sustainability to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council’s consideration and adoption of the final 2022/23 Operational Plan and Budget at its Ordinary Meeting in June 2022.**
- 13. That Council, in accordance with the provisions of Section 405(6) of the Local Government Act 1993, places a copy of its adopted Operational Plan on its website within 28 days of it being formally adopted at the June 2022 Ordinary Meeting.**

COONAMBLE
SHIRE COUNCIL

DRAFT
COMMUNITY
STRATEGIC
PLAN

2022 TO 2032



have your say

COONAMBLE SHIRE COUNCIL

Draft Community Strategic Plan 2022-2032

Version: Public Exhibition

Contact: CSP Development Team

(02) 6827 1900

council@coonambleshire.nsw.gov.au

<https://www.surveymonkey.com/r/haveyoursaycoonamblelga>

ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.



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DRAFT COMMUNITY STRATEGIC PLAN (2022-2032)

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about this plan

Our draft Community Strategic Plan (CSP) has been developed following the December 2021 council elections.



Our draft CSP is Coonamble Shire Council's key planning document for the future.



Coonamble Shire Council acknowledges the traditional owners and custodians of the lands in our regions.



Thank you to all the inspired and responsive members of our community who participated in our survey and online forums to help achieve a draft CSP.



Have your say on our draft CSP. Contact Council on (02) 6287 1900 or at council@coonambleshire.nsw.gov.au



councillor's message



**Mayor
Cr Tim
Horan**



**Deputy Mayor
Cr Karen
Churchill**



**Cr Adam
Cohen**



**Cr Pat
Cullen**



**Cr Barbara
Deans**



**Cr Bill
Fisher**



**Cr Al
Karanouh**



**Cr Terrence
Eccles**



**Cr Brian
Sommerville**

Welcome to the Draft Community Strategic Plan for 2022 to 2032.

Council knows that our Shire is a great place to live. We understand that to be part of a liveable community, these things just don't happen. It requires a community vision, shared ideas and a greater commitment for continuous improvement. After the December 2021 elections, we have embarked on an ambitious journey to deliver a new community strategic plan in a relatively short timeframe. This plan is currently in a draft format. We value what you have to say. We encourage you to provide further comment to get our community's plan right.

For those who have participated to date. Thank you. We have heard you.

The draft Community Strategic Plan, is the community's plan. Our region encompasses the township of Coonamble and villages of Gulargambone and Quambone. We are a strong and resilient rural community. We have had several challenging years, including natural disasters from drought to flooding, mice plague and global pandemic. The consultation to date has told us, that the community has many expectations of us, as your elected Council, and of each other as individuals, businesses, organisations and service partners in our community.

We hope you enjoy reading the draft Community Strategic Plan and its accompanying framework. We look forward to hearing from you.

Your Councillors 2022.





introduction

1. 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.

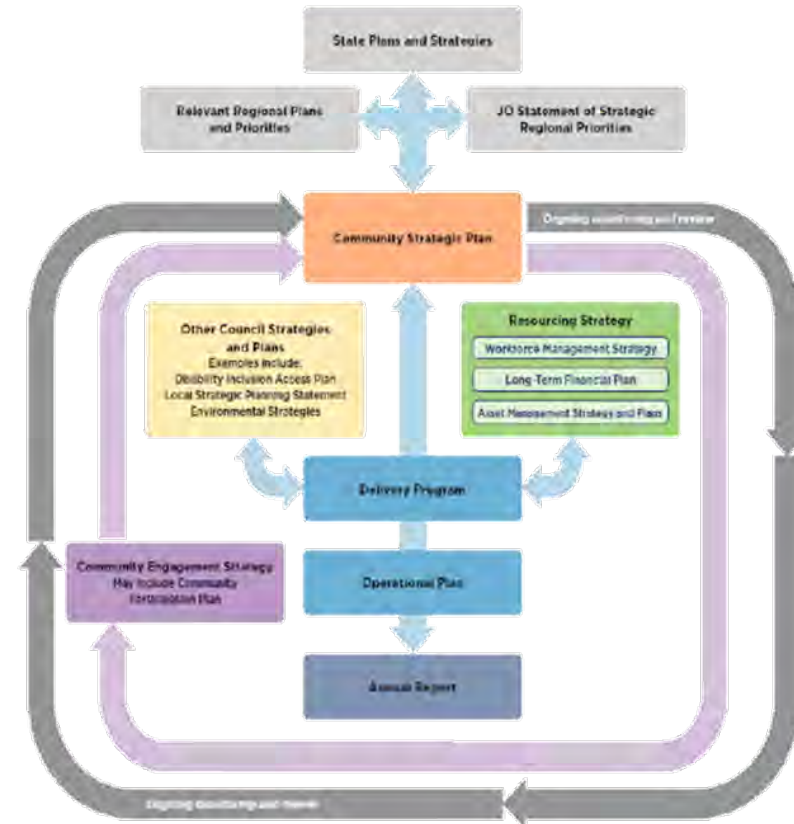
The **Community Strategic Plan (CSP)** is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

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 CSP, Delivery Program and Operational Plan after taking into consideration any submissions made.

As we are in a new term, the draft CSP, draft Delivery Program and draft Operational Plan are now out for public exhibition.



introduction

2. THE DRAFT COONAMBLE SHIRE COMMUNITY STRATEGIC PLAN (2022)

Our Draft Coonamble Shire Community Strategic Plan 2032 is the key strategic document highlight the community's aspirations, goals, the current challenges and future opportunities.

The current plan and soon to be superseded plan was developed in 2012 and further rolled over in 2017. 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 that will achieve them. Strategies that are developed take into consideration the issues and competing pressures that may affect the community and the level of resources that will be realistically available.

Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the local government area, it is not wholly responsible for its implementation.

We acknowledge our other partners, such as state agencies, organisations and community groups who may also be engaged in delivering the long term objectives of the CSP.

3. HOW DID WE GET HERE?

Working from the bottom up, our CSP development team undertook an extensive amount of time reviewing the current CSP, Council's previous delivery program and operational plan reviews. We believe that there are better ways to do business,

provide our services, to govern, to communicate and to continuously improve in our processes.

Whilst the new elected Council could have adopted the current CSP for another term, it was time for a change.

To accompany the work of the draft CSP, extensive community engagement and consultation has occurred and will be documented in a **Community Consultation Plan** that will be presented at the June 2022 Council meeting. We also utilised the past 2019 Community Satisfaction Survey, current statistics, undertaking a new CSP focused survey, online forums and attended meetings.

The draft CSP is a result of the intensive and extensive engagement that occurred between February and March 2022. The information provided by those valued people who participated has also influenced the development of the draft Delivery Program and draft Operational Plan.



introduction

3. GUIDING PRINCIPLES

GOVERNANCE

Coonamble Shire Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. We promote and strive to achieve an environment of respect for all. Council endeavours to inspire our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

In keeping with our values, Council is committed to addressing and resolving customer enquiries and complaints, improving service delivery and increasing customer satisfaction. We will treat all matters diligently and aim to provide a fair and reasonable outcome to both the customer and Council.



SOCIAL JUSTICE

In developing our draft CSP, our community engagement was guided by the principles of social justice, which are:

Equity

Fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of our community. The process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access

All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation

Everyone should have the maximum opportunity to genuinely participate in decisions which affect our lives.

Rights

Equal rights should be established and promoted, with opportunities provided for people with diverse linguistic, cultural and religious backgrounds to participate in community life.



overview of our shire

COONAMBLE
SHIRE COUNCIL

The Coonamble Local Government Area (LGA) has an area of 9,955 square kilometres and is located on the traditional Indigenous lands of the Weilwan and Kamilaroi people.

Our shire includes the township of Coonamble and villages of Gulargambone and Quambone.

Coonamble LGA is part of the Orana Region of Central Northern NSW and is bounded by the LGAs of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Less than two hours' drive by road from Dubbo and six hours from Sydney.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one-third of the LGA population.

The majority of the district's agricultural resources are devoted to dry and broad-acre farming and grazing.

The Coonamble LGA has a population of 3,907 persons.

The area experiences extreme weather conditions including drought, flooding and extreme heat and cold. This has significant impact on the local agricultural industry and subsequently the economic prosperity of the area.

overview of our shire



Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.

Gulargambone

Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.

Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble, Quambone is the gateway to the Macquarie Marshes.



COONAMBLE
SHIRE COUNCIL

what we heard?

challenges and opportunities



what we heard?

1. KEY INFORMATION FROM OUR INITIAL ANALYSIS?

Our key stakeholders and community members who participated in our online forums, surveys and meetings know that the information we have provided set our baseline has been a rigorous exercise. We undertook a review of the current 42 actions in the current CSP and reviewed them against the current Council's Delivery Program and Operational Plan.

Key information from our analysis was provided in each of the themes and function areas when we undertook initial consultation to help inform our participants.

We undertook review of current available data from other government agencies, organisations and service providers. This included but not limited to:

- population trends including births, deaths, migration and employment data.
- crime and domestic violence statistics.
- gaps analysis on medical and health services.
- animal control statistics.
- number of capital projects delivered including upgrades to facilities.
- number of events, public art and tourism projects.
- NSW Government data such as Active Kids.
- number of attendances in Council's children and youth services.
- strategic projects and policies delivered such as the Coonamble Master Plan and Economic Development Strategy.
- number of long term economic scoping projects such as the MacDonald Park Master Plan and Artesian Bore Bath Experience.
- environmental initiatives through existing organisations, adoption of new policies, resilience in our flood management.
- infrastructure data on our roads, water and sewer and other assets.

2. WHAT DID CONSULTATION TELL US?

An in-depth summary of the community consultation findings will be provided at the June 2022 Council meeting and will incorporate the information from prior to public exhibition and during public exhibition. The results will be released publicly.

To help inform your view on our Draft CSP, we can also meet with you to discuss the plan in further details.

The information and comments our community have provided will be provided in each of the themes and function areas later in this document. The online survey/hardcopy survey had **156 participants!**

A broad summary is below:

- The words "safe" and "welcoming" had an astounding 55% vote to be included in our vision.
- Other words such as "prosperous", "sustainable", "connected" and "vibrant" also ranked highly.
- Overall, more than 90% of you agree with the 15 goals set as part of the initial consultation.
- Overall, more than 92% of people found the information we provided as helpful.
- In addition, there were 713 comments and further information provided which will help us develop our CSP, Delivery Program and Operational plan.

challenges for our future

OUR PEOPLE

Community Services & Wellbeing; Arts and Culture; and Recreation & Sporting Spaces

- How do you connect our community when there is disconnect and divisiveness.
- How do people balance work, family and other commitments with gaps in our services?
- How do we keep up with the demands on our community as a result of the "baby boom".
- How do we ensure our connection to local culture?
- What are we doing about our high crime statistics and how do we address the causes?
- What are we doing about animal control?
- How do we manage and communicate our local disaster preparedness?
- How do we manage the gaps in our medical and health services?
- How do we continue to development of our recreation and sporting spaces?

OUR ECONOMY

Economic Development and Growth

- How do you manage the lack of support to local businesses, including workforce challenges, drought and lack of housing?
- How do we address a skilled labour shortage and workforce challenges?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure our early childhood services keep pace with demand?
- How do revitalise our main street?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

OUR ENVIRONMENT

Planning and Development; Sustainable Environment; and Sustainable Waste

- How can we be sustainable when we don't recycle?
- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- What can we do to be leaders in the Central West for environmental sustainability?

OUR INFRASTRUCTURE

Roads; Water and Sewer; and Essential Asset Infrastructure

- How do we manage one of the largest unsealed road networks in NSW?
- What can be done with dealing with customer dissatisfaction on our unsealed roads?
- What can be done to manage the quarry better?
- How do we address the telecommunication disconnect in our shire?
- How does Council operate and manage its assets with its limited budget and competing priorities?
- What can be done to manage our ageing water and sewer assets, including private infrastructure?
- How can we deal with the perceptions of water quality?

OUR LEADERSHIP

People, Risk and Improvement; Corporate Performance and Strategic Planning

- How can Council improve its customer service delivery to our community?
- How can Council improve the perception that it does listen to our community?

COONAMBLE
SHIRE COUNCIL

what will we
do?



what will we do?

1. A PLAN FOR ALL

The Draft Community Strategic Plan brings together the aspirations and priorities of the community. The draft CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

- P** – Our People
- ED** – Our Economy
- E** – Our Environment
- I** – Our Infrastructure
- L** – Our Leadership

The diagram displayed on the following page includes a summary of all the objectives for each theme. No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit.

Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term Report.

Our Draft CSP displays the five themes which are supported with 9 function areas. It provides ideas of how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the final CSP.

The draft CSP reinforces the role we all must play in creating and fostering the community we want.

2. DELIVERY PROGRAM AND OPERATIONAL PLANS

The draft CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the **Delivery Program** is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.



COONAMBLE SHIRE COUNCIL

DRAFT COMMUNITY STRATEGIC PLAN

Vision:

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

OUR PEOPLE	OUR ECONOMY	OUR INFRASTRUCTURE	OUR ENVIRONMENT	OUR LEADERSHIP
<p style="font-weight: bold; margin: 0;">COMMUNITY SERVICES & WELLBEING</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 1: We are connected, cohesive & vibrant</p> <p style="font-size: 8px; margin: 0;">Strategy 1: Initiate and contribute to effective and needed community programs which enhance engagement, cohesion, vibrancy and liveability.</p> <p style="font-size: 10px; margin: 0;">Goal 2: We are healthier</p> <p style="font-size: 8px; margin: 0;">Strategy 2: Improve access to health services locally.</p> <p style="font-size: 10px; margin: 0;">Goal 3: We feel safe, secure and supported</p> <p style="font-size: 8px; margin: 0;">Strategy 3: Create safe places, spaces and feelings.</p> <p style="font-weight: bold; margin: 0;">ARTS & CULTURE</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 4: Our connection to our culture is stronger than ever</p> <p style="font-size: 8px; margin: 0;">Strategy 4: Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.</p> <p style="font-size: 8px; margin: 0;">Strategy 5: Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.</p> <p style="font-weight: bold; margin: 0;">RECREATION & SPORTING SPACES</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 5: We are the community of good sports</p> <p style="font-size: 8px; margin: 0;">Strategy 6: Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.</p> <p style="font-size: 8px; margin: 0;">Strategy 7: Improve the quality of our parks, open spaces,</p>	<p style="font-weight: bold; margin: 0;">ECONOMIC DEVELOPMENT & GROWTH</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-weight: bold; margin: 0;">Goal 6: Our economy is sustainable, prosperous and diversified</p> <p style="font-size: 8px; margin: 0;">Strategy 8: Grow our reputation as an LGA of choice to live, work and invest.</p> <p style="font-size: 8px; margin: 0;">Strategy 9: Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.</p> <p style="font-size: 8px; margin: 0;">Strategy 10: Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.</p>	<p style="font-weight: bold; margin: 0;">INFRASTRUCTURE & ASSETS</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 8px; margin: 0;">Goal 7: Our road network makes it possible for our economy, industries and community to prosper</p> <p style="font-size: 8px; margin: 0;">Strategy 11: Employ a strategic approach to the management of our critical road network.</p> <p style="font-weight: bold; margin: 0;">Goal 8: Our water infrastructure and services are fit for our community and our future</p> <p style="font-size: 8px; margin: 0;">Strategy 12: Strengthen our strategic approach to the management of our water infrastructure and services.</p> <p style="font-weight: bold; margin: 0;">Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future</p> <p style="font-size: 8px; margin: 0;">Strategy 13: Improve our strategic approach to the management of our sewerage infrastructure and services.</p> <p style="font-size: 8px; margin: 0;">Strategy 14: Strengthen our strategic approach to the management of our urban drainage infrastructure and services.</p> <p style="font-weight: bold; margin: 0;">Goal 10: Our essential assets and infrastructure enables our community and economy to prosper</p> <p style="font-size: 8px; margin: 0;">Strategy 15: Adopt successful strategies which maximises our community's access to quality infrastructure and assets.</p>	<p style="font-weight: bold; margin: 0;">PLANNING & DEVELOPMENT</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-weight: bold; margin: 0;">Goal 11: Our community has confidence in our strategic land use planning framework</p> <p style="font-size: 8px; margin: 0;">Strategy 10: Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimises risks to our community including the availability of suitable residential land and adequate affordable housing.</p> <p style="font-weight: bold; margin: 0;">SUSTAINABLE ENVIRONMENT</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-weight: bold; margin: 0;">Goal 12: We are more sustainable and we contribute to the bigger environmental picture</p> <p style="font-size: 8px; margin: 0;">Strategy 17: Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.</p> <p style="font-weight: bold; margin: 0;">SUSTAINABLE WASTE</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-weight: bold; margin: 0;">Goal 13: We are winning our war on our waste</p> <p style="font-size: 8px; margin: 0;">Strategy 18: Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.</p>	<p style="font-weight: bold; margin: 0;">PEOPLE, RISK & IMPROVEMENT, CORPORATE PERFORMANCE & STRATEGIC PLANNING</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-weight: bold; margin: 0;">Goal 14: Our community leaders enrich and empower us</p> <p style="font-size: 8px; margin: 0;">Strategy 19: Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.</p> <p style="font-weight: bold; margin: 0;">Goal 15: Our community believes in the integrity of Council's decision</p> <p style="font-size: 8px; margin: 0;">Strategy 20: Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.</p> <p style="font-size: 8px; margin: 0;">Strategy 21: Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.</p> <p style="font-size: 8px; margin: 0;">Strategy 22: Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.</p>



**vision
by 2032 we are....**

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

strategic directions

The community produced a number of important priorities. These are categorised into the five themes for our local government area.

Our People

Connection to Country – Connection to Place – Family Friendly – Opportunities to Connect – Arts and Cultural Hub

Our Economy

Prosperity in Our Economy – Enabled by Technology and Communications – Active Hubs – Tourism – Small and Local Businesses

Our Infrastructure

Our Roads Make it Happen – Infrastructure is an Enabler – We Operate and Maintain – We Plan for Our Future

Our Environment

Sustainability – Future Generations – Housing Options – Protecting and Enhancing our Natural Environment

Our Leadership

Cohesive and Connected – Continuously Improve – Business and Local continuity – Lead by Example

delivering the plan



There will be a number of stakeholders involved in delivering the objectives outlined in our Community Strategic Plan, and each will have varying roles and responsibilities. A general outline of how this needs to be coordinated is shown below.

Stakeholder	Partner	Service Provider	Regulator	Funder	Advocator	Facilitator
Coonamble Shire Council	◆	◆	◆	◆	◆	◆
Elected Members	◆				◆	◆
Residents	◆				◆	
Local Businesses	◆	◆		◆	◆	
Voluntary Groups and Organisations	◆	◆			◆	
Community Organisations	◆	◆			◆	
Local Authorities	◆	◆	◆	◆	◆	◆
State Government	◆	◆	◆	◆		◆
Federal Government	◆	◆	◆	◆		◆
Developers	◆	◆		◆	◆	◆
Investors	◆	◆		◆		

- Partner** Delivers services or projects in partnership with other organisations
- Service Provider** Takes full responsibility for delivery services
- Regulator** Has statutory responsibilities to ensure compliant service delivery
- Funder** Funds other organisations to deliver services through grants or contracts
- Advocator** Promotes the interests of the community to other decision-making organisations such as the State Government
- Facilitator** Brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them



our people

community services & wellbeing, arts & culture
and recreation & sporting spaces

our people

WHAT OUR COMMUNITY TOLD US?

community services & wellbeing

- Consistent and all year-round youth services in our town and villages.
- Unification in our community.
- Service partners to work closely together to deliver services.
- Lack of opportunities to come together across generations/cultures/interests.
- Gaps in medical services including services for children and pregnant woman.
- Better domestic animal control and reduce number of roaming cats and dogs.
- Reduction in crime rates and addressing the cause including trauma.
- Safety is a concern for residents.

arts & culture

- More cultural and community events so we can come together.
- More public art and sculptures.
- Make use of our current cultural and art scene.
- Incorporation of arts and culture into our children and youth programs.

recreation & sporting spaces

- Our parks and playgrounds need more attention, including shade, tables and chairs.
- The canteen facility at the Coonamble Sportsground requires improvement.
- The Coonamble Pool requires a full upgrade.
- Our volunteers in our sporting organisations are burnt out.
- We need more walking tracks and well lit areas.
- Our current toilet facilities need upgrading.



our people

P1: Community Services and Wellbeing

Goal 1: We are connected, cohesive and vibrant

	Strategies	Measures of Success
P1.1	1) Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrancy and liveability.	<ul style="list-style-type: none"> - Increase in the numbers of policies/procedures/programs in the community. - Improved community's perception that we are connected, cohesive and vibrant.

Goal 2: We are healthier

	Strategies	Measures of Success
P1.2	2) Improve access to health services locally.	<ul style="list-style-type: none"> - Community's satisfaction with accessing adequate health services in Coonamble LGA – no deterioration in rating and achieve overall rating of satisfactory. - Reduction in the number of gaps in health services.

Goal 3: We feel safe, secure and supported

	Strategies	Measures of Success
P1.3	3) Create safe places, spaces and feelings.	<ul style="list-style-type: none"> - Improved community perception of feeling safe. - In general, a decrease in the rate of crime according to BOSCAR crime statistics. - Increase in the numbers of policies/procedures/programs in the community. - Equal to or more than current number of police in Coonamble LGA. - Increase community satisfaction with domestic animal control. - Sustain/increase community perception on disaster preparedness.



P2: Arts and Culture

Goal 4: Our connection to our culture is stronger than ever

	Strategies	Measures of Success
P2.1	4) Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.	<ul style="list-style-type: none"> - Sustain community satisfaction with public art, creative and artistic available opportunities. - Sustain community satisfaction with library service.
P2.2	5) Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.	<ul style="list-style-type: none"> - Sustain community's satisfaction with events and array of events.

P3: Recreation and Sporting Spaces

Goal 5: We are the community of good sports

	Strategies	Measures of Success
P3.1	6) Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.	<ul style="list-style-type: none"> - Sustain or improve community satisfaction with sporting and recreational opportunities in Coonamble LGA. - Acquitted grant funding from NSW Government and other avenues over ten year period. - Acquitted grants from donations provided by Council over ten year period.
P3.2	7) Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.	<ul style="list-style-type: none"> - All relevant Asset Management Plans are complete and asset maintenance and renewal resourced. - Infrastructure ratios and asset maintenance ratios meet industry benchmark. - MacDonald Park Masterplan progressed and funding being sourced. - Sustain or improve community's satisfaction levels with





our economy

WHAT OUR COMMUNITY TOLD US?

economic development and growth

- Our local businesses and industries are facing workforce challenges.
- Competition of our local products/services are competing with economic leakage into areas outside of our LGA or online shopping.
- COVID-19 had some impacts on some of our local businesses.
- There is a shortage in early childhood educators and the current baby boom has impacted access to these services.
- Some gaps in education needs and expectations being met particularly in early childhood.
- Our schools and community have challenges with our challenging members of our community.
- Our CBD and main street have lost businesses and is rundown.
- Economic leakage to Dubbo.
- There is a lack of support for emerging new businesses.
- We are not keeping up to "building our economy".



our economy

ED1: Economic Development and Growth

Goal 6: Our economy is sustainable, prosperous and diversified

	Strategies	Measures of Success
ED1.1	8) Grow our reputation as an LGA of choice to live, work and invest.	<ul style="list-style-type: none"> - No decline in our population trends. - Decrease in our unemployment rates. - Increase diversity of jobs by industry base. - Reduction in percentage of businesses who rated workforce challenges as their greatest barrier to growth.
ED1.2	9) Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.	<ul style="list-style-type: none"> - Plan, build, operate and maintain a prosperous Artesian Bore Bath experience. - Increase LGA's tourism output to 75% of Orana Region's tourism output (Remplan).
ED1.3	10) Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.	<ul style="list-style-type: none"> - Number of policies/strategies introduced. - Increase in percentage of community whose access to education meets expectation. - Reduction in numbers of children on early childhood education providers' waitlists.





our infrastructure
infrastructure and assets

our infrastructure

WHAT OUR COMMUNITY TOLD US?

infrastructure and assets

- There is a lack of maintenance of unsealed roads in our shire. This also includes poor reconstruction of some of our roads.
- Our roads are not meeting our expectations.
- We have issues resourcing local materials.
- Some of you felt it was a challenge for Council and the recent wet seasons have not helped.
- There are issues with stormwater drainage, or lack of.
- Our drinking water quality requires improvement.
- We can improve on our water pressure issues.
- Our sewerage network on public and private land needs improvement.
- Essential assets such as telecommunications requires improvement across our shire.
- Our quarry needs a quarry management plan to operate it more efficiently.
- Our Saleyards need to stay and be operational.
- Other assets and facilities could do with more care.



our infrastructure

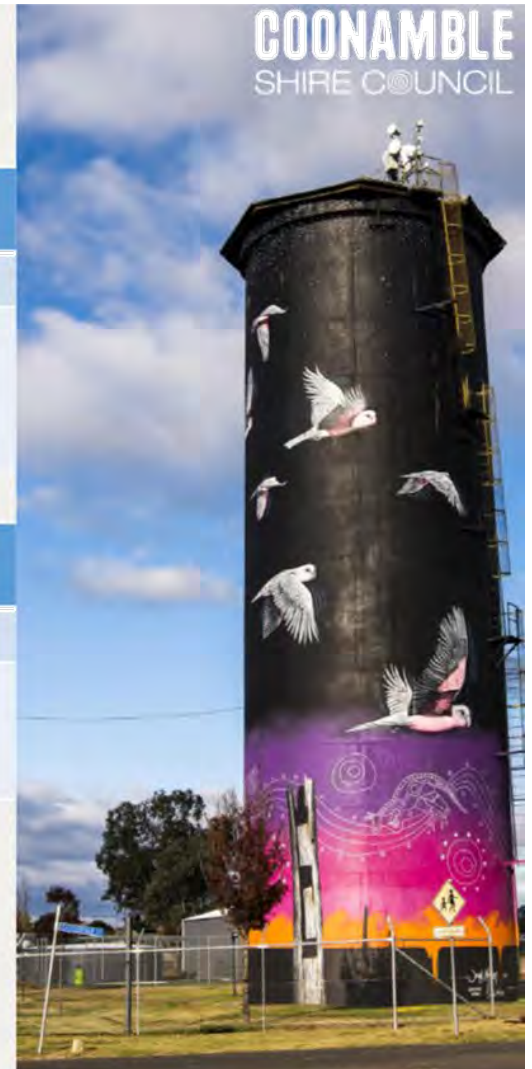
I1: Infrastructure and Assets

Goal 7: Our road network makes it possible for our economy, industries and community to prosper

	Strategies	Measures of Success
I1.1	11) Employ a strategic approach to the management of our critical road network.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in unsealed roads. - Increased community's satisfaction levels in sealed roads. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction. - Project open to traffic - Tooraweenah Road.

