



ANNEXURES

**Ordinary Council Meeting
Under Separate Cover
Wednesday, 12 October 2022**

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**DRAFT
Revised
Code of Conduct**

2022

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Council Resolution #2020/143***

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PART 1 INTRODUCTION

This code of conduct applies to councillors. It is based on the *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct") which is made under section 440 of the *Local Government Act 1993* ("LGA") and the *Local Government (General) Regulation 2005* ("the Regulation").

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (eg volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct. However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

Councillors, administrators, members of staff of councils, delegates of councils, (including members of council committees that are delegates of a council) and any other person a council's adopted code of conduct applies to, must comply with the applicable provisions of their council's code of conduct. It is the personal responsibility of council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct with this in mind.

Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years.

Note: References in this code of conduct to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting this code of conduct, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting this code of conduct, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

PART 2 DEFINITIONS

In this code the following terms have the following meanings:

administrator	an administrator of a council appointed under the LGA other than an administrator appointed under section 66
committee	see the definition of “council committee”
complaint	a code of conduct complaint made for the purposes of clauses 4.1 and 4.2 of the Procedures.
conduct	includes acts and omissions
council	includes county councils and joint organisations
council committee	a committee established by a council comprising of councillors, staff or other persons that the council has delegated functions to and the council’s audit, risk and improvement committee
council committee member	a person other than a councillor or member of staff of a council who is a member of a council committee other than a wholly advisory committee, and a person other than a councillor who is a member of the council’s audit, risk and improvement committee
council official	includes councillors, members of staff of a council, administrators, council committee members, delegates of council and for the purposes of clause 4.16 of the Model Code of Conduct, council advisers
councillor	any person elected or appointed to civic office, including the mayor and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations
delegate of council	a person (other than a councillor or member of staff of a council) or body, and the individual members of that body, to whom a function of the council is delegated
election campaign	includes council, state and federal election campaigns
environmental planning instrument	has the same meaning as it has in the <i>Environmental Planning and Assessment Act 1979</i>
general manager	includes the executive officer of a joint organisation

joint organisation	a joint organisation established under section 400O of the LGA
LGA	the <i>Local Government Act 1993</i>
local planning panel	a local planning panel constituted under the <i>Environmental Planning and Assessment Act 1979</i>
mayor	includes the chairperson of a county council or a joint organisation
members of staff of a council	includes members of staff of county councils and joint organisations
the Office	Office of Local Government
personal information	information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
the Procedures	the <i>Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</i> prescribed under the Regulation
the Regulation	the <i>Local Government (General) Regulation 2005</i>
voting representative	a voting representative of the board of a joint organisation
wholly advisory committee	a council committee that the council has not delegated any functions to

PART 3 GENERAL CONDUCT OBLIGATIONS

General conduct

- 3.1 You must not conduct yourself in a manner that:
- a) is likely to bring the council or other council officials into disrepute
 - b) is contrary to statutory requirements or the council's administrative requirements or policies
 - c) is improper or unethical
 - d) is an abuse of power
 - e) causes, comprises or involves intimidation or verbal abuse
 - f) involves the misuse of your position to obtain a private benefit
 - g) constitutes harassment or bullying behaviour under this code or is unlawfully discriminatory.
- 3.2 You must act lawfully and honestly and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act (*section 439*).

Fairness and equity

- 3.3 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.4 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.
- 3.5 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 3.3 or 3.4.

Harassment and discrimination

- 3.6 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of age, disability, race (including colour, national or ethnic origin or immigrant status), sex, pregnancy, marital or relationship status, family responsibilities or breastfeeding, sexual orientation, gender identity or intersex status or political, religious or other affiliation.
- 3.7 For the purposes of this code, "harassment" is any form of behaviour towards a person that:
- a) is not wanted by the person
 - b) offends, humiliates or intimidates the person, and
 - c) creates a hostile environment.