Goal 8: Our water infrastructure and services are fit for our community and our future

	Strategies	Measures of Success
I1.2	12) Strengthen our strategic approach to the management of our water infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our water infrastructure and services. - Infrastructure renewal achieved. - Infrastructure backlog ratio achieve reduction.



our infrastructure

I1: Infrastructure and Assets

Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future

	Strategies	Measures of Success
I1.3	13) Improve our strategic approach to the management of our sewerage infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our sewerage infrastructure and services. - Infrastructure renewal ratio achieved. - Infrastructure backlog ratio achieve reduction.
I1.4	14) Strengthen our strategic approach to the management of our urban drainage infrastructure and services.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our drainage infrastructure and services. - Infrastructure renewal ratio improved. - Infrastructure backlog ratio achieve reduction.

Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

	Strategies	Measures of Success
I1.5	15) Adopt successful strategies which maximises our community's access to quality infrastructure and assets.	<ul style="list-style-type: none"> - Continued operation and maintenance of our essential infrastructure such as the aerodrome, saleyards and quarry. - Asset management plans developed for our essential assets and infrastructure and implemented.





our environment
planning and development, sustainable
environment and sustainable waste

our environment

WHAT OUR COMMUNITY TOLD US?

planning and development

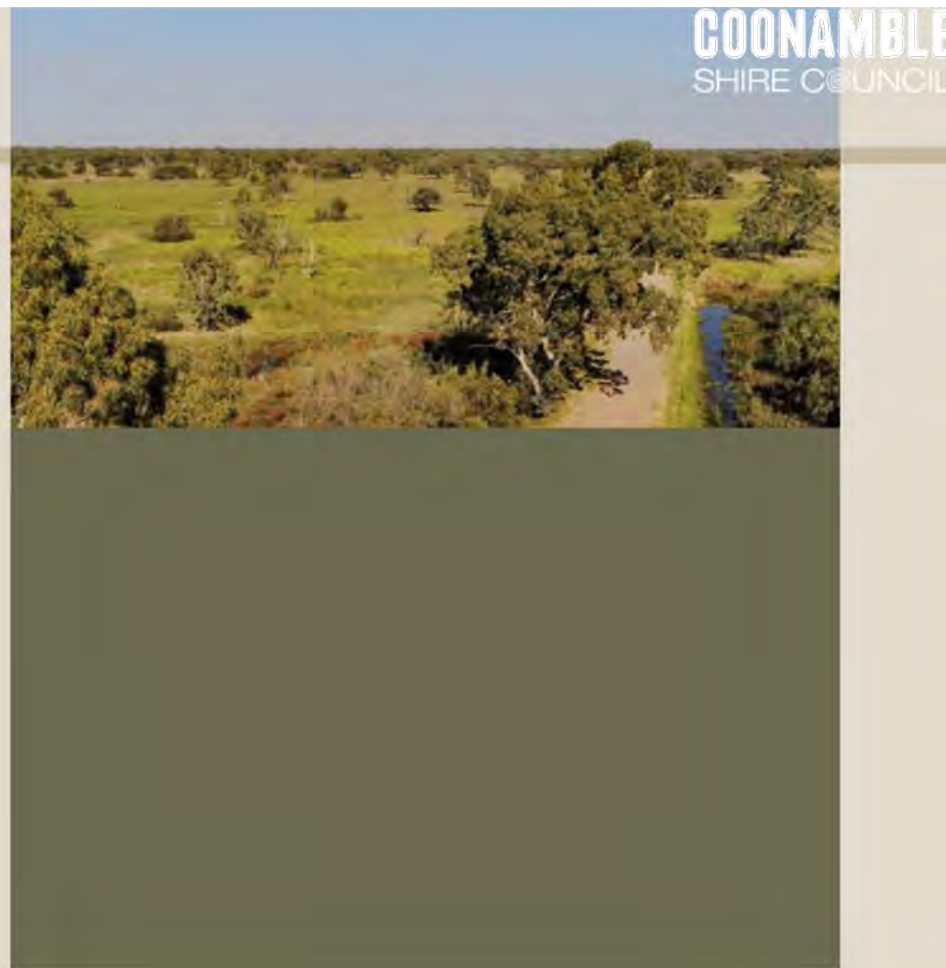
- Planning and development needs to consider our local indigenous wisdom.
- New developments and units require investment from government funding.
- There is a great need for rentals but there is no available housing.
- Derelict homes are a concern for residents.
- Out of town investors are fluctuating the local market.
- Our local industry does not understand or have little regard for standards imposed by the State. Concerns for illegal development.
- Minimum lot sizes need reviewing.

sustainable environment

- Our river system could be better cared for.
- Increase sustainability of our showgrounds and sportsgrounds with rainwater tanks.
- We should be an environmentally sustainable LGA and be leaders in the Central West.

sustainable waste

- Recycle and reuse things before they are sent to the tip.
- We want recycling. We need access to recycling.
- Green waste bins should be offered to residents.
- Bulk kerbside collection is a major welcome.
- How can we as a community create less waste?
- We have issues with the litter around our LGA.
- We have issues with our waste facility operations.



our environment

E1: Planning and Development

Goal 11: Our community has confidence in our strategic land use planning framework

	Strategies	Measures of Success
E1.1	16) Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimises risks to our community including the availability of suitable residential land and adequate affordable housing.	<ul style="list-style-type: none"> • Planning instruments and planning controls are created, amended and adopted. Coonamble Local Environmental Plan is amended. • Increase community confidence in land use planning framework, and in balance between competing land use interests. • Improved community experience securing affordable and suitable residential land and/or housing.

E2: Sustainable Environment

Goal 12: We are more sustainable and we contribute to the bigger environmental picture

	Strategies	Measures of Success
E1.2	17) Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.	<ul style="list-style-type: none"> - Decrease in community who believe we aren't an environmental sustainability LGA. - Number of incentives/programs addressing environmental initiatives carried out over ten years.

E3: Sustainable Waste

Goal 13: We are winning our war on our waste

	Strategies	Measures of Success
E1.3	18) Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to	<ul style="list-style-type: none"> - Increased community's satisfaction levels in our waste management. - No increase in annual waste collection in our LGA. - Waste Management Strategy is implemented and





our leadership

WHAT OUR COMMUNITY TOLD US?

people, risk & improvement, corporate performance, and strategic planning

- There are workforce challenges with Council including skill shortages and vacancies.
- Continuous improvement with our Council customer service.
- Look at different ways to communicate our news to the community.
- Attending to customer requests and acknowledgement of requests in a reasonable timeframe.
- More consultation opportunities.
- Building local capacity in our workforce.
- Get our children and youth involved to be more accountable, transparent and innovative.



our leadership

L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning

Goal 14: Our community leaders enrich and empower us

	Strategies	Measures of Success
L1.1	19) Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.	<ul style="list-style-type: none"> - Number of supported initiatives to build capacity and nurture leadership in our community. - Nurture our youth leaders through the Youth Forum/Council.

Goal 15: Our community believes in the integrity of Council's decision

	Strategies	Measures of Success
L1.2	20) Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.	<ul style="list-style-type: none"> - Increased community's satisfaction rating with opportunity to contribute ideas, feedback, opinions on Council's decision making.
L1.3	21) Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.	<ul style="list-style-type: none"> - Risk Management Framework meets best practice standards. - Meeting industry benchmarks and/or improvement on benchmarks: Operating Performance Ratio, Own Source Operating Revenue Ratio, Unrestricted Current Ratio, Debt Service Cover Ratio, Cash Expense Cover Ratio, Infrastructure Backlog ratio.
L1.4	22) Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.	<ul style="list-style-type: none"> - Increased community's satisfaction levels in Council's services and facilities.



what you can do?



our people

- Get to know your neighbour
- Be part of our cultural and community events
- Be physically active
- Use our existing services and facilities
- Volunteer
- Respect and value the community's diversity

our economy

- Shop local – buy local
- Use local and regional providers
- Promote Coonamble, Gulargambone and Quambone as a place to visit
- Be part of our tourism events and activities
- Grow develop our local workforce

our infrastructure

- Be mindful and obey rules on wet weather conditions on our unsealed roads
- Keep footpaths clear of vegetation
- Report unsafe conditions with our infrastructure
- Report any water, sewer and drainage issues

our environment

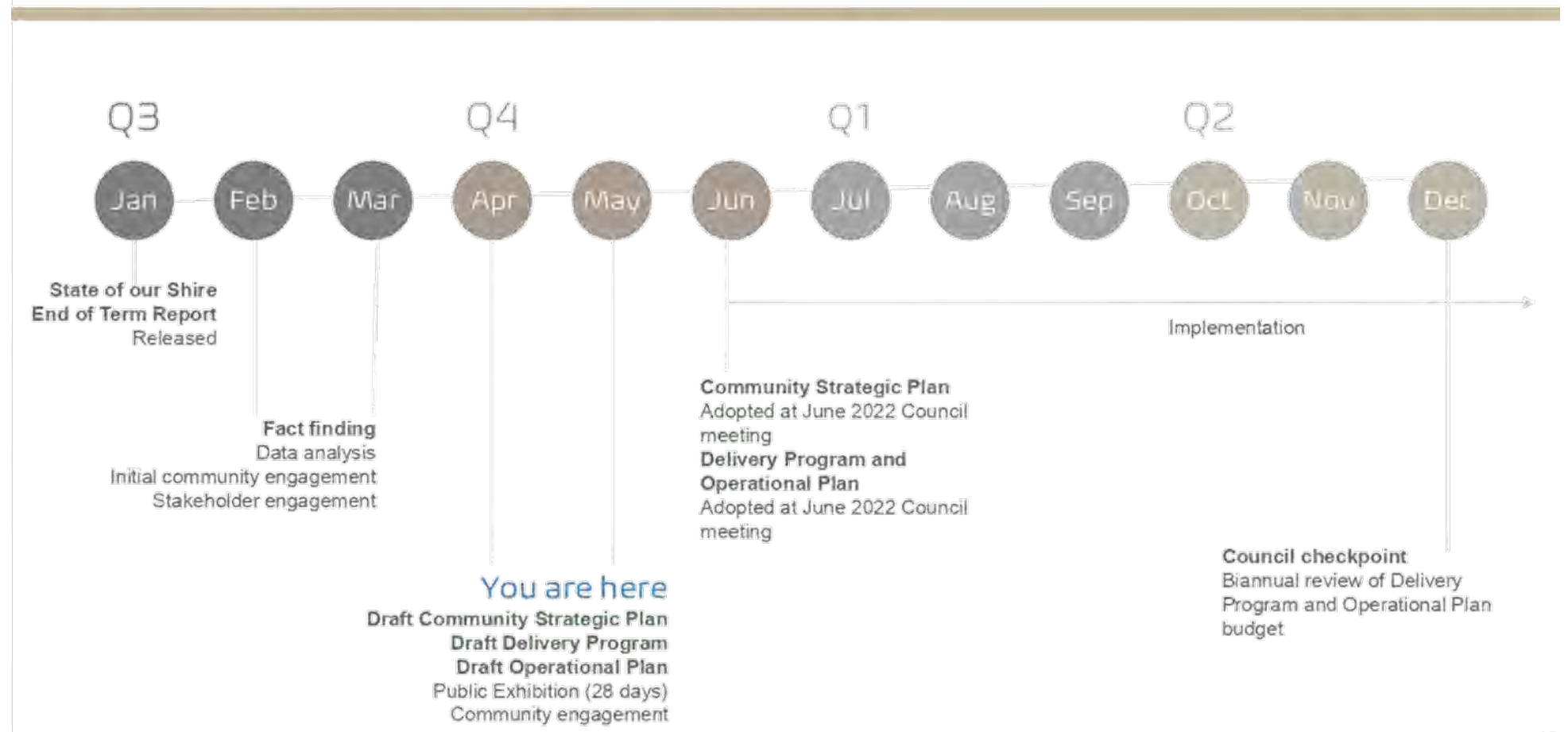
- Minimise your energy use
- Conserve water where you can
- Compost your food and garden waste
- Donate your clothes
- Have a garage sale
- Volunteer for an environmental initiative

our leadership

- Join in the conversation of our strategies, plans and policies
- Participate in our community engagements and consultation
- Support the work of Section 355 Committees in your town or village



where to from here?





COONAMBLE
SHIRE COUNCIL

have your say

CSP Development Team

(02) 6827 1900

council@coonambleshire.nsw.gov.au

<https://www.surveymonkey.com/r/haveyoursaycoonamblelga>

mail to:

Coonamble Shire Council

PO Box 80

Coonamble NSW 2829

public exhibition to 13 May 2022



COONAMBLE SHIRE COUNCIL

DRAFT DELIVERY PROGRAM

**Annexure A:
Operational Plan 2022-23**

2022 TO 2026



have your say

COONAMBLE SHIRE COUNCIL

Draft Delivery Program 2022-2026 and Operational Plan 2022-23

Version: Public Exhibition

Contact: CSP Development Team

(02) 6827 1900

council@coonambleshire.nsw.gov.au

<https://www.surveymonkey.com/r/haveyoursaycoonamblelga>

ACKNOWLEDGEMENT OF COUNTRY

Coonamble Shire Council acknowledges the Kamilaroi and Wailwan people as the traditional custodians of the land on which it meets and operates, respecting Elders past, present and emerging. We seek at all times to show respect to all people and cultures whose privilege they have to serve within and beyond the Local Government Area.





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about this program

Our draft Delivery Program (2022-2026) has been developed following the December 2021 council elections.

The DP is a statement of commitment by the newly elected Council translating goals into clear actions.

Our draft DP is Coonamble Shire Council's key medium term planning document for the future.

Coonamble Shire Council acknowledges the traditional owners and custodians of the lands in our regions.

Have your say on our draft DP. Contact Council on (02) 6287 1900 or at council@coonamble-shire.nsw.gov.au



introduction

1. 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.

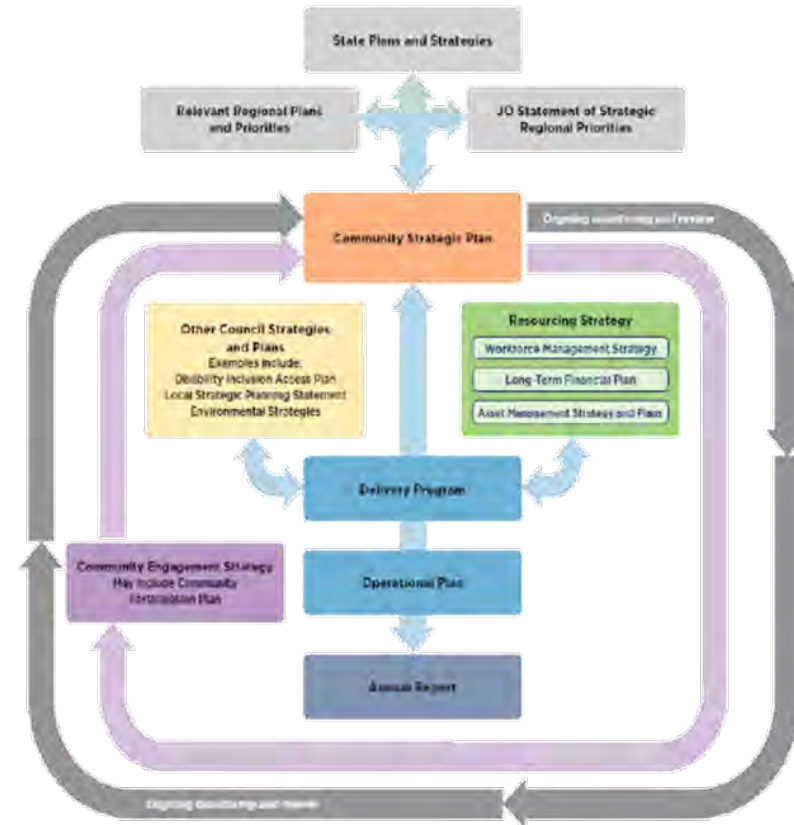
The **Community Strategic Plan (CSP)** is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

The **Delivery Program (DP)** 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 CSP, DP and Operational Plan after taking into consideration any submissions made.

As we are in a new term, the draft CSP, draft DP and draft Operational Plan are now out for public exhibition.



introduction

2. THE DRAFT COONAMBLE SHIRE DELIVERY PROGRAM (2022 - 2026)

The Delivery Program (DP) is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions.

It is the primary reference point for all activities undertaken by council during its term of office. It allows council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled.

Importantly, the DP allows council to demonstrate how its 'business-as-usual' activities help achieve Community Strategic Plan (CSP) objectives (e.g. garbage collection achieves a safe and healthy environment objective).

3. WHAT IS REQUIRED?

A council must have a DP detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy. It must also include how those activities will be prioritised, and how the council will measure and evaluate their implementation.

The council must establish a new DP after each ordinary election of councillors to cover the principal activities of the council for their term commencing on 1 July following the election.

The DP must address ongoing improvements to the efficiency, productivity,

financial management and governance of the council.

The DP must allocate high-level responsibilities for each activity or set of activities. Where the council has an oversight role for a Community Strategic Plan strategy but is not the key delivery agent, the DP should include activities which reflect the role the council will play in relation to the strategy, and how it will monitor its delivery.

A draft DP must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the DP is adopted by the council.

The council must review its DP each year when preparing the Operational Plan.



context

RELEVANCE TO OUR COMMUNITY STRATEGIC PLAN

Working from the bottom up, our CSP development team undertook an extensive amount of time reviewing the current CSP, Council's previous delivery program and operational plan reviews. We believe that there are better ways to do business, provide our services, to govern, to communicate and to continuously improve in our processes.

Whilst the new elected Council could have adopted the current CSP for another term, it was time for a change.

To accompany the work of the draft CSP, extensive community engagement and consultation has occurred and will be documented in a **Community Consultation Plan** that will be presented at the June 2022 Council meeting. We also utilised the past 2019 Community Satisfaction Survey, current statistics, undertaking a new CSP focused survey, online forums and attended meetings.

The draft CSP is a result of the intensive and extensive engagement that occurred between February and March 2022. The information provided by those valued people who participated has also influenced the development of the draft DP and draft Operational Plan.

Based upon the goals and aspirations express by community and which now forms the draft CSP, the DP has been developed and focuses on the medium term (4 years). Given the DP is derived from the CSP there is direct and clear linkage between the two plans.



2022 - Draft Delivery Program

COONAMBLE SHIRE COUNCIL

DRAFT COMMUNITY STRATEGIC PLAN

Vision:

We are a prosperous, safe and welcoming community where we connect with each other, with our culture and our sustainable environment.

OUR PEOPLE	OUR ECONOMY	OUR INFRASTRUCTURE	OUR ENVIRONMENT	OUR LEADERSHIP
<p style="font-weight: bold; margin: 0;">COMMUNITY SERVICES & WELLBEING</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 1: We are connected, cohesive & vibrant</p> <p style="font-size: 8px; margin: 0;">Strategy 1: Initiate and contribute to effective and needed community programs which enhance engagement, cohesion, vibrancy and liveability.</p> <p style="font-size: 10px; margin: 0;">Goal 2: We are healthier</p> <p style="font-size: 8px; margin: 0;">Strategy 2: Improve access to health services locally.</p> <p style="font-size: 10px; margin: 0;">Goal 3: We feel safe, secure and supported</p> <p style="font-size: 8px; margin: 0;">Strategy 3: Create safe places, spaces and feelings.</p> <p style="font-weight: bold; margin: 0;">ARTS & CULTURE</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 4: Our connection to our culture is stronger than ever</p> <p style="font-size: 8px; margin: 0;">Strategy 4: Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.</p> <p style="font-size: 8px; margin: 0;">Strategy 5: Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.</p> <p style="font-weight: bold; margin: 0;">RECREATION & SPORTING SPACES</p> <p style="font-size: 10px; margin: 0;"><i>By 2032, Coonamble LGA will be.....</i></p> <p style="font-size: 10px; margin: 0;">Goal 5: We are the community of good sports</p> <p style="font-size: 8px; margin: 0;">Strategy 6: Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.</p> <p style="font-size: 8px; margin: 0;">Strategy 7: Improve the quality of our parks, open spaces,</p>	<p style="font-weight: bold; margin: 0;">ECONOMIC DEVELOPMENT & GROWTH</p> <p style="font-size: 10px; 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overview of our shire

COONAMBLE
SHIRE COUNCIL

The Coonamble Local Government Area (LGA) has an area of 9,955 square kilometres and is located on the traditional Indigenous lands of the Weilwan and Kamilaroi people.

Our shire includes the township of Coonamble and villages of Gulargambone and Quambone.

Coonamble LGA is part of the Orana Region of Central Northern NSW and is bounded by the LGAs of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Less than two hours' drive by road from Dubbo and six hours from Sydney.

Coonamble is situated on the Castlereagh River which runs through the town, dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one-third of the LGA population.

The majority of the district's agricultural resources are devoted to dry and broad- acre farming and grazing.

The Coonamble LGA has a population of 3,907 persons.

The area experiences extreme weather conditions including drought, flooding and extreme heat and cold. This has significant impact on the local agricultural industry and subsequently the economic prosperity of the area.

overview of our shire

Coonamble

Coonamble is the central hub of our region, set along the picturesque Castlereagh River among some of Australia's finest agricultural land.

The central hub includes lively cafes, fantastic eateries, boutique shopping and other commercial industries.



Gulargambone

Gulargambone is a jewel in the Coonamble region's crown, 47km south of Coonamble along the banks of the Castlereagh River. Meaning "watering hole for many Galahs" in the local Wailwan language.



Quambone

Quambone is the smallest and quaintest of our region's villages, with a very proud population of 166 people. Located 57km from Coonamble, Quambone is the gateway to the Macquarie Marshes.



strategic direction

Through the CSP's community engagement process a number of important priorities were produced. These are categorised into the five themes for our local government area.

Our People

Connection to Country – Connection to Place – Family Friendly – Opportunities to Connect – Arts and Cultural Hub

Our Economy

Prosperity in Our Economy – Enabled by Technology and Communications – Active Hubs – Tourism – Small and Local Businesses

Our Infrastructure

Our Roads Make it Happen – Infrastructure is an Enabler – We Operate and Maintain – We Plan for Our Future

Our Environment

Sustainability – Future Generations – Housing Options – Protecting and Enhancing our Natural Environment

Our Leadership

Cohesive and Connected – Continuously Improve – Business and Local continuity – Lead by Example

COONAMBLE
SHIRE COUNCIL





COONAMBLE
SHIRE COUNCIL

how to read the Delivery Program

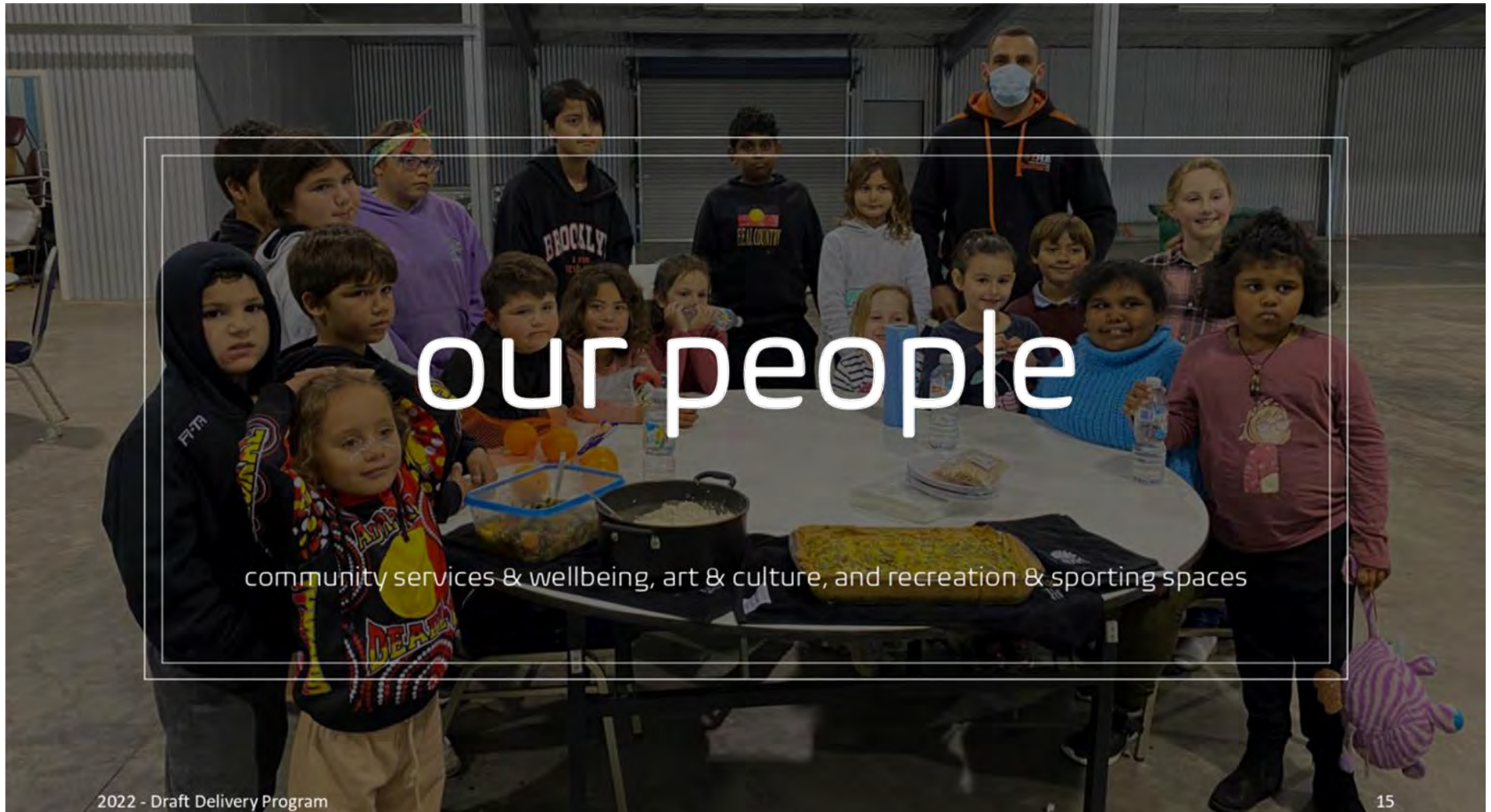
The DP lays out information about how Council will operationally implement and achieve the action items identified to ensure the CSP's goals are achieved in the long term. Each DP action item includes crucial operational implementation information including:

- The corresponding CSP goal (e.g. CSP Goal 1)
- The CSP strategy (e.g P1.1, ED1.1)
- The Delivery Program (e.g. DPP 1.1).
- Which function area(s) of Council are responsible for its implementation.
- What partners Council will work with to achieve the DP item.
- What measures will be used to review and monitor progress and success of each DP item.

Function areas:

- **ESPC** – Environment, Strategic Planning and Community
- **CS** – Corporate and Sustainability
- **I** – Infrastructure
- **EDG** – Economic Development and Growth
- **PRI** – People, Risk and Improvement

Refer to Annexure A to understand Council's 2022-23 operational plan actions



P1: Community Services and Wellbeing

CSP Goal 1: We are connected, cohesive and vibrant

CSP P1.1- Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrance and liveability.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.1.1	Improve community and youth services through enhanced programs, procedures and processes.	ESPC	Youth Interagency service partners and youth.	Development and implementation of Youth Strategy.
P1.1.2	Enhance safer regulatory and compliance strategies and operations.	ESPC	Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police	Number of policies and procedures created and implemented. Demolition of derelict properties. Upkeep of vacant blocks by owners through engagement then enforcement by Council.

CSP Goal 2: We are healthier

CSP P1.2 - Improve access to health services locally.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.2.1	Connect with key health service stakeholders and collaboratively advocate for enhanced local health services.	ESPC	All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers.	Reduction in identified health services gaps.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

P1: Community Services and Wellbeing

CSP Goal 3: We feel safer

CSP P1.3 - Create safe places, spaces and feelings.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P1.3.1	Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient.	ESPC	Interagency partners, NSW Police, developers.	No. of programs, projects and initiatives.
P1.3.2	Ensure we contribute to and plan for disaster preparedness, response and resilience.	ESPC, I, CS	NSW Gov including SES and NSW Police, developers	Implement and review actions from Flood Risk Management Plan.
P1.3.3	Amend and improve our planning instruments and development control plans.	ESPC	DPIE, Developers, Community members	Endorsed Coonamble LEP Amendment and adopted DCPs.
P1.3.4	Authorise domestic animal control initiatives which are successful in reducing issues for our community.	ESPC	RSPCA, OLG, community, North West Vets.	Asset Management Plan completed Coonamble Pound. Initiatives and regulatory programs completed.

P2: Arts and Culture

CSP Goal 4: Our connection to our culture is stronger than ever

CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.
CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P2.1.1	Facilitate creative and artistic initiatives that strengthens our connection to our identities, culture and our land.	ESPC, EDG	Outback Arts, Interagency partners, Youth, arts community groups.	Improve community satisfaction with public art, creative and artistic opportunities.
P2.1.2	Deliver dynamic and diverse cultural services.	ESPC	North Western Library Service, Central West Zone Library, Interagency partners, LALC	Sustain or improve community satisfaction with library service.

our people

P2: Arts and Culture

CSP Goal 4: Our connection to our culture is stronger than ever

CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.
CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P2.2.1	Encourage, host and promote dynamic and vibrant program of events and activities.	EDG	Tourism service providers	Number of events hosted

P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

CSP P3.1 - Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.
CSP P3.2 - Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
P3.1.1	Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community.	EDG, CS, ESPC	Local sporting organisations, community.	Improve community satisfaction with sporting and recreational opportunities.
P3.1.2	Deliver Asset Management Plans for our sporting and recreational facilities.	CS	Local sporting organisations, community.	No. of Asset Management Plans completed against outstanding. Asset maintenance and renewal resourced.
P3.2.1	Progress the Masterplan for MacDonald Park Precinct.	CS	Local sporting organisations, community.	Completion of detailed design and funding sort & allocated.
P3.2.2	Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders.	CS, EDG	Coonamble Sportsground users, community.	No. of funding applications submitted.



2022 - Draft Delivery Program

ED1: Economic Development and Growth

CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.
 CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.
 CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
ED1.1.1	Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov dept.	Progression of the Economic Development Strategy.
ED1.1.2	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority project and funding secured.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

ED1: Economic Development and Growth

CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.

CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.

CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
ED1.2.1	Progress the Artesian Bore Bath facility.	EDG	Country and Outback Tourism Authority.	Funding being sort for project.
ED1.3.1	Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met.	EDG, ESPC	Education providers, community, AECG.	Number of polices/strategies introduced to address adequa and quality education choices.





I1: Infrastructure and Assets

CSP Goal 7: Our road network makes it possible for our economy, industries, and community to prosper

CSP I1.1 - Employ a strategic approach to the management of our critical road network.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.1.1	Complete, adequately resource and deliver upon the road network's Asset Management Plan.	I	Dept Main Roads.	Road maintenance expenditure ratio (\$/km) within 20% industry benchmark.
I1.1.2	Plan and achieve strategic and efficient roads programs and operations.	I	Dept Main Roads.	
I1.1.3	Engage successfully with the community to achieve improved understanding of the needs and expectations of our community in regards to our road network.	I	Roads Committee, community.	
I1.1.4	Develop and deliver strategies for our road network which maximises external funding opportunities.	I	Dept Main Roads.	Bridge inspections: 6 x structural inspections/yr, 16 x routine inspections/yr.
I1.1.5	Complete the Tooraweenah Road upgrade project, on time and on budget.	I	Project delivery stakeholders, community, State Gov Dept.	



I1: Infrastructure and Assets

CSP Goal 8: Our water infrastructure and services are fit for our community and our future

CSP I1.2 - Strengthen our strategic approach to the management of our water infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.2.1	Complete, adequately resource and successfully implement strategic plans for our water infrastructure.	I	NSW State Dept.	Reduce LGA water consumption to 230 KL/annu (industry average) (290KL/annum as at Jun 22). Complete and up- to-date Water Asset Management Plan. Advanced Asset Manager Plan adopted. Water supplied meets Australian Drinking Water Guidelines 100%/annum. Non revenue water reduced from 40% (2022) to 10%.



our infrastructure



I1: Infrastructure and Assets

CSP Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future

CSP I1.3 - Improve our strategic approach to the management of our sewerage infrastructure and services.

CSP I1.4 - Strengthen our strategic approach to the management of our urban drainage infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.3.1	Complete, adequately resource and successfully implement strategic plans for our sewerage infrastructure.	I	NSW State Dept.	Trade Waste Policy implemented, monitored and reviewed. Sewerage Infrastructure Asset Management Plan complete and resourced. Funding secured for Coonamble Sewerage Treatment Plant for preferred option's completed design. Decrease number of urban sanitary drainage complaints by 10%. Decrease number of urban rectification projects outstanding. No. of licence exceedances at Gulargambone and Coonamble STP to <2 each/annum. No. of pollution incidents <2/annum.
I1.4.1	Complete, adequately resource and successfully implement strategic plans for our urban drainage infrastructure.	I	NSW State Dept.	Asset Management Plan for kerb and gutter infrastructure including the Replacement Program actioned and resourced. Asset Management Plan for storm water infrastructure actioned and resourced. Stormwater maintenance and inspections 12 x routine inspections/annum. Reduction in works required to alleviate localised flooding by 40%.

I1: Infrastructure and Assets

CSP Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

CSP11.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.5.1	Successfully represent the interests of our community with regards to rail freight.	EDG	ARTC, Inland Rail, community, NSW Farmers.	Ongoing successful engagement with all stakeholders.
I1.5.2	Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market.	ESPC	Saleyards users and agents.	Implement and resource Coonamble Livestock Regional Market Asset Management Plan. MOU and operating protocols deliver operational effectiveness and governance.
I1.5.3	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.	I, CS	Community	Footpath maintenance and inspections: 2x routine insp/yr high traffic areas, 1x routine insp/yr med traffic areas, 0.5x routine insp/yr.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

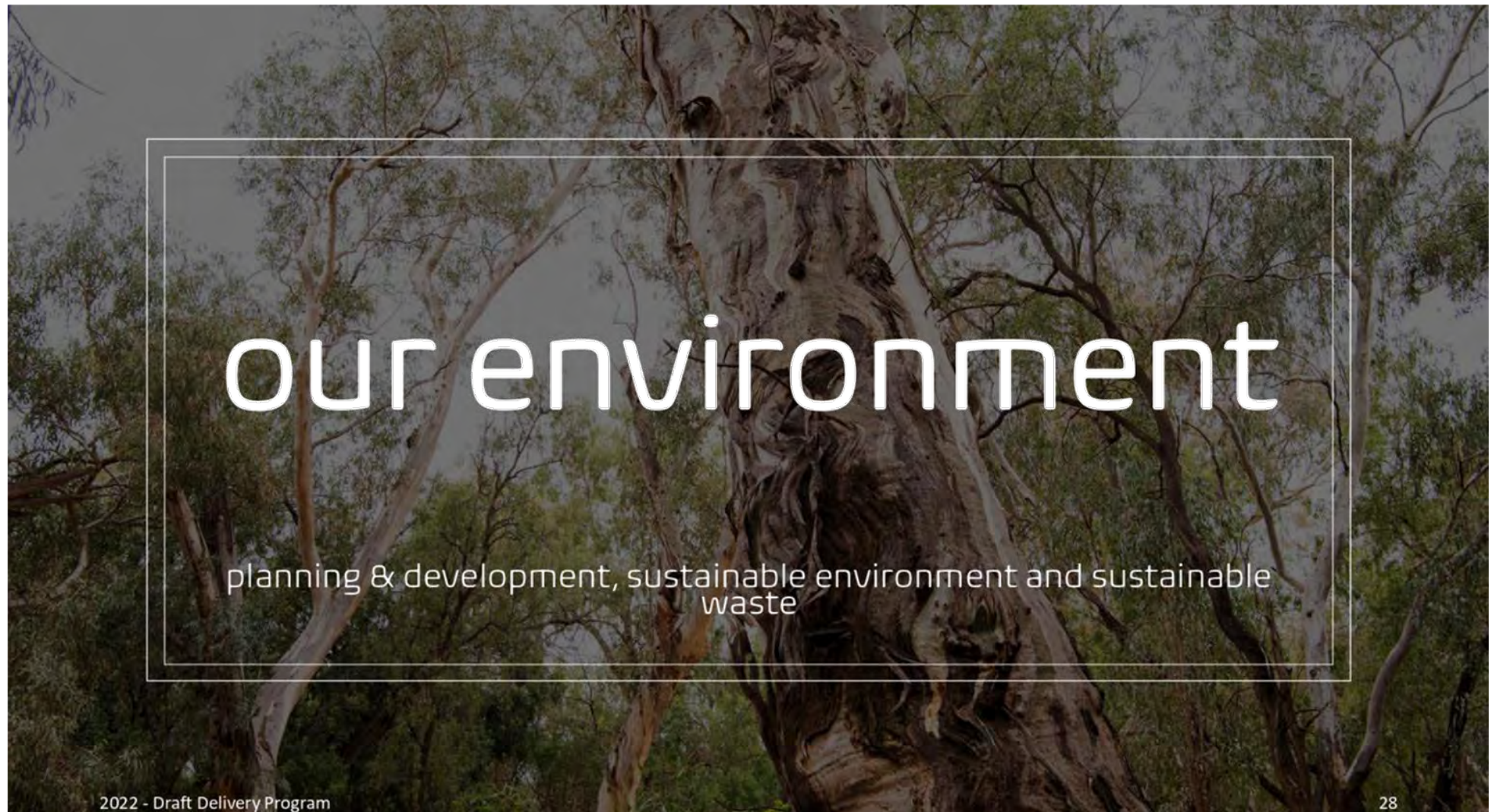
I1: Infrastructure and Assets

CSP Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

CSP11.6 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
I1.5.4	Develop and implement strategies, management processes and operations which optimise Quarry operations.	I	NSW State Dept	No. of licences exceedances at Quarry <2/annum. Quarry extraction >75,000 t/annum. Quarry Action Management Plan resourced. Quarry Rehabilitation Plan actioned where required.
I1.5.5	Deliver plant and fleet management efficiencies.	CS		No. of new processes adopted.
I1.5.6	Deliver a Long Term Financial Plan (LTFP) which achieves balance between the Council's financial capabilities and the community's aspirations, and is a quality decision making and problem solving tool.	CS	OLG	Projections within the LTFP reflect the financial projections contained in the Asset Management Plans.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.



E1: Planning and Development

CSP Goal 11: Our community has confidence in our strategic land use planning framework

CSP E1.1 - Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimise risks to our community including the availability of suitable residential land and adequate affordable housing.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.1.1	Achieve flood risk management strategies and projects.	I, ESPC	DPIE, developers, community members	Delivery of DCP. Stage 5 Coonamble Levee complete.
E1.1.2	Develop a housing strategy to address affordability and availability of residential land and housing.	ESPC, EDG	DPIE, developers and community.	Development of successful strategies and frameworks including Conditions of Consent framework.
E1.1.3	Implement Planning and Development Approvals Process which enhances operational efficiencies.	ESPC	DPIE, developers, community.	Delivery of Development Control Plans.

E2: Sustainable Environment

CSP Goal 12: We are more sustainable and we contribute to the bigger environmental picture

CSP E1.2 - Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.2.1	Support stakeholders such as the Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community.	ESPC, CS	Macquarie County Council, Local Land Services and Landcare, community.	Sustained relationship with partners.
E1.2.2	As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community.	ESPC	Community.	Response level to emerging community expectation in relation to the environment.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

E3: Sustainable Waste

CSP Goal 13: We are winning our war on our waste

CSP E1.3 - Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
E1.3.1	Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels.	ESPC	Waste contractor, NSW State Dept, community.	Delivery of Waste Management Strategy





our leadership



L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning

CSP Goal 14: Our community leaders enrich and empower us

CSP L1.1 - Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.1.1	Support and contribute to initiatives which fosters and recognises leadership within our community.	EDG, CS	Community, community groups.	Number of initiatives supported.

CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonambie Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.2.1	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieves increased community's participation in decision making.	EDG, CS	Community, community groups.	Number of initiatives supported.
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.
L1.3.2	Adopt the eight elements of good governance practices at the essence of operations and decision making.	PRI	Councillors, Council officers	Adoption of eight elements of good governance practices.
L1.3.3	Deliver communication and marketing strategies which achieve brand building and maximises engagement with	EGP	Community	Number of initiatives supported.

our leadership



L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning

CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	All	Councillors, Council officers	Number of policies reviewed and adopted.
L1.3.5	Achieve redundancy within our organisational structure, and provide effective pathways for our people by successfully becoming a learning organisation.	PRI	OLG	Reduction in safety incidents. Implement WH&S systems and strategies. Resource the Annual Training Plan. Deliver innovative workplace solutions
L1.3.6	Complete a Service Delivery Review for the whole of organisation and deliver a full Service Delivery Review Program for rollout in Jul 2024.	All	OLG	Service Delivery Review Program finalised.
L1.4.1	Develop and adopt strategies including Customer Service Excellence which positively influences the way we think and do business.	CS	Community	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System. Deliver a long term solution to records management.

challenges for our future

OUR PEOPLE

Community Services & Wellbeing; Arts and Culture; and Recreation & Sporting Spaces

- How do you connect our community when there is disconnect and divisiveness.
- How do people balance work, family and other commitments with gaps in our services?
- How do we keep up with the demands on our community as a result of the "baby boom".
- How do we ensure our connection to local culture?
- What are we doing about our high crime statistics and how do we address the causes?
- What are we doing about animal control?
- How do we manage and communicate our local disaster preparedness?
- How do we manage the gaps in our medical and health services?
- How do we continue to development of our recreation and sporting spaces?

OUR ECONOMY

Economic Development and Growth

- How do you manage the lack of support to local businesses, including workforce challenges, drought and lack of housing?
- How do we address a skilled labour shortage and workforce challenges?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure our early childhood services keep pace with demand?
- How do revitalise our main street?
- How do we address the housing supply issue in our LGA?
- How can Council improve its communication to local business and industry?

OUR ENVIRONMENT

Planning and Development; Sustainable Environment; and Sustainable Waste

- How can we be sustainable when we don't recycle?
- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- What can we do to be leaders in the Central West for environmental sustainability?

OUR INFRASTRUCTURE

Roads; Water and Sewer; and Essential Asset Infrastructure

- How do we manage one of the largest unsealed road networks in NSW?
- What can be done with dealing with customer dissatisfaction on our unsealed roads?
- What can be done to manage the quarry better?
- How do we address the telecommunication disconnect in our shire?
- How does Council operate and manage its assets with its limited budget and competing priorities?
- What can be done to manage our ageing water and sewer assets, including private infrastructure?
- How can we deal with the perceptions of water quality?

OUR LEADERSHIP

People, Risk and Improvement; Corporate Performance and Strategic Planning

- How can Council improve its customer service delivery to our community?
- How can Council improve the perception that it does listen to our community?

what will we do?

1. A PLAN FOR ALL

The Draft Community Strategic Plan brings together the aspirations and priorities of the community. The draft CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

- P** – Our People
- ED** – Our Economy
- E** – Our Environment
- I** – Our Infrastructure
- L** – Our Leadership

The diagram displayed on the following page includes a summary of all the objectives for each theme. No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit.

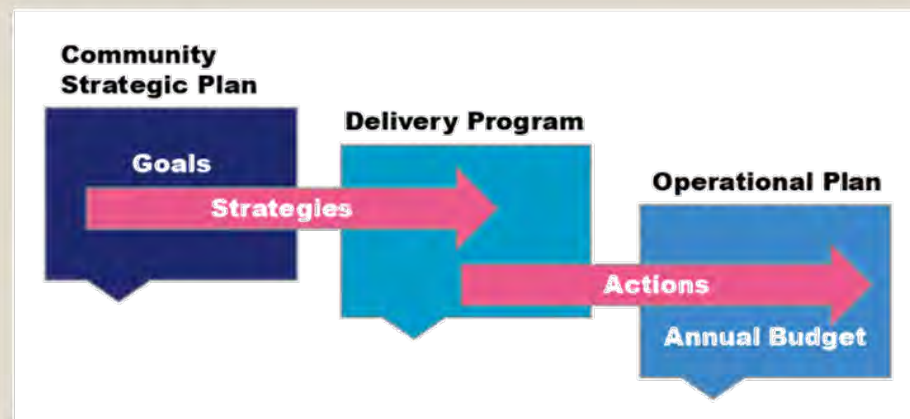
Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term Report.

Our Draft CSP displays the five themes which are supported with 9 function areas. It provides ideas of how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the final CSP.

The draft CSP reinforces the role we all must play in creating and fostering the community we want.

2. DELIVERY PROGRAM AND OPERATIONAL PLANS

The draft CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the **Delivery Program** is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.





have your say

Draft Delivery Program

(02) 6827 1900

council@coonambleshire.nsw.gov.au

<https://www.surveymonkey.com/r/haveyoursaycoonamblelga>

mail to:

Coonamble Shire Council

PO Box 80

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public exhibition to 13 May 2022





COONAMBLE
SHIRE COUNCIL

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2022 – Annexure A: Operational Plan 2022 to 2023 Highlights

Section One: 2022 to 2023 Highlights

2022 – Annexure A: Operational Plan 2022 to 2023 Highlights

Section One: 2022-23 Highlights

1.1 Budget 2022-23

Draft Budgeted Operations Result for 2022/23 **\$177,444**

Comprised of the following fund results

General Fund	(\$ 72,364)
Water Fund	\$222,351
Sewerage Fund	\$ 27,457

Draft Budgeted Non Operational Result for 2022/23 **\$6,616,751**

Comprised of the following fund results

General Fund	\$6,366,943
Water Fund	\$222,351
Sewerage Fund	\$ 27,457

OPERATIONAL PLAN HIGHLIGHTS

Roads – Operational (Maintenance)	\$1,680,060
Urban Roads Maintenance	\$150,000
Sealed Rural Roads Maintenance	\$300,000
Unsealed Rural Roads Maintenance	\$612,000
Bridges Maintenance	\$50,000
Regional Roads Block Grant Maintenance	\$568,060

Section One: 2022-23 Highlights

1.1 Budget 2022-23



Roads – Non Operational (Capital)	\$25,028,890
Urban Roads - Betram Street Reconstruction Project	\$350,000
Urban Roads - Capital Renewal Program	\$200,000
Unsealed Rural Roads - Reconstruction program	\$350,000
Sealed Rural Local - Heavy Patch and Resealing program	\$200,000
Regional Roads - Capital Renewal Program	\$100,000
Regional Roads - Capital Renewal Program - Warren Road upgrade	\$1,267,188
HVSP Program - MR7515 Warren Road / Highway Intersection	\$820,000
Roads to Recovery -Shanklin Rd- Unsealed Renewal	\$375,000
Roads to Recovery - Wingadee Rd Renewal & Drainage	\$150,000
Roads to Recovery - Local Roads Renewal - Yalcogrin St Gular	\$400,000
L.R.C.I. Grant Program - Box Ridge Road - Reconstruction	\$1,859,636
FLR R3 - SR86 Carinda Rd HP & Culverts	\$2,265,840
Stormwater Drainage - Improvement Program for Coonamble	\$175,000
Tooraweenah Road - Extension of Sealed length	\$13,566,000
Flood Damage - Restoration of Roads Network	\$2,950,226
Water Supply Operations	\$1,203,705
Coonamble Mains Replacement Program	\$624,642
Coonamble Relocation Chlorine Storage	\$20,000
Coonamble Reservoir Improvements	\$24,000
Quambone Mains Replacement Program	\$61,170
Quambone Chlorine Residual Monitors	\$20,000
Quambone Chlorine Scales and Auto Changeover	\$12,000
Quambone Reservoir Improvements	\$15,000
Gulargambone Mains Replacement Program	\$317,893
Gulargambone Chlorine Residual Monitors	\$40,000
Gulargambone Chlorine Scales and Auto Changeover	\$24,000

Section One: 2022-23 Highlights

1.1 Budget 2022-23



Sewerage Supply Operations	\$1,175,000
Coonamble Mains Relining	\$535,000
Coonamble SPS1 Vent Stack	\$20,000
Coonamble STO Replacement Report and Concept Design	\$25,000
Gulargambone Mains Relining	\$235,000
Gulargambone Reline Maturation Pond	\$60,000
Gulargambone Tertiary Ponds	\$200,000
Gulargambone SCANDA and Aeration Control	\$100,000
Other Significant Non Operational Planned Works	\$4,991,594
Corporate Support and Document Management Systems	\$73,655
Security Camera Upgrades	\$20,400
Coonamble SES Station Project	\$950,000
Cemetery Improvement Program	\$20,000
Specific Works – Buildings	\$70,380
LRCI Grant Program – Quambone Toilet Block	\$33,024
SCC Grant Program – Museum Stables	\$62,745
Library LSP Grant Funds	\$15,000
Renovations and Repairs – Quambone Hall & Library	\$50,000
Renovations and Repairs – Coonamble Aerodrome Terminal	\$40,000
Renovations and Repairs – Chemical Storage Shed	\$50,000
Renovations and Repairs – Residential Premises	\$198,500
SCCF Grant Program – Construction of Women’s Changerooms	\$450,000
SCCF Grant Program – Installation of Walking Loop	\$327,083
Coonamble Pool Upgrade Program	\$466,957
DCP Funding – Coonamble Sportsground	\$119,450
Coonamble Showground Upgrades	\$25,000
Kerb and Gutter Construction	\$75,000
Footpaths Construction	\$45,000
Coonamble Caravan Park Upgrade	\$200,000
Plant Acquisitions	\$1,648,000

Section Two: 2022 to 2023 Financial Information

2022 – Annexure A: Operational Plan 2022 to 2023 Highlights

Section Two: Financial Information

2.1 Revenue Policy and Statement of Charges to Apply to Rateable and Non-Rateable Properties

Council proposes to continue to levy ordinary rates using a structure comprising a minimum amount to which an ad valorem component is added. As per the provisions contained in the Local Government Act, Council is required to rate based on the land valuations provided by the NSW Land and Property information (LPI). Throughout the year Council is advised of changes to these valuations, should these changes affect the rateability of the land Council will amend the rates levied on a pro rata basis based on the information provided by the LPI.