Bullying

- 3.8 You must not engage in bullying behaviour towards others.
- 3.9 For the purposes of this code, "bullying behaviour" is any behaviour in which:
- a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons, and
 - b) the behaviour creates a risk to health and safety.
- 3.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:
- a) aggressive, threatening or intimidating conduct
 - b) belittling or humiliating comments
 - c) spreading malicious rumours
 - d) teasing, practical jokes or 'initiation ceremonies'
 - e) exclusion from work-related events
 - f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level
 - g) displaying offensive material
 - h) pressure to behave in an inappropriate manner.
- 3.11 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this code. Examples of reasonable management action may include, but are not limited to:
- a) performance management processes
 - b) disciplinary action for misconduct
 - c) informing a worker about unsatisfactory work performance or inappropriate work behaviour
 - d) directing a worker to perform duties in keeping with their job
 - e) maintaining reasonable workplace goals and standards
 - f) legitimately exercising a regulatory function
 - g) legitimately implementing a council policy or administrative processes.

Work health and safety

- 3.12 All council officials, including councillors, owe statutory duties under the *Work Health and Safety Act 2011* (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by the council to ensure workplace health and safety. Specifically, you must:
- a) take reasonable care for your own health and safety
 - b) take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons
 - c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by the council to ensure workplace health and safety
 - d) cooperate with any reasonable policy or procedure of the council relating to workplace health or safety that has been notified to council staff
 - e) report accidents, incidents, near misses, to the general manager or such other staff member nominated by the general manager, and take part in any incident investigations

- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Land use planning, development assessment and other regulatory functions

- 3.13 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.
- 3.14 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

Binding caucus votes

- 3.15 You must not participate in binding caucus votes in relation to matters to be considered at a council or committee meeting.
- 3.16 For the purposes of clause 3.15, a binding caucus vote is a process whereby a group of councillors are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the council or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the council or committee.
- 3.17 Clause 3.15 does not prohibit councillors from discussing a matter before the council or committee prior to considering the matter in question at a council or committee meeting, or from voluntarily holding a shared view with other councillors on the merits of a matter.
- 3.18 Clause 3.15 does not apply to a decision to elect the mayor or deputy mayor, or to nominate a person to be a member of a council committee or a representative of the council on an external body.

Obligations in relation to meetings

- 3.19 You must comply with rulings by the chair at council and committee meetings or other proceedings of the council unless a motion dissenting from the ruling is passed.
- 3.20 You must not engage in bullying behaviour (as defined under this Part) towards the chair, other council officials or any members of the public present during council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions).
- 3.21 You must not engage in conduct that disrupts council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.

- 3.22 You must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the council, or of a committee of the council. Without limiting this clause, you must not:
- a) leave a meeting of the council or a committee for the purposes of depriving the meeting of a quorum, or
 - b) submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another councillor from submitting a rescission motion with respect to the same decision, or
 - c) deliberately seek to impede the consideration of business at a meeting.

PART 4 PECUNIARY INTERESTS

What is a pecuniary interest?

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
- (a) your interest, or
 - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
- (a) Your "relative" is any of the following:
 - i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - ii) your spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii).
 - (b) "de facto partner" has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c):
- (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
 - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

What interests do not have to be disclosed?

- 4.6 You do not have to disclose the following interests for the purposes of this Part:
- (a) your interest as an elector
 - (b) your interest as a ratepayer or person liable to pay a charge

- (c) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this code
- (d) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this code
- (e) an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
- (f) an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
- (g) an interest you have arising from the proposed making by the council of an agreement between the council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership
- (h) an interest you have arising from the making by the council of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:
 - i) the performance by the council at the expense of your relative of any work or service in connection with roads or sanitation
 - ii) security for damage to footpaths or roads
 - iii) any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council, or by or under any contract
- (i) an interest relating to the payment of fees to councillors (including the mayor and deputy mayor)
- (j) an interest relating to the payment of expenses and the provision of facilities to councillors (including the mayor and deputy mayor) in accordance with a policy under section 252 of the LGA
- (k) an interest relating to an election to the office of mayor arising from the fact that a fee for the following 12 months has been determined for the office of mayor
- (l) an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- (m) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a councillor

(n) an interest arising from the appointment of a councillor to a body as a representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate.

4.7 For the purposes of clause 4.6, "relative" has the same meaning as in clause 4.4, but includes your spouse or de facto partner.

What disclosures must be made by a councillor?

4.8 A councillor:

- (a) must prepare and submit written returns of interests in accordance with clause 4.9, and
- (b) must disclose pecuniary interests in accordance with clause 4.16 and comply with clause 4.17 where it is applicable.