It is proposed that the total amount collected for ordinary rates each year will take account of any approved increases advised by the Minister.

The level of charges to apply to domestic waste management are determined in accordance with the Reasonable Cost Guidelines issued by the Department of Local Government and are subject to independent audit by Council's auditors. It is proposed that this approach will continue for future years.

The attached table shows the proposed rates and charges for the 2022/23 financial year.



2.1.1 Rating Levels (2.0% increase)

Rate Code	Ordinary Category	2020/21			2022/23		
		Min.\$	Cents in \$	Estimated Yield (\$)	Min.\$	Cents in \$	Estimated Yield (\$)
1	Ordinary - Coonamble	490	1.5713	535,205	515	1.62273	559,847
2	Ordinary – Gulargambone	490	1.2800	88,200	515	1.30560	92,185
3	Ordinary - Village	480	1.2800	58,560	505	1.28000	62,620
5	Farmland	390	0.2926	3,942,363	398	0.30460	4,059,518
7	Small Rural Holdings	510	0.8400	152,730	520	0.85680	155,780
10	Rural Residential	480	0.7300	75,232	500	0.74460	77,934
15	Business	540	2.3600	192,548	551	2.40720	196,419
	Total Ordinary			4,852,290			5,007,884

Increases in Minimums Ordinary						
	2021/22	2022/23	Changes (\$)	No of Assess on Min	Total Assess	% min
Ordinary	490	515	25	795	1026	77%
Gulargambone Ordinary	490	515	25	179	179	100%
Village Ordinary	480	505	25	124	124	100%
Farmland	390	398	8	55	797	7%
Small Rural Holdings	510	520	10	20	89	22%
Rural Residential	480	500	20	68	122	56%
Business	540	551	11	102	207	49%
Total				1241	2337	

Based on Valuations Received to April 2022

Statement of 2022/23 Charges to be Levied



2.1.2 Water and Sewer Pricing Structure (a) Water Supply Charges

Council has adopted a two-part tariff with water, an access charge and a usage charge based on consumer usage of water. The water billing year operates on a financial year basis i.e. from 1 July to 30 June.

The State Government, in recent years, has required NSW water utilities to move to best practice pricing structures for the management of water supply and sewerage businesses.

Best practice water pricing involves a two-part tariff, or inclining block tariff with NO water allowance, no land-based charges and appropriate charges for non-residential customers.

Council has implemented best practice pricing, required by the Government, as a prerequisite to gain access to any future grant funding opportunities.

Essentially, for Council, the issues are:

- Selection of an appropriate pricing option; and
- Impact of the pricing policy on customers and consumption behaviour.

In determining its pricing structure and its pay for use model, Council considered the following circumstances:

- Distribution of costs equitably among consumers and the elimination of cross subsidies.
- Efficient water use by consumers.
- Environmental protection and sustainability of natural resources
- Compliance with Government regulation.

Council has adopted an inclining block tariff for 2022/23 as shown in the following table:

2022/23 Water Charges:

Town/Village	Access Charge (\$) 20mm	Usage Charge – 1 st Tier (c/kl)	2 nd Tier Pricing Limit (kl)	Usage Charge 2 nd Tier (c/kl)	Est. Yield (\$) Access
Coonamble	380	130	450	200	1,110,123
Gulargambone	490	115	450	180	129,321
Quambone	490	140	430	230	36,002

The Access Charges as above are for 20mm services, the charges below allow for the size of the water meters as required by best practice pricing. The resulting charges are shown in the table below:

2022/23 Access Charges:

Item	Coonamble (\$)	Gulargambone (\$)	Quambone (\$)
Access charge (20mm meter)	380	490	490
Access charge (25mm meter)	597	769	769
Access charge (40mm meter)	1,520	1,960	1,960
Access charge (50mm meter)	2,375	3,063	3,063
Access charge (75mm meter)	5,343	6,889	6,889
Access charge (100mm meter)	9,500	12,250	12,250

Statement of 2022/23 Charges to be Levied



2.1.2 Water and Sewer Pricing Structure (b) Sewer Charges

Council has adopted a usage charge applicable to residential and commercial use – there is no land value-based charge.

2022/23 Residential Sewer Charges

Town/Village	Annual Domestic Charge (\$)	Estimated Yield (\$)
Coonamble Residential	680	667,080
Gulargambone Residential	850	147,900
Coonamble – Flats	570	51,150
Gulargambone – Flats	770	10,010

2022/23 Non-Residential Sewer Charges:

The sewer charge for non-residential customers is not less than that of residential customers – a minimum charge of \$680 for Coonamble and \$850 for Gulargambone. Non-residential services are also subject to sewer discharge factor (usage charge) related to water consumption

The treatment charge per kilolitre is 216 cents for both Coonamble and Gulargambone.



Statement of 2022/23 Charges to be Levied



2.1.3 Waste Pricing Structure

(a) Domestic Waste Management Charge – (per service)

2022/23 Domestic Waste Management Charge (per service)

Particulars	Rate Code	2020/21 Charge \$	2022/23 Charge \$	Difference \$	Estimated Yield \$	No of Services
Coonamble	71	280.00	280.00	0	301,280	1,076
Coonamble – additional Service	73	140.00	140.00	0	14,000	133
Gulargambone	74	365.00	365.00	0	62,050	170
Gulargambone – additional Service	76	140.00	140.00	0	4,340	31
Quambone	78	315.00	315.00	0	13,140	44
Quambone – additional Service	81	140.00	140.00	0	280	2
Coonamble/Vacant Land	72	48.00	48.00	0	4,320	90
Gulargambone/ Vacant Land	75	48.00	48.00	0	1,296	27
Quambone/Vacant Land	80	48.00	48.00	0	1,632	34
Coonamble Commercial	-	280.00	280.00	0	42,840	153
Gulargambone Commercial	-	365.00	365.00	0	13,140	36
Quambone Commercial	-	315.00	315.00	0	945	3
Total Garbage					459,263	1,799

The above charges are for a single weekly per annum service

(b) Commercial Waste Management Charge – (per service)

Coonamble	\$280 service
Gulargambone	\$365 service
Quambone	\$315 service

Statement of 2022/23 Charges to be Levied



2.1.4 Overdue Rate Charge

(a) Maximum Rate of Interest Payable on Overdue Rates and Charges

2022/23 Maximum Rate of Interest Payable on Overdue Rates and Charges

In accordance with section 566(3) of the Local Government Act 1993, the maximum rate of interest payable on overdue rates and charges for the period 1 July 2022 to 30 June 2023 (inclusive) will be 6% per annum.

2.1.5 Statement of Borrowings

Council borrows funds to provide infrastructure requirements and community assets which are not able to be funded out of normal revenue sources. The loans are based on periods which represent the economic life of the facility or asset or a reasonable fixed term, whichever is the lesser.

Loans are raised by Council from banks or other recognised financial institutions and secured by a mortgage deed over the revenue of the Council.

Loan Purpose	Principal O/Stand 30/06/2022	Principal O/Stand 30/06/2023	Principal Repaid 2022/23	Interest Payable 2022/2023
General Fund				
Infrastructure (Variable)	\$499,491	\$447,732	\$ 51,407	\$ 6,887
Sewerage Fund				
Nil	-	-	-	-
Water Fund				
Nil	-	-	-	-

Section Three: 2022 to 2023 Operational Plan Actions

2022 – Annexure A: Operational Plan 2022 to 2023 Highlights



P1: Community Services and Wellbeing

CSP Goal 1: We are connected, cohesive and vibrant

CSP P1.1- Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrancy and liveability.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P1.1.1	Improve community and youth services through enhanced programs, procedures and processes.	ESPC	Youth Interagency service partners and youth.	Development and implementation of Youth Strategy.	P1.1.1.1	Promote and support the development of a whole of community Youth Interagency Framework which builds on collaboration.	ESPC	Youth Interagency Framework developed
					P1.1.1.2	Build on well attended and vibrant youth programs and initiatives including school holiday programs and Youth Council.	ESPC	Number increases in line with the services provided.
					P1.1.1.3	Prepare relevant procedures and policies which results in safe, well attended and enhanced community programs.	ESPC	Procedures and policies created and adopted.
P1.1.2	Enhance safer regulatory and compliance strategies and operations.	ESPC	Regional Development Australia, DPIE, LALC, NSW Public Housing, NSW Police	Number of policies and procedures created and implemented. Demolition of derelict properties. Upkeep of vacant blocks by owners through engagement then enforcement by Council.	P1.1.2.1	Review Council's regulatory and compliance services including policies, procedures and community engagement tools.	ESPC	Review completed.
					P1.1.2.2	Develop an action plan to address the housing issues within our communities.	ESPC	Action Plan developed for housing strategy.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

2022 – Appendix A: Operational Plan Actions

P1: Community Services and Wellbeing

CSP Goal 2: We are healthier

CSP P1.2 - Improve access to health services locally.

ACTIO N ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P1.2.1	Connect with key health service stakeholders and collaboratively advocate for enhanced local health services.	ESPC	All health stakeholders incl NSW Health, Ochre, CAHS, Medicare Local, Education providers (Peads), Care providers.	Reduction in identified health services gaps.	P1.2.1.1	Action the Economic Development Strategy 2021 (2.3.1) to work with our community's health services stakeholders to understand and address gap areas in our health services	ESPC EDG	Gaps analysis undertaken

CSP Goal 3: We feel safer

CSP P1.3 - Create safe places, spaces and feelings.

ACTIO N ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P1.3.1	Collaborate successfully to deliver programs, projects and initiatives which make our community safe and resilient.	ESPC	Interagency partners, NSW Police, developers.	No. of programs, projects and initiatives.	P1.3.1.1	Actively participate in initiatives for the reduction of crime including maintaining and improving our connections with local command, interagency and other service providers.	ESPC	Number of initiatives undertaken
					P1.3.1.2	Achieve crime prevention through environmental design.	ESPC	Number of CPTED undertaken

our people

P1: Community Services and Wellbeing

CSP Goal 3: We feel safer

CSP P1.3 - Create safe places, spaces and feelings.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P1.3.2	Ensure we contribute to and plan for disaster preparedness, response and resilience.	ESPC, I, CS	NSW Gov including SES and NSW Police, developers	Implement and review actions from Flood Risk Management Plan.	P1.3.2.1	Implement Flood Risk Management Plan (2021)'s recommendation and actions.	I CS ESPC	Number of recommendations and actions completed
					P1.3.2.2	Support State agencies in bushfire planning including assisting to establish new facilities.	I CS	Progress of new facility
P1.3.3	Amend and improve our planning instruments and development control plans.	ESPC	DPIE, Developers, Community members	Endorsed Coonamble LEP Amendment and adopted DCPs.	P1.3.3.1	Prepare Coonamble Local Environmental Plan Amendment.	ESPC	Planning Proposal lodged to DPIE.
P1.3.4	Authorise domestic animal control initiatives which are successful in reducing issues for our community.	ESPC	RSPCA, OLG, community, North West Vets.	Asset Management Plan completed Coonamble Pound. Initiatives and regulatory programs completed.	P1.3.4.1	Complete the Asset Management Plan for Coonamble Pound.	ESPC	Coonamble Pound Asset Management Plan completed
					P1.3.4.2	Deliver an animal welfare program.	ESPC	Animal welfare program developed and delivered. Number of programs undertaken and take up.
					P1.3.4.3	Educate and engage with the community and animal owners to improve understanding on companion animal management.	ESPC	Number of correspondence sent. Number of engagements.

2022 – Appendix A: Operational Plan Actions

P2: Arts and Culture

CSP Goal 4: Our connection to our culture is stronger than ever

**CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.
CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.**

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P2.1.1	Facilitate creative and artistic initiatives that strengthens our connection to our identities, culture and our land.	ESPC, EDG	Outback Arts, Interagency partners, Youth, arts community groups.	Improve community satisfaction with public art, creative and artistic opportunities.	P2.1.1.1	Implement the Public Arts Policy, and appoint members to the Public Art Panel.	EDG	Public Art Policy implemented Appointed Public Art Panel
					P2.1.1.2	Construct public art elements of the Masterplan including the attraction of public art programs and funding.	EDG	Number of elements designed or constructed
					P2.1.1.3	Support and deliver creative and cultural programs which strengthens our community's identity and connection to each other.	ESPC EDG	Number of programs and events supported.
P2.2.1	Deliver dynamic and diverse cultural services.	ESPC	North Western Library Service, Central West Zone Library, Interagency partners, LALC	Sustain or improve community satisfaction with library service.	P2.2.1.1	Coordinate dynamic library programs and projects which increase our community's engagement and maintains their satisfaction with, our library service.	ESPC	Number of programs and projects delivered.
					P2.2.1.2	Provide opportunities to the Aboriginal and Multicultural members of our communities in cultural activities.	ESPC	Number of events supported. NAIDOC Week Events

our people

P2: Arts and Culture

UNIONTARBLE

CSP Goal 4: Our connection to our culture is stronger than ever

CSP P2.1 - Deliver and support cultural initiatives which strengthen connection to country and traditional and unique identities.
CSP P2.2 - Plan, support and deliver an exciting and diverse community events scene where our community and our visitors can celebrate, engage and connect.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P2.2.1	Encourage, host and promote dynamic and vibrant program of events and activities.	EDG	Tourism service providers	Number of events hosted	P2.2.1.1	Identify and invest in infrastructure and upgrades which facilitate the hosting of events in the LGA.	EDG	Number of upgrades undertaken.
					P2.2.1.2	Deliver, and build capacity of our community to host and attract regular and signature events.	EDG	Number of building capacity programs/training delivered.

P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

CSP P3.1 - Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.
CSP P3.2 - Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P3.1.1	Build capacity through sporting, recreation and community initiatives to sustain and/or grow their offering to the community.	EDG, CS, ESPC	Local sporting organisations, community.	Improve community satisfaction with sporting and recreational opportunities.	P3.1.1.1	Deliver grant funding application support to sporting, recreation and community organisations to sustain and grow their offering to the community.	EDG CS	Number of grant applications applied. Number of grant applications successful



P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

CSP P3.1 - Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.

CSP P3.2 - Improve the quality of our parks, open spaces, sporting and recreational facilities, including the MacDonald Park Masterplan Precinct.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
P3.1.2	Deliver Asset Management Plans for our sporting and recreational facilities.	CS	Local sporting organisations, community.	No. of Asset Management Plans completed against outstanding. Asset maintenance and renewal resourced.	P3.1.2.1	Asset Management Plans are progressed for all sporting and recreational facilities across the LGA, including the Coonamble Showgrounds Management Plan and the Recreational Facilities Management Plan	I CS	Total number of Asset Management Plans progressed.
P3.2.1	Progress the Masterplan for MacDonald Park Precinct.	CS	Local sporting organisations, community.	Completion of detailed design and funding sort & allocated.	P3.1.2.1.1	Community consultation for the MacDonald Park Masterplan completed.	I CS	Community consultation completed.
P3.2.2	Further advance the Coonamble Sportsground facility to meet the needs and expectations of our local, regional and state sporting and recreation stakeholders.	CS, EDG	Coonamble Sportsground users, community.	No. of funding applications submitted.	P3.2.2.1	Apply for grant funding to further advance the Coonamble Sportsgrounds facility	EDG	Number of grants applied for. Number of grants successful.

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth, PRI – People, Risk and Improvement.

our economy

ED1: Economic Development and Growth



CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.

CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.

CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
ED1.1.1	Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov dept.	Progression of the Economic Development Strategy.	ED1.1.1.1	Deliver up-to-date tourism marketing collateral through a range of mediums including initiatives which encourage local businesses to increase and/or improve tourism product offering.	EDG	Total number of Asset Management Plans progressed. Number of initiatives established and offered
					ED1.1.1.3	Deliver marketing collateral and content to support workforce attraction.	EDG	Number of marketing material delivered and offered
ED1.1.2	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority projects and funding secured.	ED1.1.2.1	Finalise detailed design plans for upgrades to the Coonamble CBD precinct (laneway and carpark).	EDG	Detailed design plans finalised.
					ED1.1.2.2	Masterplan priority projects across the Coonamble LGA are shovel ready and funding opportunities actively pursued.	EDG	Number of Priority Projects delivered 'shovel ready'.

2022 – Appendix A: Operational Plan Actions

our economy

ED1: Economic Development and Growth



CSP Goal 6: Our economy is sustainable, prosperous and diversified

CSP ED1.1 - Grow our reputation as an LGA of choice to live, work and invest.
CSP ED1.2 - Develop our economy including the visitor economy, e.g. the establishment of an Artesian Bore Bath experience.
CSP ED1.3 - Adopt strategies which produce adequate and quality education choices for our community, from early childhood to tertiary and beyond.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
ED1.2.1	Progress the Artesian Bore Bath facility.	EDG	Country and Outback Tourism Authority.	Funding being sort for project.	ED1.2.1.1	Complete the business case for the Artesian Bore Bath facility and source external funding.	EDG	Business case completed. Number of grants applied for.
ED1.3.1	Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met.	EDG, ESPC	Education providers, community, AECG.	Number of polices/strategies introduced to address adequate and quality education choices.	ED1.3.1.1	Commence an education mapping exercise for the LGA to understand the needs and priorities of our community and education providers.	EDG ESPC	Education mapping exercise commenced.

our infrastructure



I1: Infrastructure and Assets

CSP Goal 7: Our road network makes it possible for our economy, industries, and community to prosper

CSP I1.1 - Employ a strategic approach to the management of our critical road network.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
I1.1.1	Complete, adequately resource and deliver upon the road network's Asset Management Plan.	I	Dept Main Roads.	Road maintenance expenditure ratio (\$/km) within 20% industry benchmark.	I1.1.1.1	Develop and resource road infrastructure Asset Management Plans.	I	Resource for Asset Management Plans achieved.
I1.1.2	Plan and achieve strategic and efficient roads programs and operations.	I	Dept Main Roads.		I1.1.2.1	Improve and achieve efficiencies with our road maintenance practices.	I	As per DP measure
I1.1.3	Engage successfully with the community to achieve improved understanding of the needs and expectations of our community in regards to our road network.	I	Roads Committee, community.	Bridge inspections: 6 x structural inspections/yr, 16 x routine inspections/yr.	I1.1.3.1	Progress our engagement with the community via the Roads committee.	I	Number of meeting
I1.1.4	Develop and deliver strategies for our road network which maximises external funding opportunities.	I	Dept Main Roads.		I1.1.4.1	Develop our systems to maximise opportunities for, and delivery of, Flood Damage funded road works.	I	Systems architect mapped out.
					I1.1.4.2	Maintain up-to-date condition register of our road network.	I	Register is live and utilised.
					I1.1.4.3	Maximum external funding opportunities for our road network. Block, Reg Road.	I	External funding to output ratio.
I1.1.5	Complete the Tooraweenah Road upgrade project, on time and on budget.	I	Project delivery stakeholders, community, State Gov Dept.		I1.1.5.1	Achieve 50% completion of the Tooraweenah Rd upgrade project. Completed on time and on budget.	I	50% completion rat

our infrastructure



I1: Infrastructure and Assets

CSP Goal 8: Our water infrastructure and services are fit for our community and our future

CSP I1.2 - Strengthen our strategic approach to the management of our water infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
I1.2.1	Complete, adequately resource and successfully implement strategic plans for our water infrastructure.	I	NSW State Dept.	Reduce LGA water consumption to 230 KL/annum (industry average) (290KL/annum as at Jun 22).	I1.2.1.1	Develop and implement the Drought Management Plan..	I	Developed Drought Management Plan. This Plan successfully leverages attraction of funding
				Complete and up-to-date Water Asset Management Plan. Advanced Asset Management Plan adopted.	I1.2.1.2	Adopt the Integrated Water Cycle Management Plan.	I	Adoption of IWCM. This Plan supports asset management and leverages funding opportunities.
				Water supplied meets Australian Drinking Water Guidelines 100%/annum. Non revenue water reduced from 40% (2022) to 10%.	I1.2.1.3	Develop and resource a Water Infrastructure Asset Management Plan.	I	Water Infrastructure Asset management Plan developed and resourced.

our infrastructure



I1: Infrastructure and Assets

CSP Goal 9: Our sewerage and urban drainage infrastructure and services are fit for our community and our future

CSP I1.3 - Improve our strategic approach to the management of our sewerage infrastructure and services.

CSP I1.4 - Strengthen our strategic approach to the management of our urban drainage infrastructure and services.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure							
11.3.1	Complete, adequately resource and successfully implement strategic plans for our sewerage infrastructure.	I	NSW State Dept.	Trade Waste Policy implemented, monitored and reviewed.	11.3.1.1	Complete a feasibility analysis of options for the Coonamble Sewerage Treatment Plant.	I	Feasibility study completed.							
				Sewerage Infrastructure Asset Management Plan completed and resourced.				11.3.1.2	Implement a Trade Waste Policy.	I	Policy adopted by Council and implemented.				
				Funding secured for Coonamble Sewerage Treatment Plant for preferred option's completed design.							11.3.1.3	Develop and resource the sewerage infrastructure Asset Management Plan.	I	Sewerage Infrastructure Asset Management Plan developed and resourced	
				Decrease number of urban sanitary drainage complaints by 10%. Decrease number of urban rectification projects outstanding.											
				No. of licence exceedances at Gulargambone and Coonamble STP to <2 each/annum.											
				No. of pollution incidents <2/annum.											
11.4.1	Complete, adequately resource and successfully implement strategic plans for our urban drainage infrastructure.	I	NSW State Dept.	Asset Management Plan for kerb and gutter infrastructure including the Replacement Program actioned and resourced.	11.4.1.1	Develop and resource the Asset Management Plan for kerb and gutter infrastructure including the Replacement Program.	I	Components considered in Asset Management Plan developed and resourced.							
				Asset Management Plan for storm water infrastructure actioned and resourced.				11.4.1.2	Develop and resource the Asset Management Plan for stormwater infrastructure.	I	Stormwater Infrastructure Asset Management Plan developed and resourced				
				Stormwater maintenance and inspections 12 x routine inspections/annum.											
				Reduction in works required to alleviate localised flooding by 40%.											

our infrastructure



I1: Infrastructure and Assets

CSP Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

CSP11.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
I1.5.1	Successfully represent the interests of our community with regards to rail freight.	EDG	ARTC, Inland Rail, community, NSW Farmers.	Ongoing successful engagement with all stakeholders.	I1.5.1.1	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community.	EDG	Number of responses.
I1.5.2	Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market.	ESPC	Saleyards users and agents.	Implement and resource Coonamble Livestock Regional Market Asset Management Plan. MOU and operating protocols deliver operational effectiveness and governance.	I1.5.2.1	Develop and resource the Asset Management Plan for the Coonamble Regional Livestock Market.	ESPC	Saleyard Asset Management Plan developed and resourced
					I1.5.2.2	Sign the MoU and operating protocols which improve operations and governance at the Coonamble Livestock Regional Market	ESPC	MoU signed and operating.
I1.5.3	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.	I, CS	Community	Footpath maintenance and inspections: 2x routine insp/yr high traffic areas, 1x routine insp/yr med traffic areas, 0.5x routine insp/yr.	I1.5.3.1	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community	I CS	Strategies implemented.

our infrastructure



I1: Infrastructure and Assets

CSP Goal 10: Our essential assets and infrastructure enables our community and economy to prosper

CSP1.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
I1.5.4	Develop and implement strategies, management processes and operations which optimise Quarry operations.	I	NSW State Dept	No. of licences exceedances at Quarry <2/annum. Quarry extraction >75,000 t/annum. Quarry Action Management Plan resourced. Quarry Rehabilitation Plan actioned where required.	I1.5.4.1	Deliver the Quarry Management Action Plan. Implement, where appropriate the Quarry Rehabilitation Plan.	I	Quarry Management Action Plan delivered and implemented.
I1.5.5	Deliver plant and fleet management efficiencies.	CS		No. of new processes adopted.	I1.5.5.1	Improve efficiencies within plant and fleet management through continuous review.	CS	Number of reviews undertaken.
I1.5.6	Deliver a Long Term Financial Plan (LTFP) which achieves balance between the Council's financial capabilities and the community's aspirations, and is a quality decision making and problem solving tool.	CS	OLG	Projections within the LTFP reflect the financial projections contained in the Asset Management Plans.	I1.5.6.1	The projections within the LTFP reflect the financial projections contained in the Asset Management Plans.	CS	Ratio to projections

E1: Planning and Development

CSP Goal 11: Our community has confidence in our strategic land use planning framework

CSP E1.1 - Amend and create planning frameworks that strengthen the balance of competing land use interests, and minimise risks to our community including the availability of suitable residential land and adequate affordable housing.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
E1.1.1	Achieve flood risk management strategies and projects.	I, ESPC	DPIE, developers, community members	Delivery of DCP. Stage 5 Coonamble Levee complete.	E1.1.1.1	Complete Stage 5 of the Coonamble Flood Levee Draft Development Control Plans to include flood planning area development controls.	I	Completion of Stage 5.
					E1.1.1.2		ESPC	DCP adopted by Council.
					E1.1.1.3		All	Number of recommendations and actions completed.
E1.1.2	Develop a housing strategy to address affordability and availability of residential land and housing.	ESPC, EDG	DPIE, developers and community.	Development of successful strategies and frameworks including Conditions of Consent framework.	E1.1.2.1	Prepare housing strategy,	ESPC	Housing Strategy prepared and finalised.
E1.1.3	Implement Planning and Development Approvals Process which enhances operational efficiencies.	ESPC	DPIE, developers, community.	Delivery of Development Control Plans.	E1.1.3.1	Deliver the Conditions of Consent Framework.	ESPC	Conditions of Consent Framework delivered and number of subsequent reviews.
					E1.1.3.2		ESPC	Number of portal applications without pre-lodgement enquiry.
					E1.1.3.3		ESPC	DCPs reviewed and adopted.

our environment

E2: Sustainable Environment

CSP Goal 12: We are more sustainable and we contribute to the bigger environmental picture

CSP E1.2 - Support environmental initiatives which grow our contribution to broader environmental outcomes for future generations.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
E1.2.1	Support stakeholders such as the Macquarie County Council, Local Land Services and Landcare whose plans and operations deliver greater environmental outcomes in our community.	ESPC, CS	Macquarie County Council, Local Land Services and Landcare, community.	Sustained relationship with partners.	E1.2.1.1	Continue our involvement and support with our environmental service partners.	CS ESPC	Continued involvement and participation.
E1.2.2	As community expectations evolve, simultaneously evolve our involvement with initiatives which deliver greater environmental outcomes in our community.	ESPC	Community.	Response level to emerging community expectation in relation to the environment.	E1.2.2.1	Engage with community on environmental expectations and adapt to evolving requirements for Local Government's role in delivering environmental outcomes.	ESPC	Number of engagements

E3: Sustainable Waste

CSP Goal 13: We are winning our war on our waste

CSP E1.3 - Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
E1.3.1	Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels.	ESPC	Waste contractor, NSW State Dept, community.	Delivery of Waste Management Strategy	E1.3.1.1	Revise the Waste Management Strategy.	ESPC	Adoption of new strategy.
					E1.3.1.2	Review waste contract objectives and requirements to achieve improved sustainable waste outcomes for the community and Council.	ESPC	New tender specification in line with long term plan of management.
					E1.3.1.3	Procurement of a new waste contract.	ESPC	New contract established.

our leadership

L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning



CSP Goal 14: Our community leaders enrich and empower us

CSP L1.1 - Support and contribute to initiatives which build our capacity within to grow and nurture leadership in our community.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.1.1	Support and contribute to initiatives which fosters and recognises leadership within our community.	EDG, CS	Community, community groups.	Number of initiatives supported.	L1.1.1.1	Continue Council's involvement with recognising community leadership.	All	Number of initiatives and programs implemented.

CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonambie Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.2.1	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieves increased community's participation in decision making.	EDG, CS	Community, community groups.	Number of initiatives supported.	L1.2.1.1	Evolve community engagement tools and methods to achieve increased community participation.	All	Number of initiatives and programs implemented.

our leadership

L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning



CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonambie Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.	L1.3.1.1	The Audit, Risk and Improvement Committee commence review and analysis of the organisation.	PRI	Review completed.
L1.3.2	Adopt the eight elements of good governance practices at the essence of operations and decision making.	PRI	Councillors, Council officers	Adoption of eight elements of good governance practices.	L1.3.2.1	Adopt the eight elements of good governance and receive adequate training to deliver.	All	Good Governance principles adopted. Training delivered and attended by all.
L1.3.3	Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	EGP	Community	Number of initiatives supported.	L1.3.3.1	Develop more inclusive communication outreach to increase engagement and communication with target groups.	All	Number of engagement and communication to outreach ratio.
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	PRI	Councillors, Council officers		L1.3.4.1	Continue to review, develop and adopt policies, strategies and plans which gives clear framework and leads to strategic decision making.	All	Number of policies reviewed and adopted.

our leadership

L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning



CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonambie Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.3.5	Achieve redundancy within our organisational structure, and provide effective pathways for our people by successfully becoming a learning organisation.	PRI	OLG	Reduction in safety incidents.	L1.3.5.1	Deliver innovative workplace solutions which increase our attraction and retention of talent.	PRI All	Number of solutions Attraction and retention rate against state average
				Implement WH&S systems and strategies.	L1.3.5.2	Resource the Annual Training Plan which facilitates the successful delivery of commitments made in the Delivery Plan and Operational Plan.	PRI	ATP resourced and delivered.
				Resource the Annual Training Plan.	L1.3.5.3	Implement WH&S systems and strategies which achieve operational efficiencies and improves our safety culture.	PRI	WHS continuously updated and improved.
L1.3.6	Complete a Service Delivery Review for the whole of organisation and deliver a full Service Delivery Review Program for rollout in Jul 2024.	All	OLG	Service Delivery Review Program finalised.	L1.3.6.1	Establishment of specific functions and operations require a Service Delivery Review Program.	All	Service Delivery Review Program developed and actioned.

our leadership

L1: People, Risk & Improvement, Corporate Performance, and Strategic Planning



CSP Goal 15: Our community believes in the integrity of Council's decision

CSP L1.2 - Strengthen our engagement and consultation with our local community and stakeholders including increasing community participation in decision making.

CSP L1.3 - Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonambie Shire Council.

CSP L1.4 - Succeed in placing customers and the community at the heart of service delivery, and succeed in achieving a culture of continuous improvement.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.4.1	Develop and adopt strategies including Customer Service Excellence which positively influences the way we think and do business.	CS	Community	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System.	L1.4.1.1	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System so that our people and systems achieve closed loop/double loop learning.	CS	Relevant documentation and policies developed.
				Deliver a long term solution to records management.	L1.4.1.2	Deliver a long term solution to records management.	CS	Records Management system implemented



Operational Plan Budget 2022-23

Annexure B

2022 – 23 Operational Plan

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10.9 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 March 2022.

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 following topics will be included into the Council Report where there is relevant information to report on. For the purposes of the new Council, a short description is provided for your reference for the key areas in the Community Services section:

- **Community Services**

Reports on the number of services, programs, and strategies to support the community. This includes Council's involvement with the interagency meetings and committee meetings, cultural events, and activities and some events for our community (Tourism and Events will also cover other events).

- **Library Services**

Coonamble Shire Council is a member of the Northwestern Library Service (NWLS). The Service covers four local government areas and encompasses the libraries therein, i.e. Bogan (Nyngan), Coonamble, Gilgandra and Warren (where the Manager is based). The Coonamble Library has two satellite branches located in the villages of Gulargambone and Quambone within the Coonamble Shire Local Government Area. The Librarian purchases stock that is rotated to all libraries and participates in book exchanges with Gulargambone and Quambone seven times per year. The Gulargambone Library is run under an agreement with the Gulargambone Rural Transaction Centre Committee. This agreement is currently out for EOI with submissions to be considered and reported back to Council shortly. The Quambone Library is run by an employee of Council.

- **Children and Youth Services**

Council provides services in after school activities in Gulargambone and Quambone. Council also delivers school holiday programs and the Youth Week Program. A Youth Council/forum is also in development for 2022.

- **Integrated Planning and Reporting Framework**

For the purposes of the development of the 2022 Community Strategic Plan, a separate report will be provided to Council which includes the draft Community Strategic Plan, draft Delivery Program and draft Operational Plan until the new suite of documents are adopted.

(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 of March 2022.

COMMUNITY SERVICES

- **Seniors Week Luncheon**

The Seniors Festival Luncheon was held on Thursday 31 March. Approx 130 people attended including council staff, Mayor Horan, Deputy Mayor Churchill, Cr Cohen and local press. Thank you to the Coonamble High School National Aboriginal Sporting Chance Academy staff and ladies for attending and collaborating with Council. NASCA provided a great Welcome to Country, served the luncheon to the attendees and also helped with the clean-up. The Coonamble Bowling Club was the venue and contributed financially by reducing the cost of the meal/tablecloths etc. Entertainment by Royden Donohue was enthusiastically received by all.

Nikki McKeown from the Coonamble Neighbourhood Centre, Lorna Lefebvre and Julia Taylor from Coonamble Meals on Wheels also attended with a number of give away items. Lisa Murray was on hand to help with the artwork that is produced each year adhering to the yearly theme.

The "outta this world" themed party also saw residents taken out a best dressed competition as well as lucky door prizes. Some highlights provided below:





LIBRARY

- **Seniors Movies**

The Senior’s Cinema is continuing monthly on the first Tuesday of the month with between 5-10 attendees each month at the Coonamble Library. Consultation with those attending on the type of movies they would like to see is held by the Librarian and their choices are considered and taken into consideration when purchasing movies. Tea, coffee and cake are offered before the movie starts.

- **Stocktake**

The North Western Library of which Coonamble is a member, will do the annual stocktake in June this year. Weeding of books has now commenced.

- **Central West Zone**

The Librarian attended the Central West Zone meeting via Teams Meetings this month. It has been a year since the Zone has been able to meet. The next meeting is set for Friday 21 October 2022 in Molong with a dinner the night before.

- **Library Statistics** (March 2022)

Service	Loans	New M/ships	Wi-Fi	Internet (hr)	Internet (ppl)	Kids Comp (children)	Junior Visits	Adult Visits
Coonamble	566	10	40	77.5	64	29	65	329
Gulargambone	37	0						

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

Library Visits	Reference Enquiries	Technology Enquiries	Local History	VIC Enquiries
394	0	37	4	4

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

Senior Craft	Pre-School Visits	Housebound	Meetings	Seniors Cinema	Other
20	75	2	18	5	9

CHILDREN AND YOUTH SERVICES

- **School Holiday Program (April)**

The School Holiday Program for the April school holidays has been finalised. These holidays see several agencies supporting Council to deliver holiday fun to our children and youth. Without the help of Redi.e, Interrelate, Mission Australia and Mackillop Family. Due to Council’s staffing shortages, the tweaks saw programs moved from Coonamble to Gulargambone or a change of time and cancellation of one Coonamble service.

- **Free After School Activities**
(27th January – 24th February)

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 basketball games, board games, play time, colouring in, painting, crafting, skipping ropes and hula hoops.

The statistics for Term 1 are unavailable due to staff absences. Council has opened a job opportunity for any casual youth workers to apply for a job with Council and create a casual pool. The advertisement is available online and without a closing date to allow people to apply at their convenience.

Council should note that depending on the circumstances of staff, the Gulargambone Youth Centre's activities may be cancelled for the first few weeks of Term 2.

- **Youth Week 4 April 2022 to 14 April 2022**

Youth week is an opportunity for young people to express their ideas and views, act on issues that affect their lives, and create and enjoy activities and events.

This year's Youth Week theme is "It's up to 'you'th". The week includes activities supported by Council, NASCA, Clontarf, Redi.e, Interrelate, Mission Australia and Mackillop Family. Due to the current Council staffing shortages, one activity at Coonamble High School was cancelled in consultation with the school.

At the time of writing this report, Sing 2 was the movie of choice for the Big Screens Movie event on Sunday 10 April.

A summary of the Youth Week events will be reported at the next Council meeting.

- **2022 Youth Forum**

Council's Youth Council Forum was postponed due to the recent public health orders and will now coincide with Youth Week. The event coincided with Youth Week on Tuesday 5 April 2022 with keynote speaker Angry Anderson. Following Angry's keynote speech, participants were engaged in a Youth Forum. At the time of writing this report, it was intended that the forum will be focused on consulting and engaging with youth on the notion of 'community'. Both Gulargambone Central and Coonamble High Schools were consulted on the forum. Council is intending to invite the Joblink participants, as well as other non-school aged youth, to attend the forum. The forum will be first of many.

(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 months of March 2022.

RECOMMENDATION

That Council notes the information contained in this report.

10.10 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: 1. Standard Instrument LEP Agritourism Amendment Order - Information Sheet****PURPOSE**

The purpose of this report is to provide information on the activities within Council's Environmental Services section and Strategic 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, public health requirements, waste management, and environmental management considerations. Strategic Land Use Planning refers to updates to Council's planning instruments and are also included. This report provides a summary of March 2022.

The following topics will be included into the Council Report where there is relevant information to report on. For the purposes of the new Council, a short description is provided for reference:

- Compliance and Regulation

The *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* (EP&A Act) and *Protection of the Environment Operations Act 1997* are the main legislations providing provisions around environmental management. Compliance and regulation enforce individuals, organisations and businesses to comply with the relevant act or regulation. Environmental management can include, but is not limited to, atmosphere, built environment, heritage, land, and water.

- Development Applications Approved Under Delegated Authority

Under section 4.16 of the EP&A Act, under delegated authority Council Officers or Contractors can exercise the power to determine the development applications and post consent certificates such as construction certificates or final occupation certificates. The majority of applications to Council are determined under delegated authority.

- Public Health

Public health and safety relate to such areas as overgrown blocks that are a fire hazard or harbouring of vermin. Other functions include food safety. Council staff also attend forums, committees and workshops around public health and safety, and this will be provided to Council for information.

- Ranger's Monthly Report

This report provides a summary of companion animals (cats and dogs) impounded and other animals. This includes information of how many animals were rehomed and euthanised. Information on dog attacks is also provided.

- Development Application Information

Information on development applications lodged in the Coonamble local government area, however, the consent authority relates to another authority and not Council or its delegated staff/contractors. This can include the:

- Independent Planning Commission for state significant development,
- Regional planning panel for regionally significant development, or
- Public authority (other than council) depending on the type of development declared with an environmental planning instrument.

These types of development applications are rare.

- Strategic Land Use Planning

Matters relating to the potential amendments to Council's planning instruments such as the Coonamble Local Environmental Plan or Council's Development Control Plans. Council staff also attend forums, committees and workshops around strategic land use planning, and this will be provided to Council for information.

- Sustainability and Environmental Management

Opportunities exist for Council to promote ecologically and environmentally sustainable land use and development, initiatives, and programs. Information under this topic will be reported when opportunities present itself and can come from government agencies, community groups and environmental champions.

- Waste Management

Waste management may include information on the existing waste management facilities and opportunities to minimise hard waste production avenues to look at sustainable 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**Compliance and Regulation****Overgrown blocks**

Since the last reporting period our Regulatory Officer has added an additional two overgrown properties to the register. Council staff have contacted the owner(s) regarding the condition of their block at the time of our inspection.

Correspondence explains why owners must reduce excess vegetation because it causes concerns to surrounding residents and may become harbourage for vermin and other undesirable species and pose a fire risk. Depending on the block, pigeons may also cause a health hazard issue. The correspondence explains the process of how Council as the Local Authority has responsibility to ensure that all land or premises are in a safe or healthy condition and explains this regulatory process.

The total number of properties on our Overgrown Block Register is 48. The split of the overgrown properties across the Shire is:

- Coonamble: 14
- Gulargambone: 12
- Quambone: 10

Twelve properties have complied with Council instructions and cleaned up their property, and Council has been contacted by other property owners to discuss the matter. Since the last reporting period Council has sent five premises Notice of Intentions to issue an Order under the *Local Government Act 1993*, as subsequent inspections of their property have shown inadequate action.

Development Control Orders, Public Health Orders and Infringements

In addition to the compliance program undertaken above, Council staff have also received several complaints relating to land use issues and illegal development. In the first instance, Council staff are encouraged to educate members of the public first in relation to issues of compliance and regulation. This approach is achieved through telephone conversations, written correspondence, and onsite meetings.

Most of the Development Control Orders issued under *Environmental Planning and Assessment Act 1979* and Public Health Orders issued under the *Local Government Act 1993*, can only be issued if a notice of intention to serve or issue an order is conducted in the first instance, unless issued in the event of an emergency.

An individual who fails to obtain development consent for a demolition without development consent or conduct illegal building works, i.e. without development consent or without obtaining the necessary additional approvals to commence construction could be subjected to \$3,000 in fines whereas a corporation can be subjected to \$6,000 in fines. This does not include court order penalties which incur greater costs.

Illegal building works in the form of failure to obtain development consent or not complying with development consent can be a costly exercise for individuals or corporations. In addition to fines, this can include:

- When selling a property with no certification for the structural integrity of the building or extension will delay the process until the right approvals are obtained.
- A construction certificate cannot be issued for works that have commenced that required a construction certificate to be issued prior to commencement. A building information certificate would need to be applied, and if successfully granted prevents the Council for a period of seven years from the date of issue of the certificate from making an order to demolish the building.
- No Final Occupation Certificate to allow persons to legally occupy the premises.
- Statutory fees to the NSW Government Long Service Levy and the Plan First Levy/Planning Reform Levy that are applied post rectification will also have its own consequences from the relevant State Government departments.
- Illegal building works that undergo fire or flood damage, or any other damage means an insurance company will not honour any claims, even if the person has public liability insurance.
- Under the *Environmental Planning and Assessment Act 1979*, Council can request builders/owners to demolish the illegal building works.

One penalty infringement notice was issued on failure to comply with section 6.3(1) of the *Environmental Planning and Assessment Act 1979* (EPA Act), as works were carried out without the required construction certificate on Castlereagh Street, Coonamble.

The following table summarises the regulatory and compliance activities undertaken in March 2022.

Table of Orders Issued		
Date issued	Address	Status
Emergency Demolition Order (EPA Act)		
28/03/2022	Castlereagh Highway, Coonamble	Order issued.
Orders to Premises Safe and Health Condition (LG Act)		
8/12/2021	Zoccoli Street, Coonamble	Stage 1 completed. Extension granted on Stage 2.
21/2/2022	Coonamble Street, Gulargambone	In progress
21/2/2022	Coonamble St, Gulargambone	In progress
21/2/2022	Coonamble Street, Gulargambone	In progress
21/2/2022	Coonamble Street, Gulargambone	In progress
24/2/2022	Wingadee Street, Coonamble	In progress
24/2/2022	Wingadee Street, Coonamble	In progress
24/2/2022	Wingadee Street, Coonamble	In progress
24/2/2022	Barton Street, Coonamble	In progress
25/3/2022	Greene Avenue, Coonamble	In progress
25/3/2022	Edward Street, Coonamble	In progress
25/3/2022	Yarran Street, Coonamble	In progress

Table of Orders Issued		
25/3/2022	Yalcogrin Street, Gulargambone	In progress
25/3/2022	Cooma Street, Quambone	In progress
25/3/2022	Wingadee Street, Coonamble	In progress
25/3/2022	Gidgerah Street, Quambone	In progress
25/3/2022	Munnell Street, Gulargambone	In progress
25/3/2022	Coonamble Street, Gulargambone	In progress
Compliance Orders (EP&A Act)		
22/12/2021	Tooraweenah Road, Mount Tenandra	In progress – Extension granted. Site inspection undertaken with EPA 10/3/2022.

Development Application Under Delegated Authority

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 as approved or refused.

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. This provides a high level of transparency.

Under delegated authority, the following is a summary of applications approved since March 2022.

Application Number	Description of Works	Address of Proposed Works	Approved Date
MARCH 2022			
SC - a967ae2f	Pool Certificate	Lot 1 DP 1118773, 957 Castlereagh Hwy Coonamble	1/3/2022
CC 030/2021	Unmanned Fuel depot	Lot 30 DP 1159279, 10 Hooper Dr Coonamble	7/3/2022
DA 003/2022	Extensions to Childcare Centre	Lot 942 DP591335, 55 Wilga St Coonamble	8/3/2022
DA 004/2022	Showground Sheds	160 – 180 Castlereagh St Coonamble	22/3/2022
OC 022/2018	Dwelling	Lot 2 DP 1118773, Castlereagh Hwy Coonamble	28/3/2022

Ranger's Report

The Ranger's report is provided for February and March 2022 due to staff leave over the previous reporting period.

Council should be aware that an investigation is continuing regarding one of the rehoming organisations that partner with Coonamble Shire Council. This investigation is currently being undertaken by a Victorian council, and as such, pending the outcome of this investigation, Council has opted to cease all rehoming activities with this organisation for now.

The follow is a summary of companion animal statistics.

<u>CORRESPONDENCE</u>	<u>Feb 2022</u>	<u>Mar 2022</u>	<u>Year to Date 2021/2022 Total</u>
Infringements (Animals)	0	0	8
Infringements (Other)	0	1	2
Change of Details	4	1	70
Microchipped dogs	43	28	226
Registrations	0	5	19
Nuisance dog declaration	0	0	0
Dangerous dog declaration	0	0	2
Menace dog declaration	0	0	0

Impounded animals

In February 2022 and March 2022, there were a total of 41 dogs impounded and 23 cats were impounded. The following provides a breakdown:

February 2022 and March 2022	Dogs	Cats
Returned to owners	0	0
Rehomed	40	15
Euthanised	1	8
Impounded*	41	23

*Of the total impounded for both months, 19 dogs were impounded from Gulargambone and none from Quambone.

Dog attacks

One dog attack occurred on 2 February 2022. Police are still investigating the matter and are the lead investigator. The dogs were immediately seized by Council staff and were impounded. Council staff have met with the victim and provided support.

Strategic Land Use Planning

Standard Instrument Local Environmental Plan Agritourism Amendment Order

The Department of Planning, Industry and Environment (DPIE) are currently consulting with Councils regarding agritourism. The Standard Instrument Local Environmental Plan Agritourism Amendment Order proposes new terms and definitions. It also proposes amended standards to provide development parameters around maximum number of guests, gross floor area, moveable dwellings and farm gate requirements.

Council's nomination for permissibility with consent for these types of developments and incorporate of the development standards has been sent to the department for inclusion in our Coonamble Local Environmental Plan 2011.

An overview on the Agritourism information is provided for Council's information.

Waste Management

Council's Contract for the Provision of Waste Collection and Operation of the Coonamble waste management facilities at Coonamble, Gulargambone and Quambone (SPT101617COO) is currently contracted to Robbo's Constructions and Earthworks Pty Ltd since 2016. The contract is a five-year contract and due to end in September 2022.

The NSW Environment Protection Authority (EPA) undertook a site inspection on Thursday 10 March 2022 and several immediate instructions were issued to the contractor. An asbestos assessment is also being commissioned to be undertaken, a consultant has been engaged however due to COVID-19 have not been able to undertake the onsite inspection and assessment.

Council is awaiting further instructions from the NSW EPA and the outcome of the exposed asbestos will be reported to Council when it is made available.

Community Recycling Centre

The Community Recycling Centre (CRC) is almost complete to be commissioned. Council staff have been in touch with the EPA and Cleanaway to have the receptacles picked up after the contractor followed the instructions and placed containers and tins into the receptacles.

What can I take to a CRC?



The Environment and Strategic Planning Progress Report provides a summary of the information since the last meeting for the month of March 2022.

(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. The Coonamble Waste Management Facility is currently being reviewed by the NSW EPA.

(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.

(e) Economic/Asset Management Implications

There may be risk implications depending on the nature of the enquiry. The Coonamble Waste Management Facility has several asset management implications that requires attention and action.

(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

1. That Council notes the contents of this report.

Standard Instrument LEP Agritourism Amendment Order



Information sheet

December 2021

Standard Instrument LEP Agritourism Amendment Order

Following the exhibition of the [explanation of intended effect](#) (EIE) in March-April 2021, the [draft Standard Instrument \(Local Environmental Plans\) Amendment \(Agritourism\) Order 2021 \(LEP Order\)](#) has been prepared which will amend the Standard Instrument LEP.

This is the first stage of rolling out the proposals in the EIE.

A summary of the submissions made to the EIE can be found in the [Submission and Survey Analysis Report](#).

What are the proposed changes?

Proposed changes in the LEP Order include

- new land use terms for 'agritourism', 'farm gate premises'¹ and 'farm experience premises'²
- changes to the definition of 'farm stay accommodation'
- optional clauses to be inserted into the Standard Instrument LEP for 'farm stay accommodation' and 'farm gate premises'
- transferring 'cellar door premises' to become a subset of 'farm gate premises'.

What are the benefits of the changes?

The changes will provide farmers with additional income sources to allow them to be more resilient. They will enable them to better recover from natural disasters and the economic impacts of the COVID-19 pandemic and provide opportunities for sustainable tourism outlined in regional plans.

What do the changes mean for councils?

Councils can now nominate to adopt the optional clauses and/or specify the land use zones to permit the new land uses in their LEPs and provide justification for their nominations.

Councils need to submit:

- preliminary responses to the [Standard Instrument LEP Agritourism nomination form](#) by **Friday 25 February 2022**. These responses will inform the drafting of amendments.
- final responses to the Standard Instrument LEP Agritourism Nomination and council minutes or a letter by **Thursday 31 March 2022**.

What happens next?

The department proposes to make the LEP Order in early 2022.

A state environmental planning policy to amend relevant LEPs without the need for a planning proposal is proposed to be made in mid-2022.

Agritourism permissibility

The LEP Order includes new agritourism land uses, as shown in Figure 1.

¹ Farm gate premises were previously identified as 'farm gate activities' in the EIE.

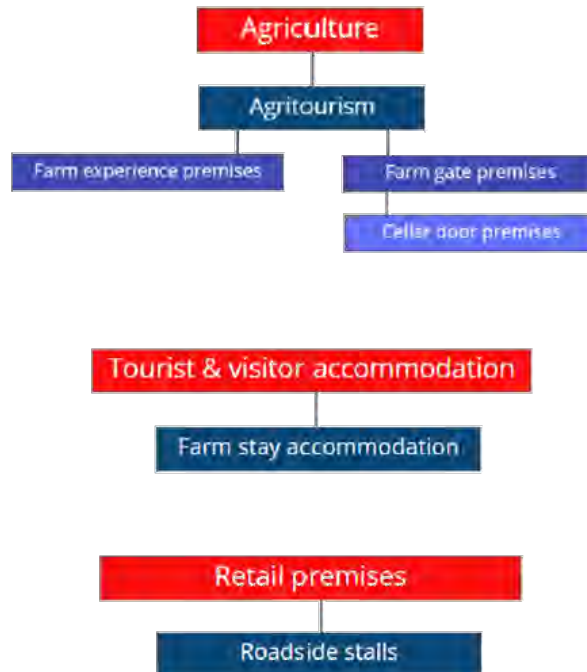
² Farm experience premises were previously identified as 'farm events' in the EIE

Standard Instrument LEP Agritourism Amendment Order



Information sheet

Figure 1: Hierarchy of land uses



Agritourism land use, farm gate premises and farm experience premises

Agritourism, and the subsets of this use, farm gate premises and farm experience premises will sit under the parent term of 'agriculture' and will be permissible in land use zones where agriculture is permissible.