Disclosure of interests in written returns

4.9 A councillor must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's interests as specified in schedule 1 to this code within 3 months after:

- (a) becoming a councillor, and
- (b) 30 June of each year, and
- (c) the councillor becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

4.10 A councillor need not make and lodge a return under clause 4.9 paragraphs (a) and (b) if:

- (a) they made and lodged a return under that clause in the preceding 3 months, or
- (b) they have ceased to be a councillor in the preceding 3 months.

4.11 A councillor must not make and lodge a return that the councillor knows or ought reasonably to know is false or misleading in a material particular.

4.12 The general manager must keep a register of returns required to be made and lodged with the general manager.

4.13 Returns required to be lodged with the general manager under clause 4.9(a) and (b) must be tabled at the first meeting of the council after the last day the return is required to be lodged.

4.14 Returns required to be lodged with the general manager under clause 4.9(c) must be tabled at the next council meeting after the return is lodged.

4.15 Information contained in returns made and lodged under clause 4.9 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

Disclosure of pecuniary interests at meetings

- 4.16 A councillor who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- 4.17 The councillor must not be present at, or in sight of, the meeting of the council or committee:
- (a) at any time during which the matter is being considered or discussed by the council or committee, or
 - (b) at any time during which the council or committee is voting on any question in relation to the matter.
- 4.18 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 4.16 and 4.17 where they participate in the meeting by telephone or other electronic means.
- 4.19 A disclosure made at a meeting of a council or council committee must be recorded in the minutes of the meeting.
- 4.20 A general notice may be given to the general manager in writing by a councillor to the effect that the councillor or the councillor's spouse, de facto partner or relative, is:
- (a) a member of, or in the employment of, a specified company or other body, or
 - (b) a partner of, or in the employment of, a specified person.
- Such a notice is, unless and until the notice is withdrawn or until the end of the term of the council in which it is given (whichever is the sooner), sufficient disclosure of the councillor's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the council or council committee after the date of the notice.
- 4.21 A councillor is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor has an interest in the matter of a kind referred to in clause 4.6.
- 4.22 A councillor does not breach clauses 4.16 or 4.17 if the councillor did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.
- 4.23 Despite clause 4.17, a councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.
- 4.24 Clause 4.17 does not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting if:
- (a) the matter is a proposal relating to:

- (i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
- (b) the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under clause 4.3) in that person's principal place of residence, and
- (c) the councillor made a special disclosure under clause 4.25 in relation to the interest before the commencement of the meeting.
- 4.25 A special disclosure of a pecuniary interest made for the purposes of clause 4.24(c) must:
- (a) be in the form set out in schedule 3 of this code and contain the information required by that form, and
 - (b) be laid on the table at a meeting of the council as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.
- 4.26 The Minister for Local Government may, conditionally or unconditionally, allow a councillor who has a pecuniary interest in a matter with which the council is concerned to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- (a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - (b) that it is in the interests of the electors for the area to do so.
- 4.27 A councillor with a pecuniary interest in a matter who is permitted to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 4.26, must still disclose the interest they have in the matter in accordance with clause 4.16.

PART 5 NON-PECUNIARY CONFLICTS OF INTEREST

What is a non-pecuniary conflict of interest?

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:
 - a) a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council

official's extended family that the council official has a close personal relationship with, or another person living in the same household

- b) other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship
- c) an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation
- d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
- e) a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
- f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.

5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:

- a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
- b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.16 and 4.17.

5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

5.12 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.

Political donations

- 5.13 Councillors should be aware that matters before council or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.
- 5.14 Where you are a councillor and have received or knowingly benefitted from a reportable political donation:
- a) made by a major political donor in the previous four years, and
 - b) the major political donor has a matter before council,
- you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.16 and 4.17. A disclosure made under this clause must be recorded in the minutes of the meeting.
- 5.15 For the purposes of this Part:
- a) a "reportable political donation" has the same meaning as it has in section 6 of the *Electoral Funding Act 2018*
 - b) "major political donor" has the same meaning as it has in the *Electoral Funding Act 2018*.
- 5.16 Councillors should note that political donations that are not a "reportable political donation", or political donations to a registered political party or group by which a councillor is endorsed, may still give rise to a non-pecuniary conflict of interest. Councillors should determine whether or not such conflicts are significant for the purposes of clause 5.9 and take the appropriate action to manage them.
- 5.17 Despite clause 5.14, a councillor who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

Loss of quorum as a result of compliance with this Part

- 5.18 A councillor who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:
- a) the matter is a proposal relating to:
 - i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
 - b) the non-pecuniary conflict of interest arises only because of an interest that a person has in that person's principal place of residence, and
 - c) the councillor discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 5.6.