They will not be automatically permissible where other subsets of agriculture, such as extensive agriculture or intensive plant agriculture, are permissible.

Councils wishing to allow agritourism, farm gate premises or farm experience premises in other zones can nominate these zones through the Standard Instrument LEP Agritourism Nomination.

Farm stay accommodation and roadside stalls

Farm stay accommodation and roadside stalls will remain under their existing parent terms and continue to be permitted where tourist and visitor accommodation and retail premises, respectively, are permitted, or where the use is specified as permissible in a land use zone under the relevant LEP.

Cellar door premises

Cellar door premises will continue to be permitted in land use zones in which they are currently permissible and will also be permitted where agriculture, agritourism or farm gate premises are permitted under the relevant LEP.

Standard Instrument LEP Agritourism Amendment Order



Information sheet

Councils that wish to expand these land uses into other zones can nominate the relevant zones through the Standard Instrument LEP Agritourism Nomination.

Agritourism definitions

The table below details changes to the definitions of farm stay accommodation, farm experience premises and farm gate premises made in response to submissions received during exhibition of the EIE.

Table 1. Changes to definitions

Land use	Definition changes	Reason
Farm stay accommodation	Now includes moveable dwellings as defined in the SI LEP to facilitate small-scale camping on farms	<p>A response to council requests to clarify the type of camping allowed under the revised farm stay accommodation definition</p> <p>A section 68 approval under the <i>Local Government Act 1993</i> will be required to install a moveable dwelling on a farm unless the council's local approvals policy allows the activity without approval.</p>
Farm experience premises	<p>Farm events has been amended to farm experience premises</p> <p>Farm experience premises now include farm field days</p>	<p>The amendment to the term recognises guests will visit a farm to take part in tourist and recreational activities and to experience the features of the farm and farm life.</p> <p>Including farm field days is a response to submissions requesting specific activities be included in the definition.</p> <p>The department proposes to prepare model DCP clauses to assist councils where further parameters for farm experience premises are required.</p>
Farm gate premises	<p>Roadside stalls will remain as a form of retail premises and will not become a form of farm gate premises</p> <p>Clarifies that animal processing is not permitted as part of farm gate premises</p>	<p>This will ensure roadside stalls remain permissible in zones other than rural zones.</p> <p>Exempt development provisions are being prepared for roadside stalls in rural zones having regard to submissions received during the exhibition of the EIE.</p> <p>Animal processing has not been included as a form of agritourism as it has potentially significant impacts and less potential to generate tourism. The processing of other agricultural produce can be undertaken under the definition.</p>

Standard Instrument LEP Agritourism Amendment Order



Information sheet

Principal use of the land

Submissions received during the exhibition of the EIE requested the department clarify the meaning of land principally used as primary production for commercial purposes. The LEP Order will amend the existing definition of farm stay accommodation and include in the new definitions for farm gate premises and farm experience premises a requirement that these uses must be undertaken on land that is a primary production business as defined under the *Income Tax Assessment Act 1997 (Cth)*, or which is rated 'farmland' by the council under the *Local Government Act 1993*. This approach will give applicants two options to show their development will be on land used for commercial farming and not a hobby or recreational farm.³

For farm experience premises and farm gate premises, the relevant use must also be ancillary to the farm. Ancillary uses are explained in [Planning Circular How to characterise development](#).

Optional clauses

The optional clauses recognise the importance of local controls and have been prepared to allow councils to apply numerical standards that best fit their local strategic plans. Heads of consideration have also been included in each clause to require both applicants and council officers to address the impacts of the development. Please note that under [LEP Practice Note PN 11-001 Preparing LEPs using the Standard Instrument: standard clauses](#), councils cannot add local clauses that can be addressed using the optional clauses.

The development standards in the optional clauses that have been amended in response to submissions to the EIE are detailed in the table below.

Table 2 Changes to development standards

Type of development	Standard in EIE	Amended standard	Reason
Farm stay accommodation building – maximum guests	3 times the number of bedrooms in clause 5.4(5) or another number nominated by council	3 times the number of bedrooms in clause 5.4(5) or 20 guests	This will provide a maximum cap on guests to ensure that farm stays are small scale. Councils can reduce the number of guests for a development through a condition of development consent.
Farm stay accommodation building – maximum gross floor area (GFA) for a building	75sqm or a number that council specifies (that is not more than 75sqm)	A number the council nominates which is greater than 60sqm	This will provide flexibility for councils to nominate an area that reflects their strategic planning. Councils can reduce the GFA for a development through a condition of development consent.

³ See [Taxation Ruling TR 97/11](#) Income tax: am I carrying on a business of primary production? and [section 515](#) of the *Local Government Act 1993*.

Standard Instrument LEP Agritourism Amendment Order



Information sheet

Type of development	Standard in EIE	Amended standard	Reason
			Changes are proposed to the Codes SEPP to allow buildings for farm stay accommodation up to 60sqm as complying development.
Farm stay accommodation – GFA exclusion for dwellings	As above	The maximum GFA will not apply to a change of use of an existing dwelling.	This will allow a dwelling house which is larger than 60sqm to be converted into farm stay accommodation without the need for substantial work to limit its size.
Farm stay accommodation - maximum number of days for guests in a moveable dwelling	14 days	The maximum number of consecutive days guests can stay in moveable dwellings will be included in model conditions of consent.	The department will prepare model conditions of consent for farm stay accommodation, farm experience premises and farm gate premises that councils can choose to adopt. This will complement model conditions of consent currently being prepared for other types of development.
Farm stay accommodation - dwelling entitlement	Modify clause 2.6 to prevent the creation of a dwelling entitlement in relation to farm stay accommodation	Farm stay accommodation will be required to be on: (i) the same lot as an existing lawful dwelling house, or (ii) on a lot for which a minimum size is shown for a dwelling house on the council's Lot Size Map and the size of which is not less than the minimum size shown.	This clause is intended to prevent the fragmentation of agricultural land.
Farm gate premises – maximum gross floor area	200sqm or the number council specifies in its LEP	A number council nominates which is no greater than 200sqm	Caps have been placed on the maximum floor area and number of guests for farm gate premises to ensure they remain small scale.

Standard Instrument LEP Agritourism Amendment Order



Information sheet

Type of development	Standard in EIE	Amended standard	Reason
Farm gate premises - maximum number of guests	50 guests or the number council specifies in its LEP	A number council nominates which is no greater than 50 guests	Caps have been placed on the maximum floor area and number of guests for farm gate premises to ensure they remain small scale.

Poultry and pig farm setbacks

The amendment proposed in the EIE regarding setback requirements for poultry and pig farms has been included in the LEP Order.

The Order will amend clause 5.18 of the SI LEP to increase the setback requirements for poultry and pig farms permitted without consent, as proposed, to mitigate biosecurity risks.

However, most of the submissions received were not in favour of increasing the current limit of poultry farms permitted without consent to 10,000 birds. The submissions raised concerns about amenity and environmental impacts.

In response to these submissions, the department has proposed to not increase the development consent threshold for poultry farms from 1,000 to 10,000 birds.

More information

For more information on the changes you can:

- visit the [department's website](#)
- visit the [NSW planning portal](#).
- email the project team at agritourism@dpi.nsw.gov.au.

10.11 SALEYARDS REPORT- 31 MARCH 2022**File Number: S1****Author: Saiful Islam, Finance Assistant****Authoriser: Noreen Vu, Executive Leader - Environment, Strategic Planning and Community****Annexures: Nil****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 February 2022.

(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.

Saleyards Activities

There was one sale during this period on 2 March 2022 with an output of 694 head. The other sale was cancelled due to the wet weather.

Saleyards Canteen

The canteen at the saleyards was decommissioned several years ago. There have been some requests from individuals wanting the canteen to be open again. This would involve upgrading the facilities to the current food safety standards and commencing a lease agreement with a new operator. It is understood that a local food van has provided some services during the sale days over the last 12 months.

As raised to the Council on multiple occasions, the Coonamble Associated Agents have been unable to give council staff a set schedule of sale, however council staff understand the difficulties in setting sale dates given the market has just returned and the other external factors affecting this stability. Often notice of a sale is given at short notice and means Council staff are pulled from other operational areas to get the facility ready. The unknown and inconsistent sale dates would be of concern to any potential operator. It should be noted that Council was unable to enter into any agreements for the Coonamble Swimming Pool canteen which offered consistent and regular hours.

It should be noted that due to the NSW Environment Protection Authority's sudden surveillance on the licence and site, it would be advisable that any expenditure for an upgraded canteen facility is put on hold until there is confirmation from the EPA on

their position on a Pollution Reduction Program will be attached to the licence (10694) for a period of three (3) years.

It would not be a good use of approximately \$20,000 to upgrade the canteen (Council's current budget allocation) and then not have an operator or potential impact on the licence by the EPA.

Alternatively, the space could be renovated to provide a shared kitchen space, with a coffee pod machine and tea station, light refreshments to allow people to gather and talk and be together as a community. The shared space would allow people to connect and have meetings away from the sales if required. It would allow operational staff to clean up the facility after a sale with ease and would not be required to be set up to meet a commercial food safety standard with serving medium to high risks foods. Noting that we could utilise the existing fridge there which would be a cost saving.

The discussion of a communal shared space offering light refreshments has been discussed with the President of the Coonamble Associated Agents and other agents which was positively received and supported by the idea. Ideas included ordering sandwiches and light refreshments from local businesses and providing them in the fridge with a donations jar to avoid a person supervising the area. The idea of the "Saleyards Hub" is not a profit-making exercise but rather a community service obligation.

Some ideas below:





Council should note that the cost to renovate the area is likely to cost more than \$20,000. However, staff are seeking Council's endorsement to go out to market for a design and construct of a space and will come back to Council with the actual costs of the project.

Once established, the area could also serve as an area that could be booked out for other community meetings.

SALES

CATTLE: From 01.03.2022 to 31.03.2022

Date	Type	Scale	Amount (\$)	VA	Amount (\$)	Total Cattle/ Sheep	Total Amount (\$)
2/03/2022	Invoice	694	1,451.09			694	5,457.36

SALEYARDS ACCOUNT 01/07/2021 - 31/03/2022

Saleyard Operations:

Income	77,683.58
Expenditure	78,648.62
Income	-965.04

Truck wash:

Income	25,712.89
Expenditure	33,363.77
Deficit	-7,650.88

Summary:

Income	103,396.47
Expenditure	112,012.39
Deficit	-8,615.92

Truck Wash

Council's truck now has a spare pump 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. Noting that the Annual Return was sent back to Council for amendment and was submitted this month after consultation with the EPA.

(e) Social Implications

There are no social implications arising from this report, however, noting that the incident that occurred following the sale could have negative social implications due to how the events unfolded.

(f) Environmental Implications

There are no environmental implications arising from this report.

(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

- 1) That Council notes the information provided in this report.**
- 2) That the Executive Leader Environment, Strategic Planning and Community undertakes a request for quotation to provide a design and construct communal kitchen space at the Coonamble Regional Livestock Market to understand the costs associated with the concept.**
- 3) That the Executive Leader Environment, Strategic Planning and Community confirms the budget shortfall for the project, noting the \$20,000 set aside for the canteen to be utilised as part of this project and provide costings to Council for agreement on its expenditure.**

10.12 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 March 2022, 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

12.1.2 – Support development of facilities within Council budget and priorities.

12.1.5 – 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 Coonamble Showground played host to the Coonamble Challenge and Campdraft which ran from Thursday 24 March through to Sunday the 27 March 2022.
- For Council's information, over the next couple of months, the Coonamble Showground will be the venue for several significant regional events. These events include the NSW Pony Club 2022 State Sporting Campdraft & Team Penning Championships, the Coonamble Show, and the Coonamble Rodeo and Campdraft.
- Council staff have been liaising with the organising committee for the upcoming Classic Wallabies match to ensure that all expectations are met and that the presentation of the facility is of a suitable standard for the event.

- Over the next couple of months, due to operational requirements, Urban Service staff from Coonamble will at times be utilised in both Gulargambone and Quambone. As a result, management is currently in the process of recruiting a short-term casual labourer to assist with the delivery of services within the Urban Services section.

Vandalism:

- Vandalism costs incurred by Council for the 2021 / 22 financial year to date amount to \$4,207.89.
- During the month of March 2022, several Council facilities were broken into with a quantity of equipment and handheld tools stolen from these Properties. For Council's information these facilities were the Gulargambone works depot, the Gulargambone Public Pool, and the Coonamble Sewerage Treatment Facility. Council staff have notified the Police of these incidents and investigations are currently underway.
- Council staff are currently in the process of obtaining quotes to arrange for the installation of additional security measures at the facilities that have been broken into.

Pools:

- As previously reported to the March Council meeting the 2021/22 regular swimming season concluded on Friday, 1 April 2022.
- Following the closure of the pools Council staff will undertake the necessary to winterise the Pools for closure.
- Council staff are currently in the process of obtaining updated quotes to carry out a regime of intrusive concrete testing to both the 25-meter and 50-meter pools at the Coonamble facility. The results from the tests will help provide Council with a more accurate estimate of the potential life span of the existing pool structure.

Buildings:

- Ongoing minor maintenance continues as planned.
- Following further consultation with the local volunteer members of the Coonamble SES unit, Council and the State Emergency Services hierarchy have authorised the architect to finalise the agreed amended plans for the facility.
- Once completed, the updated plans will be provided to the shortlist of preferred tenders to update their tendered prices. For Council's information, the shortlist of preferred tenders will be drawn from the pool of tenders received on the original design, which closed on 8 February 2022
- Council will also be required to submit the updated plans for the redesigned Coonamble SES facility, through the planning portal to allow for the

redetermination of Development Application previously for the construction of the facility.

(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.

10.13 REQUEST FOR SUPPORT FROM THE RODEO AND CAMPDRAFT ASSOCIATION

File Number: S5

Author: Daniel Noble-Executive Leader - Infrastructure

Authoriser: Daniel Noble, Executive Leader - Infrastructure

Annexures: 1. Request for support letter

PURPOSE

The purpose of this report is to seek Councillor's endorsement to provide support to the Coonamble Rodeo and Campdraft Association. The particulars of the request are detailed in the attached letter.

EXECUTIVE SUMMARY

On the 15 March 2022 the Coonamble Rodeo and Campdraft Association wrote to Council, following a Showground Users Meeting attended by the Mayor, General Manager and Executive Leader Corporate and Sustainability.

The request can be summarised into two (2) items, namely:

1. Request to utilise Lot 123 and Lot 124 DP 754227, being Council managed Crown Land parcels on the Eastern side of the Castlereagh Highway, for camping, car parking and the holding of campdraft stock, and
2. Request for 500 tonnes of sand and the provision of Council's front-end loader to load trucks to assist in preparing the rodeo arena in preparation for the 2022 June Long Weekend Event.

Commentary regarding this request is detailed in the report.

BACKGROUND

The Coonamble Rodeo and Campdraft is anecdotally the largest event held in town each year, attracting approximately 4000 visitors. The event is run by the Coonamble Rodeo and Campdraft Association comprising of an unpaid volunteer committee, with in-kind and cash support provided by numerous local and national sponsors.

Historically Coonamble Shire Council has been one of these sponsors.

In March 2022 a Showground Users Meeting was held where the Mayor and Senior Council staff communicated that the land opposite the Showground (Lot 123 & 124, DP 754227) was Community Titled Crown Land. The intention of sharing this information was to determine whether the Showground Users would benefit from the utilisation of this land.

Following this meeting the Rodeo and Campdraft Association have expressed an interest in utilising this land for the purposes of carparking, camping and the holding of campdraft stock. Further the association has requested Council provide 500 tonnes of sand and Council's loader for approximately one (1) day to enable the rodeo arena to be improved prior to the June long weekend event.

(a) Relevance to Integrated Planning and Reporting Framework

12.3 Share access to local facilities to fully realise the potential of local infrastructure

13.4 Maintain all public facilities to ensure safety and promote use

(b) Financial Considerations

Council's front-end loader hire rate is \$178.18/hr and in consultation with the Rodeo Association is estimated to take one (1) day i.e. 8.5 hours x \$178.18/hr = \$1,514.53. Council's rate for sand is \$12.73/tonne so if assuming zero wastage the estimate of this cost is 500 tonnes x \$12.73/tonne = \$6,365. There is no cost associated with the utilisation of the Crown Land at this stage hence the total estimated cost to grant this request is \$7,879.53.

COMMENTARY

The utilisation of Council's front-end loader for one (1) day is not expected to disrupt Council's operation significantly. The provision of 500 tonnes of sand (approximately 15 truck and dog loads) will also not significantly impact Council's operation.

Council currently allocates \$20,000 per year to fund any preparation costs associated with the major annual events which are held at the Coonamble Showground. Given the nature of the requested works may be classed as preparation for the hosting of future events it is suggested that these works be funded from this budget allocation. For Council's information, at the time of writing this report there is approximately \$17,000 remaining within this budget allocation.

With respect to the utilisation of the Crown Land opposite the Showground, it is not recommended to grant this request at this time.

Whilst "in principle" the land is currently underutilised and available for Community use, the Crown Land parcel does not have a plan of management which is required under the Crown Land Management Act 2016.

Further the utilisation of this site for camping, car parking and the holding of stock is expected to increase the volume of pedestrians crossing the Castlereagh Highway. It is notable that the speed limit at this location is 90km/hr.

In the short term it is recommended that Council staff work with all the Showground User groups to determine whether there is a suitable use for the Crown Land in question. At this time the risk of a pedestrian being struck is reasonably foreseeable with potentially catastrophic consequences, hence is not recommended.

(a) Governance/Policy Implications

This recommendation is in accordance with the principles of the Donations Policy.

(b) Legal Implications

Preliminary investigations into the usage of the affected Crown Land suggests that this use would not require development approval however a Plan of Management should be developed.

(c) Social Implications

Partly supporting the request of the Coonamble Rodeo and Campdrafting Association is expected to have positive social implications. With respect to the utilisation of the Crown Land for carparking, camping and storage of stock, it is the view of Council's Officer that there is a foreseeable risk of a pedestrian accident and consequently this risk should be eliminated or mitigated prior to the land being used.

(d) Environmental Implications

The extraction and utilisation of sand from the 'Sand Pit' will not exceed Council's permitted extraction threshold.

(e) Economic/Asset Management Implications

There are no significant economic implications associated with this report as recommended.

(f) Risk Implications

As discussed in the body of the report, utilisation of the adjacent Crown Land for camping, car parking and the holding of stock is expected to increase the volume of pedestrians crossing the Castlereagh Highway, acknowledging that the speed limit at this location is 90km/hr.

The risk of a pedestrian being struck crossing the road is reasonably foreseeable and with potentially catastrophic consequences hence it is recommended more work be done with respect to this part of the request.

CONCLUSION

I commend the report to Council.

RECOMMENDATION

- 1. That Council provides "in-kind" support to the Coonamble Rodeo and Campdraft Association by providing Council's front-end loader and an operator, and five hundred tonne of sand to be used on the rodeo arena.**
- 2. That the "in-kind" support be funded from Council's Showground Event Preparation allocation.**
- 3. That Council notes the Coonamble Rodeo and Campcraft's position with regards to the future utilisation the portion of the Coonamble Showground Reserve located on the eastern side of the Castlereagh Highway, Coonamble.**
- 4. That Council do not allow the utilisation of the portion of the Showground Reserve located on the Eastern side of the Castlereagh Highway, Coonamble to occur until the Crown Land Plan of Management for the Coonamble Showground Reserve has been considered and adopted by Council.**

Coonamble Rodeo Association Inc.



President: Steven Colwell
 Vice-presidents: Kris Parsons, Len Scoff, Tim Kennedy & Lindsay Kennedy
 Secretary: Steven Butler
 Treasurer: Amanda Spinks
 Campdraft Secretary: Marina Colwell

Dear,

15/03/2022

Hein Basson, Bruce Quarumby & Tim Horan CSC Mayor

Coonamble Rodeo & Campdraft Association would like to thank you for your time at the showground users meeting. It was discussed at that the meeting that the land adjacent to the showground car park on the southern end (eastern side of highway) is crown land and could be utilised by showground users. The CRA committee have met and would like council to provide this land available for us users. Our committee sees this area as great benefit and could be used for an extra camp area for competitor camping and car parking, a holding pen for our campdraft stock and not limited to as our event has currently outgrown the showground.

Coonamble has one of the best showgrounds in country NSW thanks to CSC and active showground users. A few years ago, the new campdraft arena was constructed and is a great asset to Coonamble. We have had some wet periods over the last couple of years and this arena has become an issue during and after these periods, our committee has met with other users and discussed topping the arena with sand to get a good mix with the current surface to make it an all-weather arena. Approximately 500 tons of sand would be required for this

CRA would like council to consider to supply the sand and loader to load trucks. Our committee would supply trucks and machinery to cart and spread sand in the arena for our 2022 event, ideally we would like to apply sand to the arena before our 2022 June long weekend, late April or early May would be a great time to apply the sand,

Thank you for the consideration for our request, if you wish to discuss this matter further, please feel free to contact Steven Colwell 0428480117 or Steve Butler 0429145060

Yours Sincerely

Steve Butler, Secretary

0429145060

10.14 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:**

- As was reported last month Council's rotary mixer (pulvi) is still currently under repair by Westrac in Dubbo. At the time of preparing this report, the cost and time required to repair the machine was still unknown. The rotor chamber discs are worn and there is an issue with the rotor's transmission. A verbal update will be provided in the meeting as to the status of this machine.

(b) Airport:

- Business as usual, maintenance ongoing

(c) Water & Sewer:

- There have been a number of reports of "dirty" water in Gulargambone relating to a lack of turnover within the system combined with the dead ends associated with the network. A flushing program has been developed and is intended to be implemented in consultation with Urban Services staff who assist in the management of this water supply.
- The IWCM issues paper is progressing.

(d) Quarry:

- Council has engaged a contractor to undertake drilling and blasting at the quarry to enable the full extraction limit to be achieved this financial year. The blast is expected to occur mid-April 2022 with the appropriate safety precautions and protocols to be in place.

- The Operational Review of the Quarry is ongoing however the scope has been increased to include the development of Principal Hazard Management Plans as are required by the Regulator.
- Following attendance at a recent Small Mines Workshop in Dubbo it was discovered that Council has outstanding 13 improvement notices that relate to items raised as far back as 2019.
- The Principal Hazard Management Plans are expected to address at least half of these improvement notices with the residual improvements being actioned in a systematic and prioritised fashion.

(e) Levee Upgrade:

- Easement acquisition on all affected properties is ongoing with approximately eight agreements outstanding. Public Works is continuing to follow up with these owners.
- The 2022-23 Floodplain Management Program Grant has opened and is expected to close 7 April 2022. Stage 5 of the Coonamble Levee Upgrade has been earmarked for submission into this program and staff are working on an application for this project. Stage 5 includes the Coonamble Levee adjacent Council's Administration Office and the Sir Edward Hallstrom Bridge.

(f) State Highway:

- Works associated with the Glenhaven culverts are scheduled to start this month with dry locations being prioritised. Variations to works have been submitted to enable additional scope to allow work in some of the wetter section to start.
- Resealing has been occurring in Segment 3225 and 3230 (North of the Wingadee Road intersection).
- Culvert cleaning is scheduled to completed in April 2022.

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

- Still awaiting contractor availability but hopefully concreting works will start in the April 2022 School Holidays.

Warren Road (Intersection with Hwy)

- Awaiting confirmation from TfNSW that the additional cost for the works which relate to the state highway are fully funded by the State and/or Federal Governments, and not at the expense of Councils.

Warren Road

- Awaiting confirmation from TfNSW on 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.

Natural Disaster Relief and Recovery Arrangements (Flood Damage)

- Council is currently advertising for a Fixed Term Project Manager to assist in the delivery of these works. Other Councils have utilised contractors to deliver the physical works and it is hoped that by appointing a Fixed Term resource this will enable Council to do same.
- A proposal has been received from an external project manager and in the event, recruitment is unsuccessful this offer will be put to Council for endorsement. Council is currently using this external project manager to progress claims however the expenditure associated with this procurement is approaching the threshold whereby a tender is required.

Local Roads and Community Infrastructure Funding

- Project schedule submitted and awaiting acceptance from Department Infrastructure to commence works.

Fixing Local Roads

- Fixing Local Roads – Round 2 – Works have commenced on patching and sealing works on SR86 Carinda Road, but efforts are being limited by the unavailability of the pulvi:

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.

(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.

10.15 TOORANWEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE**File Number:** R-8-32-1**Author:** Daniel Noble-Executive Leader - Infrastructure**Authoriser:** Daniel Noble, Executive Leader - Infrastructure**Annexures:** 1. Delivery Road Proposal Project Report (RPPR)**PURPOSE**

The purpose of this report is to provide Councillors a status update on the Tooraweenah Road Upgrade Project.

EXECUTIVE SUMMARY

Councillors will recall at the March 2022 Ordinary Meeting of Council a request was made that the Executive Leader Infrastructure provide a monthly update regarding the status of the Tooraweenah Road Upgrade Project. This report has been prepared in response to this discussion.

Councillors should note that this report will be a recurring item provided monthly as part of the future Ordinary Meetings.

BACKGROUND

For Councillors reference the Final Delivery Road Project Proposal Report (RPPR) has been included with the business paper.

In summary, Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungles. The section of road under consideration commences on the eastern outskirts of the Coonamble township and continues to the boundary with Gilgandra Shire Council. The road traverses a flood plain, black soil plains with expansive soils and poor subgrade. The construction of the existing road is not suitable for the heavy vehicles that currently use it.

The 56.8 km road currently consists of 30.1 km with a sealed pavement of varying width, followed by 26.7 km of unsealed earthen formation with an average width of 7m. The unsealed section includes two short, sealed sections that total 1.3km.

Most of the sealed length is in need of rehabilitation or heavy patching however some of the sections of sealed pavement are in a serviceable condition and will be retained.

Unsealed sections of Tooraweenah Road will be upgraded and sealed.

The project aims to provide 56.8 km of road with a 9.9m wide pavement and 7.5m wide seal with guideposts, centreline and edge marking.

(a) Relevance to Integrated Planning and Reporting Framework

11.1 Maintain the high standard of local road maintenance and construction

11.3 Provide a public transport service that facilitates access to services and communities for remote residents

(b) Financial Considerations

The capital cost of the project is fully funded by the Federal Government's Roads of Strategic Importance (ROSI) Program. The funded budget is \$22.96M.

COMMENTARY

For the month of March 2022 Council staff have executed contracts with the nominated external project managers, Western Project Services (WPS). A start up meeting was held on the 17 March 2022 which included an onsite inspection and confirmation of the scope of works. Opportunities and risks associated with the work were discussed during this meeting.

The major risks to the project were identified as being material availability (gravel), contractor availability and the consequential impacts on the time and cost of the project. Various mitigation measures are currently being explored with respect to these risks. Other notable risks included water availability and storage for plant and equipment.

An advertisement was placed in the local media seeking expressions of interest from adjoining landholders to determine whether there will be any construction water available from these sources. Council does have some existing resources in place in the event no new sources are identified.

An update was sought from Public Works Authority (PWA) who are completing the land acquisition required for the existing alignment. Unfortunately, there had been some miscommunication in the changeover of Council Officers, and they have been awaiting a letter of authority to proceed on Council's behalf. This has been issued however this has delayed this element of the work. It is now not expected to be completed until September 2023, originally to be completed by April 2022. Fortunately, the Department of Infrastructure have been willing to adjust milestone two (2) so this will not affect payment of this milestone. However, the Department has indicated the payment of milestones typically takes a period of three (3) months to approve. Councillors should note that this will mean Council has to carry the cost of these milestones until they are paid. This may mean that as much as \$4M will need to be carried at any one time to pay the contractor(s).

WPS have commenced preparing the tender schedules and contract documents. WPS are working towards a construction contract award of June 2022.

At this stage the works will be offered in two (2) separable packages enabling a tenderer to provide offers for the unsealed segment, the sealed segment and/or both.

(a) Governance/Policy Implications

Council's risk management policy states that Council's approach to risk is to achieve a balance between the costs of managing a risk and the anticipated benefit, as well as managing Council's exposure within an acceptable range. Whilst there is a perception that sealing an unsealed is not a particularly risky activity in terms of Worker Health and Safety (WHS), given the scale of the work there are significant risks associated with this project.

These risks include the project exceeding its allocated budget, reputational risks from failing to deliver, market saturation impacting contractor availability, subgrade conditions being worse than anticipated

(consequential cost implications) and inadequate scoping of the project at the development phase leading to pricing variations.

The RPPR includes mitigation strategies to address these. Further the engagement of a competent external project manager is expected to further reduce Council's risk.

(b) Legal Implications

Council has executed contracts with the External Project Manager who will exercise due diligence on Council's behalf. Land acquisition is ongoing.

(c) Social Implications

Stakeholder engagement is recognised as an important element of successful projects. The recent expression of interest (EOI) seeking water will be followed up with a more generic updates on the project. Once completed the project is expected to result in positive social outcomes for the community.

(d) Environmental Implications

There are no significant environmental implications of this month's update.

(e) Economic/Asset Management Implications

Further detail regarding the implications on Council's operating result of upgrading and sealing the Tooraweenah Road is to be provided by the Acting General Manager.

(f) Risk Implications

There are no specific risk implications with respect to this month's status update.

CONCLUSION

I commend the report to Council.

RECOMMENDATION

That the information be received and noted.



Australian Government
Department of Infrastructure, Transport,
Regional Development and Communications

Road Project Proposal Report

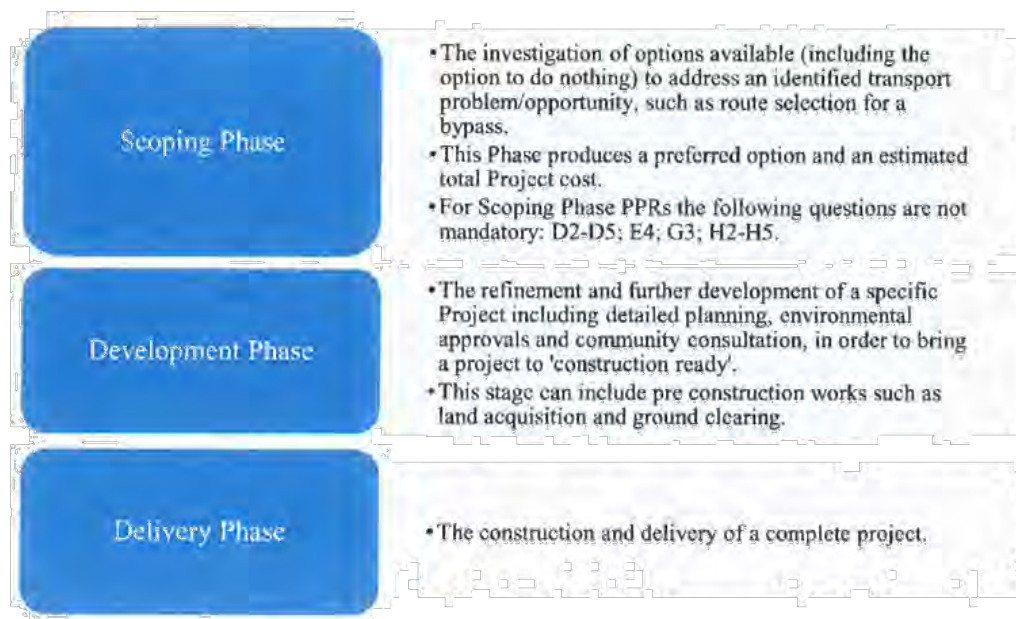
Delivery Phase

<i>Project Name</i>	<i>Tooraweenah Rd Upgrade</i>
<i>Version Number</i>	<i>V2.2</i>
<i>Date submitted to the Department</i>	<i>24/02/2022</i>

GUIDANCE NOTES

The purpose of the Road Project Proposal Report (PPR) template is to set out the information required by the Department of Infrastructure, Transport, Regional Development and Communications (the Department) to support funding processes for proposed infrastructure investments.

Project proponents are to complete each section of the PPR to the extent possible and where possible the PPR template is to be completed in full. Noting that PPRs can be received at different stages of a project’s development the minimum information requirements for projects based on Phase of development is set out below.



A. PROJECT OVERVIEW

This section provides a snapshot of the Funding Recipient and the Project to be assessed.

Proponent Details

A1 Entity Name

Coonamble Shire Council

A2 Primary Project Contact

Name: Daniel Noble

Phone: 02 6827 1900 *Mobile:* 0427 271 903

Position: Executive Leader - Infrastructure

Email: Daniel.noble@coonambleshire.nsw.gov.au

Postal Address: PO Box 249 Coonamble NSW 2829

A3 Project Partners

The project is seeking Federal Government funding of \$22.96 million (100% of cost). No State or other grant funding is being sought for this project.

Project Details

A4 Project Name

Tooraweenah Road Upgrade

A5 Project Identification (ID)

104832-19NSW-RSI

A6 Project Summary

Tooraweenah Road is the most direct route from town of Coonamble to the Warrumbungle. The section of road under consideration commences on the eastern outskirts of the Coonamble township and continues to the boundary with Gilgandra Shire Council. The road traverses a flood plain, black soil plains with expansive soils and poor subgrade. The construction of the existing road is not suitable for the heavy vehicles that currently use it.

The 56.8 km road currently consists of 30.1 km with a sealed pavement of varying width, followed by 26.7 km of unsealed earthen formation with an average width of 7m. The unsealed section includes two short sealed sections that total 1.3km.

Most of the sealed length is in need of rehabilitation or heavy patching however some of the sections of sealed pavement are in a serviceable condition and will be retained.

Unsealed sections of Tooraweenah Road will be upgraded and sealed.

The project aims to provide 56.8 km of road with a 9.9m wide pavement and 7.5m wide seal with guideposts, centreline and edge marking.

In addition, as part of the project, drainage will be upgraded to suit the improved formation with causeways replaced by culverts to ensure longer periods of access during rainfall events.

The project will deliver road sealing, flood immunity, road strengthening and widening, pavement rehabilitation and culvert upgrades.

The **benefits** of the project will include:

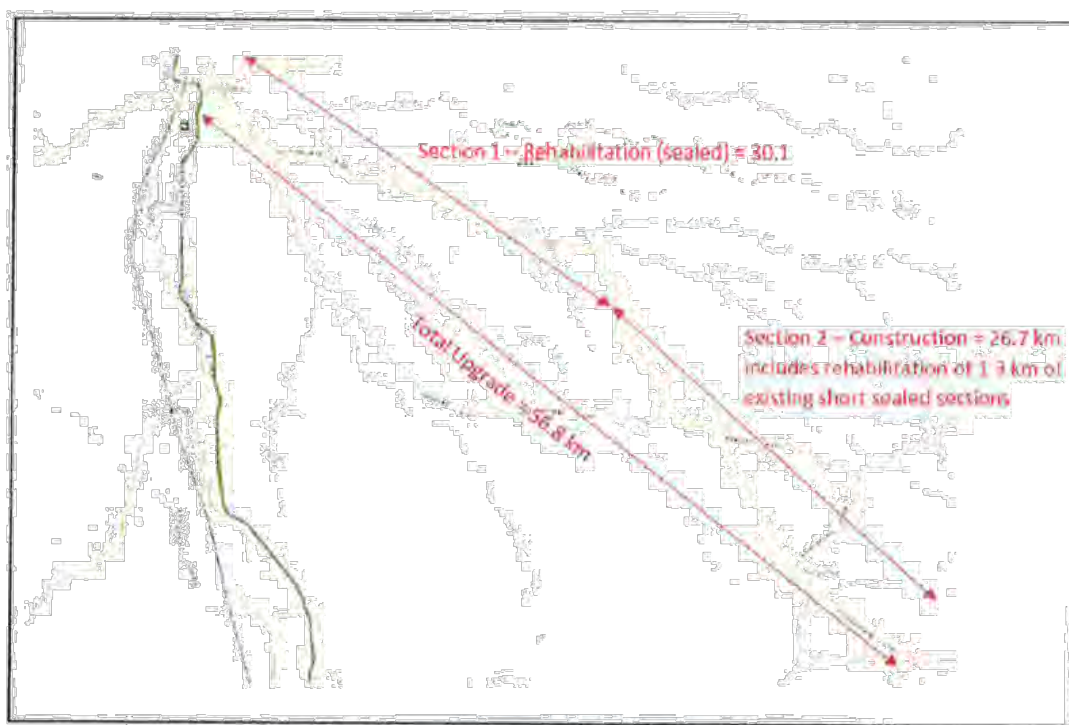
- Improved travel times
- Lower vehicle operating costs
- Enhanced tourist use of the Tooraweenah Road. The unsealed section is a deterrent to non-locals.
- Increased productivity for business – in particular the existing and proposed quarries on Tooraweenah Road
- Improved road safety

The **Scoping Phase** of the Project is complete. The Scoping Phase Investigations to determine the full scope of works. This work is complete, and the following documents are attached

- Economic Analysis – Attachment 1
- Environmental Assessment – Attachment 2
- Geotechnical Investigations – Attachment 3
- Draft Survey and Design – Attachment 4
- Commencement of Community Consultation
- Risk Analysis and Mitigation Strategy – Attachment 5
- Estimate December 2018 – Attachment 6
- Scope of Works, from Site Inspection 2018 – Attachment 7
- PCB template for Delivery Phase in Excel Spreadsheet format – Attachment 8
- Indigenous Participation Plan – Attachment 9
- Australian Industry Participation Plan – Attachment 10

This PPR is for the **Delivery Phase**. The following activities will be undertaken in this phase:

- Appoint Project Manager
- Finalise Design including drainage structures
- Land matters
- Prepare Specification
- Prepare Tender documentation
- Request for Tender
- Tender Evaluation
- Finalise Project Estimate
- Funding Approval
- Report to Council
- Award Contract
- Rehabilitation Ch 00 to 30.1 km
- Construction Ch 30.1 km to 56.8 km including rehabilitation of 1.3km short, sealed sections
- Completion



Locality Plan (source: Six Maps - <https://maps.six.nsw.gov.au/>)

A7 Geographical Coordinates in Shapefile format if available (.shp, .shx, .dbf)

-30.961236, 148.390235 to -31.25079, 148.828349

A8 Corridor and section of the National Land Transport Network (if applicable)

n/a

A9 Related Projects

None

B. PROJECT SCOPE

This section details how the problem or opportunity was determined, why it is eligible for Australian Government funding and the options the Funding Recipient explored before settling on the final Scope.

B1 Problem/ Opportunity Statement

The upgrade of Tooraweenah Road offers the following opportunities:

Flooding Immunity

Increased reliability of access to land in the district, through improved drainage conditions, especially along Tooraweenah Road. Council estimates that the existing road might be cut every 10 years and remain closed for 2 to 3 days; with the project this is expected to improve.

Improved access to prime agricultural land

Reduction in the cost of heavy vehicle access to prime agricultural land, which would be expected over time, to see an increase in agricultural production.

Improve access to existing and proposed quarries on Tooraweenah Road

Reduction in the cost of heavy vehicle access to the existing quarry on Tooraweenah Road at Mt Magometon would have substantial benefits for customers of its products, including Council. In addition, there is a proposed additional quarry that would provide product to the construction of the Inland Rail Line; again, this would benefit from the upgrade of Tooraweenah Road.

Improved access for tourists to the Warrumbungle National Park.

Traffic volumes are low on the road because it is partially unsealed, despite being the most direct route from the Warrumbungles to Coonamble. Once Tooraweenah Road is upgraded, tourist traffic will increase.

Data to reinforce these statements can be found in the Economic Analysis prepared by High Range Analytics April 2020. (refer **Attachment 1**)

B2 Options Evaluation

Two options have been considered.

- ▣ Project Option 1: Upgrade.
- Project Option 2: No Upgrade

In the Economic Analysis, both options were examined. Option 1 was the Project Case and Option 2 was the Base Case.

Information on these options is detailed in the Economic Analysis prepared by High Range Analytics April 2020. (refer **Attachment 1**), and the Review of Environmental Factors (**Attachment 2**).

B3 Scope of Project Phase

The project proposes the upgrade of Tooraweenah Road between Coonamble and Tooraweenah.

1. Scoping Phase Activities

Scoping Phase of the Project is complete, and the following documents are attached

- Economic Analysis – Attachment 1
- Environmental Assessment – Attachment 2
 - Geotechnical Investigations – Attachment 3
- Draft Survey and Design – Attachment 4
- Commencement of Community Consultation
 - Risk Analysis and Mitigation Strategy – Attachment 5
 - Estimate December 2018 – Attachment 6
 - Scope of Works, from Site Inspection 2018 – Attachment 7
 - PCB template for Delivery Phase in Excel Spreadsheet format – Attachment 8
 - Indigenous Participation Plan – Attachment 9
 - Australian Industry Participation Plan – Attachment 10

2. Delivery Phase Activities

Delivery Phase includes the following tasks:

- Appoint Project Manager
- Finalise Design including drainage structures
- Land matters
- Prepare Specification
- Prepare Tender documentation
- Request for Tender
- Tender Evaluation
- Finalise Project Estimate
- Funding approval
- Report to Council
- Award Contract
- Rehabilitation Ch 00 to 30.1 km
 - Construction Ch 30.1 km to 56.8 km including rehabilitation of 1.3 km of short sealed sections
- Completion

The scope of the proposed project is:

Section 1- Rehabilitation: Ch 00 to 30.1 km

Rehabilitation or heavy patching is proposed, depending on condition.

For the rehabilitation areas:

- Widening the formation to 9.9m with material to be sourced from within the road reserve.
- Full width treatment to incorporate lime stabiliser up to a depth of 300 mm
- Placement of up to 200mm depth DGB20 Base material overlay where specified. Some sections that are in good condition will require a lesser pavement thickness.
- 2 coat bitumen seal

For the heavy patching areas:

- Placement of 50m depth DGB20 Base material over the affected area or as specified
- Treatment to incorporate lime stabiliser
- 2 coat bitumen seal

The remaining sealed areas not requiring rehabilitation or heavy patching will receive a one coat seal.

Drainage works proposed: existing culverts will be extended to accommodate formation widening. At chainage 19.48km (from the Castlereagh Highway) it is proposed that the waterway area of the culvert be increased by addition cells.

Section 2 - Construction Ch 30.1 km to 56.8 km including rehabilitation of 1.3 km of short sealed sections

Widening the pavement to 9.9m. Fill to be imported as required from local supply (Council quarry) due to the poor load bearing and inferior quality of the roadside material. Short, sealed sections will be rehabilitated as described in Section 1.

- Widening the formation to 9.9m with material to be sourced from within the road reserve, on the alignment defined by the design plans.
- Full width treatment of existing gravel pavement material to incorporate lime stabiliser to a depth of 300 mm
- Placement of up to 200mm depth DGB20 Base material overlay
- 2 coat bitumen seal
- Rehabilitation of 1.3 km of short sealed sections

Drainage works proposed: Multiple drainage installations are proposed to replace causeways with culverts and ensure that the road remain accessible during rainfall events. A large box culvert is proposed for chainage 48.6km to replace two existing small culverts and increase road safety during rainfall events.

A summary of proposed actions at each location along the road is included as **Attachment 7**.

B4 Eligibility under the *National Land Transport Act 2014*

National Land Transport Act 2014, Part 3, Section 10:

A project is eligible for approval as an Investment Project if the project is for one or more of the following:

- (a) the construction of an existing or proposed road that is in a State or Indian Ocean Territory;

C. PROJECT COSTS

This section considers project cost information and includes a summary of the data required in the Project Cost Breakdown Template. This section is to be completed in as much detail as possible based on current Project Phase.

- C1 Complete the jurisdiction-specific Project Cost Breakdown Template provided by the Department

A base estimate has been prepared in December 2018 using the unit rates estimating method. This method calculates the quantity of each item of the project by multiplying the quantity of work by historical unit rates obtained from previous projects.

The overall project cost summary has been prepared using the PCB template, which is included as **Attachment 8**.

- C2 Provide details of the Total Outturn Cost breakdown in the summary table.

Overall Project Cost Summary Table

	P50 (\$m AUD)	P90 (\$m AUD)
Base Cost Estimate	16.303	16.303
Contingency	3.438	3.438
Total Project Cost Estimate	19.741	19.741
Escalation to June 2024	3.219	3.219
Total Outturn Cost Estimate	22.96	22.96

- C3 Provide a budget profile for the Project in the table below

P90 Outturn (or Actual as appropriate)	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	FY (\$m)	FY (\$m)	FY (\$m)	FY (\$m)	FY (\$m)	((\$m))
Australian Government contribution	0.35 (scoping)	7.54	5.54	7.54	2	22.96
State Government contribution	0	0	0	0		0
Other contribution (provide detail)	0	0	0	0		0

	Total	0.35	7.54	5.54	7.54	2	22.96
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C4 What is the status of the State Government funding outlined above? Please state if the funding is committed in budget forward estimates, announced but not yet committed in the budget or yet to be confirmed.

N/A

D. BENEFITS

This section provides the Department with qualitative and quantitative data that will be used to highlight the benefits of the Project.

- D1 Provide a summary of the expected positive outcomes and benefits to be delivered by the Project:

The proposed upgrade of Tooraweenah Road would generate:

- Road user operating cost, time and crash savings benefits
- Maintenance cost savings

However, the economic justification for the project, within the road user cost benefit analysis framework is weak:

- the Reference case has a benefit cost ratio of less than unity, at 0.8 and a net present value of -\$4.6m
- the Sensitivity Test with lower discount at 4% as opposed to 7% in the Reference Case is viable with benefit cost ratio greater than unity, at 1.2 and a net present value of +\$3.7m
- the other sensitivity tests show benefit cost ratios of less than unity and negative net present values.

In addition to the quantified benefits, the project will provide the community with the following non-quantified benefits:

- Increased reliability of access to land in the district, through improved drainage conditions, especially along Tooraweenah Road. An estimate from CSC is that the existing road might be cut every 10 years and remain closed for 2 to 3 days; with the project this is expected to improve, although quantifying the improvement has not been undertaken.
- Reducing the cost of heavy vehicle access to prime agricultural land would be expected, over time, to see a marginal increase in agricultural production.
- Reducing the cost of heavy vehicle access to the existing quarry on Tooraweenah Road at Mt Magometon would have substantial benefits for customers of its products, including Council. In addition, there is a proposed additional quarry that would provide product to the construction of the Inland Rail Line; again, this would benefit from the upgrade of Tooraweenah Road.
- Improved tourist access to Warrumbungle National Park.

The full economic analysis is documented in **Attachment 1 - Tooraweenah Road Upgrade - Economic Analysis final draft** – Prepared by High Range Analytics September 7, 2021 - File 20-558.

- D2 Provide a summary of the BCR in the tables below:

The Calculation of the BCR is detailed in **Attachment 1 - Tooraweenah Road Upgrade -Economic Analysis final draft – Prepared by High Range Analytics September 7, 2021 - File 20-558**

Summary Measures (P90)

		4% Discount rate (\$m)	7% Discount rate (\$m)
Present Value Cost		18.162	18.419
Present Value Benefits	Standard benefits	21.888	13.800
	Standard benefits with WEBS	N/A	N/A
	Standard benefits with WEBS and other benefit categories	N/A	N/A
Benefit Cost Ratio	Standard benefits	1.2	0.7
	Standard benefits with WEBS	N/A	N/A
	Standard benefits with WEBS and other benefit categories	N/A	N/A

D3 Please complete the Benefit Indicators table below.

The Benefit Indicators are detailed in **Attachment 1 - Tooraweenah Road Upgrade -Economic Analysis final draft – Prepared by High Range Analytics September 7, 2021 - File 20-558**

Benefits indicator table

Benefit Area	Benefit indicator and units	Value
Reliability/ amenity	Public Transport reliability (standard deviation hours per annum)	N/A
	Journey time reliability (standard deviation hours per annum)	N/A
Safety	Number of avoided crashes (average annual)	0.1
	Number of avoided serious injuries (average annual)	0.1
	Number of avoided fatalities (average annual)	0.01
Active transport benefits	Additional kilometres of walk and cycle paths (kilometres)	0
	Increased walking and cycling activity (number of trips by mode and average kilometres per annum)	N/A

Commuter time savings (daily commute to work)	Minutes saved by commuters on their daily commute to work based on a sample of commutes along the relevant corridor (average annual)	5.24
	Average number of commuter trip (annual)	16618
Leisure time savings	Average time savings for people on trips for leisure activities (minutes)	5.24
	Average number of leisure trips (annual)	66474
Freight / business time savings	Average time savings for business trips, including freight (minutes)	5.24
	Average number of business and freight trips (annual)	68892
Vehicle Operating Costs	Average change in vehicle operating costs for freight and business operators (annual)	\$157,731
	Average change in vehicle operating costs for passengers (annual)	\$53,179
Freight and Business Productivity	Average annual value of the sum of reduced vehicle operating costs, time savings and travel time reliability for freight and business users	\$439,759
Construction Jobs	Number of jobs supported by the Project during the construction phase of the Project (average per annum FTE)	20
Operations Jobs	Number of jobs supported by the Project during the operational phase of the Project (average per annum FTE)	2

D4 Please complete the Benefit Net Present Value (NPV) table below.

The Benefit Net Present Value (NPV) calculations are detailed in Attachment 1 - Tooraweenah Road Upgrade - Economic Analysis final draft - Prepared by High Range Analytics September 7, 2021 - File 20-558

Benefit Component	Present Value of all Benefits (\$m)	Year 10 Benefits in \$m (10 years after construction complete)	Year 10 Benefits as a percentage of total benefits
Travel Time Savings			
Passenger (existing/new users)	3.901	0.140	3.6%
Business (existing/new users)	1.100	0.040	3.6%
Freight (existing/new users)	2.977	0.107	3.6%
Total Travel Time Savings			
Passenger (existing/new users)	1.007	0.038	3.8%
Business (existing/new users)	0.284	0.011	3.9%
Freight (existing/new users)	3.849	0.144	3.7%
Total Reduced Operating Costs (resource costs)			
Passenger (existing/new users)	0.371	0.013	3.5%
Business (existing/new users)	0.105	0.004	3.8%
Freight (existing/new users)	0.205	0.007	3.4%
Total Crash Reduction			
Reduced Greenhouse Emissions	0	0	
Reduced Local Pollution	0	0	
Reduced Noise	0	0	
Other (i.e. Biodiversity)	0	0	
Total Environmental Benefits			
Routine (Annual)	1.04	0.01	1.0%
Periodic	1.04	0.01	1.0%
Rehabilitate	1.04	0	0.0%
Total Reduced Maintenance Costs			
Other standard benefits (reliability, crowding, toly/fare box)			
TOTAL STANDARD BENEFITS*			
Wider Economic Benefits			
Agglomeration Benefits	0	0	

NOTES ON ADMINISTRATION

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D5 Please complete the traffic and use assumptions table below. For public transport projects please complete the table by mode (new public transport investment and mode of transport from which traffic will be induced from).