- 5.19 The Minister for Local Government may, conditionally or unconditionally, allow a councillor who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - b) that it is in the interests of the electors for the area to do so.
- 5.20 Where the Minister exempts a councillor from complying with a requirement under this Part under clause 5.19, the councillor must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 5.6.

Personal dealings with council

- 5.21 You may have reason to deal with your council in your personal capacity (for example, as a ratepayer, recipient of a council service or applicant for a development consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.
- 5.22 You must undertake any personal dealings you have with the council in a manner that is consistent with the way other members of the community deal with the council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this code.

PART 6 PERSONAL BENEFIT

- 6.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a council official or someone personally associated with them for their personal use and enjoyment.
- 6.2 A reference to a gift or benefit in this Part does not include:
- a) items with a value of \$10 or less
 - b) a political donation for the purposes of the *Electoral Funding Act 2018*
 - c) a gift provided to the council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual council official or someone personally associated with them
 - d) a benefit or facility provided by the council to a councillor
 - e) attendance by a council official at a work-related event or function for the purposes of performing their official duties, or
 - f) free or subsidised meals, beverages or refreshments provided to councillors in conjunction with the performance of their official duties such as, but not limited to:
 - i) the discussion of official business
 - ii) work-related events such as council-sponsored or community events, training, education sessions or workshops
 - iii) conferences
 - iv) council functions or events
 - v) social functions organised by groups, such as council committees and community organisations.

Gifts and benefits

- 6.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.
- 6.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

How are offers of gifts and benefits to be dealt with?

- 6.5 You must not:
- a) seek or accept a bribe or other improper inducement
 - b) seek gifts or benefits of any kind
 - c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
 - d) subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9

- e) accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
 - f) participate in competitions for prizes where eligibility is based on the council being in or entering into a customer–supplier relationship with the competition organiser
 - g) personally benefit from reward points programs when purchasing on behalf of the council.
- 6.6 Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to the general manager in writing. The recipient or general manager must ensure that, at a minimum, the following details are recorded in the council's gift register:
- a) the nature of the gift or benefit
 - b) the estimated monetary value of the gift or benefit
 - c) the name of the person who provided the gift or benefit, and
 - d) the date on which the gift or benefit was received.
- 6.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the council, unless the nature of the gift or benefit makes this impractical.

Gifts and benefits of token value

- 6.8 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$100. They include, but are not limited to:
- a) invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$100
 - b) gifts of alcohol that do not exceed a value of \$100
 - c) ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
 - d) prizes or awards that do not exceed \$100 in value.

Gifts and benefits of more than token value

- 6.9 Gifts or benefits that exceed \$100 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.
- 6.10 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$100, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.
- 6.11 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of

earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$100 in value.

- 6.12 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

“Cash-like gifts”

- 6.13 For the purposes of clause 6.5(e), “cash-like gifts” include but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

Improper and undue influence

- 6.14 You must not use your position to influence other council officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A councillor will not be in breach of this clause where they seek to influence other council officials through the proper exercise of their role as prescribed under the LGA.
- 6.15 You must not take advantage (or seek to take advantage) of your status or position with council, or of functions you perform for council, in order to obtain a private benefit for yourself or for any other person or body.

PART 7 RELATIONSHIPS BETWEEN COUNCIL OFFICIALS

Obligations of councillors and administrators

- 7.1 Each council is a body politic. The councillors or administrator/s are the governing body of the council. Under section 223 of the LGA, the role of the governing body of the council includes the development and endorsement of the strategic plans, programs, strategies and policies of the council, including those relating to workforce policy, and to keep the performance of the council under review.
- 7.2 Councillors or administrators must not:
- a) direct council staff other than by giving appropriate direction to the general manager by way of council or committee resolution, or by the mayor or administrator exercising their functions under section 226 of the LGA
 - b) in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of the council or a delegate of the council in the exercise of the functions of the staff member or delegate
 - c) contact a member of the staff of the council on council-related business unless in accordance with the policy and procedures governing the interaction of councillors and council staff that have been authorised by the council and the general manager
 - d) contact or issue instructions to any of the council's contractors, including the council's legal advisers, unless by the mayor or administrator exercising their functions under section 226 of the LGA.
- 7.3 Despite clause 7.2, councillors may contact the council's external auditor or the chair of the council's audit risk and improvement committee to provide information reasonably necessary for the external auditor or the audit, risk and improvement committee to effectively perform their functions.