The Benefit Indicators are detailed in **Attachment 1 - Tooraweenah Road Upgrade -Economic Analysis final draft – Prepared by High Range Analytics September 7, 2021 - File 20-558**

		First year after Project completion	10 years following Project completion	30 years following Project completion
Users of existing infrastructure in Base Case	Passenger (trips / VKT)	239/6007	292/7323	434/10881
	Business (trips / VKT)	68/1694	82/2065	122/3069
	Freight and business (trips / VKT)	131/3286	160/4006	237/5953
User of new/ upgraded infrastructure in Project Case	Passenger (trips / VKT)	239/6007	292/7323	434/10881
	Business (trips / VKT)	68/1694	82/2065	122/3069
	Freight and business (trips / VKT)	131/3286	160/4006	237/5953
Users diverted from the rest of the highway network	Passenger (trips / VKT)	0	0	0
	Business (trips / VKT)	0	0	0
	Freight and business (trips / VKT)	0	0	0
Users diverted from other transport modes (where possible).	Passenger (trips / VKT)	0	0	0
	Business (trips / VKT)	0	0	0
	Freight and business (trips / VKT)	0	0	0
Generated trips	Passenger (trips / VKT)	0	0	0

	Business (trips / VKT)	0	0	0
	Freight and business (trips / VKT)	0	0	0

E. FINANCING AND PROCUREMENT

This section is to provide the Department with a narrative as to why a particular financing and/or procurement method was chosen and details on how that procurement method will be managed.

- E1 If the total estimated project cost greater than \$50 million, please outline the process for considering alternative funding and/or financing opportunities and the outcome of the considerations.

N/A

- E2 If the estimated Project cost is less than \$50 million was private funding or financing investigated proportional to the size of the project. If so, please provide a summary of how it has been considered and the outcome of the considerations?

There are no opportunities for private funding or financing. There is no benefit to specific private sector operators.

- E3 What is the preferred procurement method for the Project? Please outline the specific details of the contracting method (design and construct for example) and why it was chosen. If over \$50 million, how was a Public Private Partnership considered in line with the National Public Private Partnership Guidelines?

Council will be contracting out all sections of the work. Council intends to procure a contractor or contractors using the open tendering method to undertake the project.

The contract will be set up using separable portions options for:

- Drainage works
 - Section 1- Rehabilitation: Ch 00 to 30.1 km
 - Section 2 - Construction Ch 30.1 km to 56.8 km including rehabilitation of 1.3 km of short sealed sections

Council will refine the scope of rehabilitation works on the rehabilitation section to ensure that the total project cost is completed within budget.

A two-year construction timeline is proposed.

- E4 Is a tender exemption being sought?

No

- E5 Project Timeline



Project Timeline as at 19 October 2021

TDORAWEEAH RD UPGRADE		View Start		14-Dec	Timeline	1	
#	Task Name	Resource	Pre	Start	Finish	Effort (days)	% Complete
1	SCOPING PHASE - Lodgement of RPPR			14-Dec-20	14-Dec	1	100%
2	Environmental Assessment	Consultant	1	15-Dec-20	8-Mar-21	60	100%
3	Geotechnical Investigation	Consultant	1	15-Dec-20	24-Aug-21	181	100%
4	Survey	Consultant	1	15-Dec-20	22-Apr-21	93	100%
5	Draft Design	Consultant	1	15-Dec-20	22-Apr-21	93	100%
6	Community Consultation	Consultant	1	15-Dec-20	29-Nov-21	250	50%
7	Risk Management Plan	Consultant	3	25-Aug-21	31-Aug-21	5	100%
8	Update Economic Analysis	Consultant	3	25-Aug-21	21-Sep-21	20	100%
9	Review Project Estimate and Scope	Consultant	3	25-Aug-21	7-Sep-21	10	100%
10	Prepare Delivery Phase RPPR	Consultant	3	25-Aug-21	26-Oct-21	45	90%
11	DELIVERY PHASE - Lodgement of RPPR	Council	10	27-Oct-21	23-Nov-21	20	0%
12	Procure and appoint Project Manager	Council	10	27-Oct-21	7-Dec-21	30	0%
13	Finalise Design including drainage structures	Consultant	10	27-Oct-21	21-Dec-21	40	0%
14	Land matters	Consultant	5	23-Apr-21	22-Apr-22	261	0%
15	Prepare Specification	Consultant	12	8-Dec-21	4-Jan-22	20	0%
16	Prepare Tender documentation	Consultant	15	5-Jan-22	1-Feb-22	20	0%
17	Request for Tender	Consultant	16	2-Feb-22	1-Mar-22	20	0%
18	Tender Evaluation	Consultant	17	2-Mar-22	15-Mar-22	10	0%
19	Finalise Project Estimate	Consultant	18	16-Mar-22	29-Mar-22	10	0%
20	Request Funding approval	Council	19	30-Mar-22	26-Apr-22	20	0%
21	Report to Council	Council	20	27-Apr-22	24-May-22	20	0%
22	Award Contract	Council	21	25-May-22	7-Jun-22	10	0%
23	Rehabilitation Ch 00 to 30.1 km	Council	22	8-Jun-22	6-Jun-24	522	0%
24	Construction Ch 30.1 km to 57.2 km	Contractor	22	8-Jun-22	6-Jun-24	522	0%
25	Completion	Contractor	23	7-Jun-24	4-Jul-24	20	0%

Milestones

Milestone #	Milestone Description	Financial Year	Milestone date	Milestone evidence examples the Department would expect	Payment amount
1	Project Initiation (Procure and appoint Project Manager, finalise land acquisition)	2021-22	April 2022	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works listed commencing • Progress report from Council/contractor(s) demonstrating each type of early construction works commencing • Media release/website news update/social media post from Council about milestone subject 	\$900,000*
2	Award of contracts (Tenders for Section 1 Rehabilitation and Section 2 Construction are approved by the Council)	2021-22	May 2022	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works complete • Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete • Media release/website news update/social media post from Council about milestone subject 	\$450,000*
FY 2021-22 total spend \$1,350,000					
3	Early construction works completion (Site establishment, Plant mobilisation, Implementing Traffic Management Plan)	2022-23	July 2022	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works complete • Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete • Media release/website news update/social media post from Council about milestone subject 	\$600,000
4	Major construction – Rehabilitation Section 1 and Construction Section 2 – 20% Completion	2022-23	October 2022	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works complete • Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete • Media release/website news update/social media post from Council about milestone subject 	\$3,815,000

NOTES ON ADMINISTRATION

	(Pavement rehabilitated, prime sealed for Section 1; Wide and reconstruct segment, prime seal for Section 2)							
5	<p>Major construction – Rehabilitation Section 1 and Construction Section 2 – 40% Completion</p> <p>(Pavement rehabilitated, prime sealed for Section 1; Wide and reconstruct segment, prime seal for Section 2)</p>	2022-23	January 2023	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed major construction works listed commencing • Progress report from Council/contractor(s) demonstrating each type of major construction works commencing • Media release/website news update/social media post from Council about milestone subject 	\$4,000,000			
6	<p>Major construction – Rehabilitation Section 1 and Construction Section 2 – 60% Completion</p> <p>(Pavement rehabilitated, prime sealed for Section 1; Wide and reconstruct segment, prime seal for Section 2)</p>	2022-23	May 2023	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works complete • Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete • Media release/website news update/social media post from Council about milestone subject 	\$4,000,000			
FY 2022-23 Total Spend							\$17,415,000	
7	<p>Major construction – Rehabilitation Section 1 and Construction Section 2 – 75% Completion</p> <p>(Pavement rehabilitated, prime sealed for Section 1; Wide and reconstruct segment, prime seal for Section 2)</p>	2022-23	July 2023	<ul style="list-style-type: none"> • Date stamped and geo-identifiable photos of each type of listed early construction works complete • Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete • Media release/website news update/social media post from Council about milestone subject 	\$2,570,000			

NOTES ON ADMINISTRATION

8.	Major construction – Rehabilitation Section 1 and Construction Section 2 – 90% Completion (Pavement rehabilitated, prime sealed for Section 1; Wide and reconstruct segment, prime seal for Section 2)	2022-23	October 2023	<ul style="list-style-type: none"> Date stamped and geo-identifiable photos of each type of listed early construction works complete Completion certificate from Council/contractor(s) demonstrating each type of early construction works 100% complete Media release/website news update/social media post from Council about milestone subject 	\$2,570,000
9	Major construction completion – Rehabilitation Section 1 and Construction Section 2 – 100% Completion (Final seal and open to traffic)	2023-24	May 2024	<ul style="list-style-type: none"> Date stamped and geo-identifiable photos of each type of listed major construction works complete Completion certificate from Council/contractor(s) demonstrating each type of major construction works 100% complete Media release/website news update/social media post from Council about milestone subject 	\$2,559,000
FY 2023-24 total spend \$7,693,000					
10	Submission of Department approved Post Completion Report (PCR)	2024-25	November 2024	<ul style="list-style-type: none"> Confirmation from the Department's project officer that PCR is acceptable and approved to be finalised and submitted Finalised PCR submitted to the Department (sent to the project officer) 	\$1,148,000
FY 2024-25 total spend \$1,148,000					

**Note, the total 2021-22 funding profile is less funding than NSW Schedule. The project construction date was pushed out and as such, the Project does not need the full allocation in the 2021-22 financial year. An amendment is being sought at the 2022-23 Budget.*

F. RISK AND SUSTAINABILITY

This section outlines major risks associated with the Project, where the responsibility for managing these risks lies, and how sustainability can be built into the Project to increase its overall benefit.

F1 Identify the major risks, and proposed mitigation strategies to successfully deliver this Project.

The Risk Management Plan (**Attachment 5**) explains the risk identification process and provide details of the mitigation strategies proposed. The plan includes a summarised risk register table. The major risks include:

The Risk Management Plan identifies the strategies to mitigate these risks.

Risk	Mitigation Strategy
Project Cost exceeds budget	<p>Council intends to procure a contractor or contractors using the open tendering method to undertake the project.</p> <p>The contract will be set up using separable portion options for:</p> <ul style="list-style-type: none"> • Drainage works • Section 1- Rehabilitation: Ch 00 to 30.1 km • Section 2 - Construction Ch 30.1 km to 56.8 km including rehabilitation of 1.3 km of short sealed sections <p>If the costs of works exceeds the available budget, Council will refine the rehabilitation works on the sealed section to ensure that the scope of works are within budget.</p>
Market saturation impacts contractor availability and pricing during the tendering phase	A comprehensive estimate of project cost will be available upon completion of the tending activities. Flexible project delivery options will be considered dependent on contractor and staff availability and tender pricing
Road subgrade conditions worse than identified in Geotechnical report impacts lime stabilisation activities	Adequate Site supervision and ongoing liaison with contractor required throughout the project
Environmental issues encountered during construction that were not identified in the Review of Environmental Factors	Construction Environmental Management Plan needs to adequately address impacts documented in REF. Adequate Site supervision and ongoing liaison with contractor required throughout the project
Wet weather during construction impacts project delivery timeline	Adequate Site supervision and ongoing liaison with contractor required throughout the project
Flooding risk associated with severe wet weather event	Adequate Site supervision and ongoing liaison with contractor required throughout the project

saturates black soil plains and severely impacts the ability to undertake pavement works for an extended period	
Covid 19 restrictions impact the availability of contractors and the delivery of the project	Review of Health communications and requirements necessary throughout project
Road pavement encroachments on private land and public land unresolved at time of construction	Detailed review of all land matters will be undertaken prior to construction
Inadequate resources to supervise and manage project delivery	Engagement of external contract project manager to supervise project delivery
Inadequate scoping of project during development phase impacts contractor pricing and risk of variations	Engagement of external contract project manager to prepare documentation

F2 Identify the major dis-benefits of the projects and how the Project may impact the community and environment.

The project is considered justified on the basis of minimal environmental impact and significant benefit for the community with construction and maintenance of public roads in the area. Any potential for environmental harm will be minimised by adherence to safeguards and compliance with the prescribed operating conditions.

The Review of Environmental Factors (Attachment 2) documents the social, cultural and environmental impacts of the project. The document reviews the following factors:

Environmental Issue	Safeguards
Biodiversity	<p>Confine equipment to assessed areas.</p> <p>If threatened fauna or flora species are discovered, work must cease immediately and the Department Planning Industry and Environment (DPIE) must be contacted for direction.</p> <p>Where possible mature hollow bearing trees are to be undisturbed.</p> <p>Larger trees on the site boundary are to have a radial 20m 'No Dig' buffer zone to prevent root disturbance.</p> <p>All machinery to be housed in an existing disturbed area of the site.</p> <p>Machinery to be cleaned thoroughly before entering or leaving site.</p> <p>Priority weeds, if present, are to be managed by containing all topsoil and spoilage within the site footprint.</p>

<p>Cultural Heritage</p>	<p>The extent of works tool boxed to crews and subcontractors so that all persons, machinery and equipment are confined to the assessed areas.</p> <p>Should any items suspected of being of cultural significance be uncovered all work must cease immediately and guidance be sought from the DPIE regarding appropriate protection or management of the item/s.</p>
<p>Landform, geology and soils</p>	<p>Works must be kept within the identified boundaries.</p> <p>Erosion and sedimentation controls are to be checked and maintained on a regular basis (including clearing of sediment from behind barriers), records to be kept and provided on request.</p> <p>Erosion and sediment control measures are not to be removed until the works have been completed and areas are stabilised. The maintenance of established stockpile sites is to be in accordance with the Roads and Maritime Services Stockpile Site Management Guideline.</p>
<p>Water quality and drainage</p>	<p>Fuels, chemicals and other liquids would not be stored on site.</p> <p>Refuelling and any other maintenance on machinery and equipment must be done in a bunded area within the established site.</p> <p>An emergency spill kit must always be kept on site. The location and proper use of the kit to be part of staff induction.</p> <p>Erosion and sediment control measures would not be removed until the work is complete and disturbed areas have been stabilised.</p>
<p>Traffic, transport and access</p>	<p>Vehicle movement must be within the disturbed zone of the existing carriageway wherever possible access and delineated using markers such as traffic cones, temporary guideposts and reflectors.</p> <p>Access to properties must be maintained.</p> <p>Vehicles and machinery associated with construction activities should be parked/stored in a designated area within the existing disturbed site.</p> <p>Traffic management and vehicle movement plans to be developed and implemented prior to commencement of work in accordance with Council's standard operating procedures.</p>
<p>Noise and vibration Activities</p>	<p>Activities conducted in normal operational hours (6 am and 6 pm Monday to Friday, 8am to 1pm Saturday, if required).</p> <p>Construction to be undertaken in short sections of about two kilometres at a time, over a relatively short period (approximately two weeks per section).</p>
<p>Air quality</p>	<p>Council's Complaints Handling Procedure to be followed in the event of any complaint being made.</p> <p>Halt works in dust producing weather conditions e.g. strong winds.</p>

	<p>Vegetation or other materials not to be burnt on site. Cover vehicles during transportation. Stockpiles or areas that may generate dust to be managed to suppress dust emissions in accordance with the Roads and Maritime Services Stockpile Site Management Guideline.</p> <p>Vehicles to be maintained to minimise emissions.</p> <p>In the event of any complaint being made, Council’s Complaints Handling Procedure would be followed.</p>
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F3 Detail any sustainability strategies that will be adopted

The project includes sustainable road construction practices. For example:

- Fill material will be sourced from within the road reserve
- Road pavement materials can be sourced from a Council -operated quarry along the route of the road, which will reduce the cost and environmental impact of importing and transporting materials from distance sources.
- The existing road pavement will be strengthened in-situ using lime stabilisation techniques. This reduces the amount of road pavement material that needs to be imported.
- The construction contract will offer the opportunity to consider recycled pavement materials
- Stormwater runoff from low points will be captured in sediment and erosion controls and will be used for pavement dampening where possible
- Pavement rehabilitation will be undertaken on existing sealed sections. These techniques will re-use and strengthen existing pavement materials

G. STAKEHOLDER ENGAGEMENT

This section outlines the steps the Funding Recipient will take to ensure that the public and other relevant stakeholders are engaged and actively managed throughout the Project.

G1 Provide details on how public and stakeholder participation will be facilitated during this phase, and the Project overall.

Council is undertaking ongoing consultation with landowners along the length of Tooraweenah Rd regarding aspects of the project that may impact each landowner. In some instances, the existing road formation is located outside of the road reserve. Through the availability of survey information, Council will consult with affected landowners and will adjust the road formation where appropriate.

Council has consulted with the community regarding the project through the preparation of its Integrated Reported and Planning community engagement processes, and various reports to Council. There is unanimous support for the project.

G2 Please complete the stakeholder consultation table below.

Date	Type of Consultation (stakeholders invited i.e. industry, community)	Issues raised	Management plan
February 2021	Consultation with land owners along the length of Tooraweenah Rd	Locations where the road alignment is outside the road reserve	Follow-up with landowners where land acquisition is required
February 2021	Inspection by Environmental consultant and consideration of environmental impacts	Environmental impacts of roadworks	Actions documented in the Review of Environmental Factors prepared by Access Environmental Planning
February 2022	Signage and public notification to advise of construction. All residents and landowners will be advised by letter.		Community engagement notifications

G3 Provide a comprehensive public recognition signage plan

The plan should set out the proposed signage for the Project in line with the Signage Guidelines available from the Department's website at <https://investment.infrastructure.gov.au/about/resources/signage-guidelines.aspx>.

Signage will be in accordance with the Departments Signage Guidelines.

H. COMPLIANCE

This section provides the Department assurance that the Funding Recipient understands their responsibilities with regard to both State and Commonwealth legislation and regulation and has taken steps to actively comply.

H1 List Commonwealth or State legislation triggered by the Project.

Commonwealth Legislation:

- Environment Protection and Biodiversity Conservation Act 1999

NSW State Legislation

- Roads Act 1993 (NSW)
- Local Government Act 1993 (NSW)
- NSW Environmental Planning and Assessment Act 1979 (NSW)
- State Environmental Planning Policy (Infrastructure) 2007 (ISEPP) NSW
- Biodiversity Conservation (BC) Act 2016 (NSW)
- National Parks and Wildlife (NP&W) Act 1979 (NSW)
- Biosecurity Act 2015 (NSW)
- The Work Health and Safety (WHS) Act 2011
- The Heritage Act 1997 (NSW)

H2 Does the Building Code 2016 apply to this Project? If so, please confirm compliance.

YES/ NO

Yes the Building Code applies.

H3 Does the Australian Government Building and Construction WHS Accreditation Scheme apply to this Project? If so, please confirm compliance.

YES/ NO

Yes – The Australian Government Building and Construction WHS Accreditation Scheme applies

H4 If the Project has an Australian Government funding contribution of equal to or greater than \$7.5 million, has an Indigenous Participation Plan been attached?

YES/ NO

YES – Refer to **Attachment 9**

H5 If the Project is more than \$20 million, a Local Industry Participation Plan or an Australian Industry Participation Plan must be provided to the Department.

An Australian Industry Participation Plan is included as **Attachment 10**

H6 Is the proposed Australian Government contribution \$250 million or greater. If yes, has the Business Case been submitted to Infrastructure Australia for review?

N/A

I. SIGN OFF¹

- *The Project should be signed and dated by the appropriate officer, as per each jurisdiction's in-house approval process.*



24/ 01 /2022

Dirk Jol

Acting Executive Leader - Infrastructure

J. ATTACHMENTS

This section is where information that was used to help complete the PPR will be attached as Appendices.

If a Business Case (including strategic or preliminary Business Cases) or Options Analysis was undertaken on the Project the Department requires a copy be attached to the PPR.

J1 Supporting Information

Attachment	Title	Description
1	Tooraweenah Road Upgrade - Economic Analysis final draft – Prepared by High Range Analytics April 17, 2020 - File 20-558	Economic Analysis
2	Review of Environmental Factors Prepared for Tooraweenah Road Roadworks. Prepared by Access Environmental Planning – 11 March 2021	Environmental Assessment
3	Tooraweenah Road Pavement Investigation – Geotechnical Investigation - Job No.:B21109 - 24 August 2021	Geotechnical Investigations
4	Duncan Priestley Civil Engineering – Road Reconstruction Coonamble Tooraweenah Rd Draft 22 April 2021	Draft Survey and Design
5	Tooraweenah Road Upgrade - Risk Management Plan - DRAFT Version 0.1 - 31 August 2021	Risk Analysis and Mitigation Strategy
6	Tooraweenah Rd Estimate December 2018	Estimate
7	Tooraweenah Rd Scope of Works, from Site Inspection 2018	Route overview
8	Tooraweenah Rd PCB template for Delivery Phase in Excel Spreadsheet format	Template for Road Project Cost Reporting, issued by the Department of Infrastructure

9	Tooraweenah Rd Upgrade - Indigenous Participation Plan	Indigenous Participation Plan
10	Tooraweenah Rd Upgrade - Australian Industry Participation Plan	Australian Industry Participation Plan

10.16 PROMOTING YOUTH RELATED EMPLOYMENT PROGRAMS**File Number: C-17****Author: Adam Cohen-Member****Authoriser: Bruce Quarmby, Executive Leader - Corporate and Sustainability****Annexures: Nil****PURPOSE**

The purpose of this report is to allow Cllr Adam Cohen's motions to be tabled, in regard to Council supporting the promotion of youth related employment programs.

BACKGROUND***Provided by Manager – People, Risk & Improvement – Amanda Nixon***

Council developed and adopted a School to Work Policy and Program in September 2011, the aim of which was to demonstrate and support the Council's commitment to being responsive to the needs of the community within the Shire. Part of this service was to provide work experience and work readiness opportunities for local students through a *School to Work Program*.

Under the above program, since 2011 Council has hosted twelve (12) school-based trainees, one (1) school-based apprentice, five (5) mature age traineeships, over fifteen (15) work experience placements, which includes allowance for those with disabilities, and four (4) practical work crew projects. Council is currently hosting a long-term mechanical work experience placement in the mechanical trades.

School-based traineeships are reviewed on an annual basis, with opportunities offered to the High schools between Oct – Jan of each year. Unfortunately, in recent years, the number of students has declined due to the number of students and their area of interest. Due to COVID-19 over the past two years the number of work experience and work crew projects were restricted, however work experience placements can be requested at any time and usually are facilitated if resources are available.

While Council makes every attempt to facilitate requests and opportunities, there are constraints that need to be considered which can include the types of activities that students can undertake due to age or insurance reasons, WHS compliance requirements, staff resources, supervision requirements and operational practicalities. Therefore, what Council can offer effectively to ensure the best possible outcome varies from year to year.

(a) Relevance to Integrated Planning and Reporting Framework

Delivery Plan 2021 – 22

Item 3.2.1 Facilitate partnerships and linkages with government, business and community to develop and improve the education and skill base of young people.

(b) Financial Considerations

Not listed

COMMENTARY

This report is to support and to showcase what our community, and Council, can offer the young men and women of Coonamble and Gulargambone High schools in employment opportunities.

The goal is to encourage all types of business and services to commit to helping and give young men and women the opportunity to apply for school base apprenticeship, work-placement, and apprenticeship

Councilor Cohen would like to see 3-5 businesses and / or services to commit to apprenticeships for local young men and women.

Let's make the Coonamble community where young people can make a living.

The Skills shortage is a problem in recruiting local people for local jobs and although it's not Council's core role, Council needs to be a driver of jobs and the local economy, and the motions are directed at addressing this issue. There are a lot of projects in the near future and Coonamble should be able to put locals into the jobs that these projects will bring.

Again, it may not be Council's direct responsibility, but Council needs to take a leadership role for our Shire's sake. It comes down to our community growth, our local economy, and our future. Let's create opportunities for development, growth and employment and not wait for it to be come as it may never will.

(a) Governance/Policy Implications

Council has a School to Work Policy and Program, which facilitated school-based traineeships, work experience and practical work-based activities. In addition to this Council has a raft of employment related policies. As these policies are due to be revised, any change of focus would be incorporated in the updated relevant policies.

(b) Legal Implications

All recruitment activities conducted by Council would have to ensure compliance with the *Local Government Act 1993*, industrial relations legislation and instruments otherwise Council could be open to breaches and fines by relevant governing bodies.

(c) Social Implications

The importance of the positive social impacts that the creation of such roles not only in Council, but within other local business cannot be understated. Not only will it present opportunities for the local youth to upskill but it will also encourage the retention of the youth and skills within the community.

(d) There are no environmental implications directly attached to this report.

(e) The creation of employment opportunities within the Coonamble Shire Council can only be seen as a positive for the local community.

(f) Risk Implications

There are no risk implications directly attached to this report.

RECOMMENDATION

- 1. That Coonamble Shire Council continue to strongly support and encourage employment and training opportunities within our Shire through school-based apprenticeships, work placement, apprenticeships and work with schools, TAFE, employment agencies and other relevant agencies to strengthen our employment and training opportunities as a matter of urgency to address the general skill shortage that continues to create problems in recruiting local people for local jobs.**

- 2. That Coonamble Shire Council strive to be an employer of choice and amend and strengthen employment based policies to be more proactive in creating traineeships and apprenticeships in Council's employment structure.**

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

Nil

12 CONFIDENTIAL MATTERS

RECOMMENDATION

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

12.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 9 March 2022

12.2 Closed (Public Excluded) Extraordinary Council Meeting of the Coonamble Shire Council - 1 April 2022

12.3 EO1220128 - Expression of Interest - Gulargambone Library Services

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

12.4 Tender T512122OROC Supply and Delivery of Water Meters.

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

12.5 Tender T502122OROC Supply and Delivery of Traffic & Safety Signage

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

12.6 Tender T522122OROC Supply and Delivery of Stationery

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

12.7 SPT572122COO - Preferred supplier panel for Construction Plant Hire

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

12.8 T582122COO - Provision of road stabilising

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with

commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

12.9 RFQ03.2022 Supply and Delivery of Three (3) Rigid Tipper Trucks and Trailers

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

12.10 RFQ04.2022 Supply and Delivery of three (3) multi tyred rollers

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

13 CONCLUSION OF THE MEETING