Obligations of staff

- 7.4 Under section 335 of the LGA, the role of the general manager includes conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council, implementing without undue delay, lawful decisions of the council and ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.
- 7.5 Members of staff of council must:
- a) give their attention to the business of the council while on duty
 - b) ensure that their work is carried out ethically, efficiently, economically and effectively
 - c) carry out reasonable and lawful directions given by any person having authority to give such directions
 - d) give effect to the lawful decisions, policies and procedures of the council, whether or not the staff member agrees with or approves of them

- e) ensure that any participation in political activities outside the service of the council does not interfere with the performance of their official duties.

Inappropriate interactions

7.6 You must not engage in any of the following inappropriate interactions:

- a) councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- b) council staff approaching councillors and administrators to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- c) subject to clause 8.6, council staff refusing to give information that is available to other councillors to a particular councillor
- d) councillors and administrators who have lodged an application with the council, discussing the matter with council staff in staff-only areas of the council
- e) councillors and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the councillor or administrator has a right to be heard by the panel at the meeting
- f) councillors and administrators being overbearing or threatening to council staff
- g) council staff being overbearing or threatening to councillors or administrators
- h) councillors and administrators making personal attacks on council staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this code in public forums including social media
- i) councillors and administrators directing or pressuring council staff in the performance of their work, or recommendations they should make
- j) council staff providing ad hoc advice to councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
- k) councillors attending on-site inspection meetings with lawyers and/or consultants engaged by the council associated with current or proposed legal proceedings unless permitted to do so by the council's general manager or, in the case of the mayor or administrator, unless they are exercising their functions under section 226 of the LGA.

PART 8 ACCESS TO INFORMATION AND COUNCIL RESOURCES

Councillor and administrator access to information

- 8.1 The general manager is responsible for ensuring that councillors and administrators can access information necessary for the performance of their official functions. The general manager and public officer are also responsible for ensuring that members of the public can access publicly available council information under the *Government Information (Public Access) Act 2009* (the GIPA Act).
- 8.2 The general manager must provide councillors and administrators with the information necessary to effectively discharge their official functions.
- 8.3 Members of staff of council must provide full and timely information to councillors and administrators sufficient to enable them to exercise their official functions and in accordance with council procedures.
- 8.4 Members of staff of council who provide any information to a particular councillor in the performance of their official functions must also make it available to any other councillor who requests it and in accordance with council procedures.
- 8.5 Councillors and administrators who have a private interest only in council information have the same rights of access as any member of the public.
- 8.6 Despite clause 8.4, councillors and administrators who are precluded from participating in the consideration of a matter under this code because they have a conflict of interest in the matter, are not entitled to request access to council information in relation to the matter unless the information is otherwise available to members of the public, or the council has determined to make the information available under the GIPA Act.

Councillors and administrators to properly examine and consider information

- 8.7 Councillors and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

Refusal of access to information

- 8.8 Where the general manager or public officer determine to refuse access to information requested by a councillor or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the councillor or administrator to perform their official functions (see clause 8.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 8.6). The general manager or public officer must state the reasons for the decision if access is refused.

Use of certain council information

- 8.9 In regard to information obtained in your capacity as a council official, you must:
- a) only access council information needed for council business
 - b) not use that council information for private purposes
 - c) not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office with council
 - d) only release council information in accordance with established council policies and procedures and in compliance with relevant legislation.

Use and security of confidential information

8.10 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.

8.11 In addition to your general obligations relating to the use of council information, you must:

- a) only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
- b) protect confidential information
- c) only release confidential information if you have authority to do so
- d) only use confidential information for the purpose for which it is intended to be used
- e) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- f) not use confidential information with the intention to cause harm or detriment to the council or any other person or body
- g) not disclose any confidential information discussed during a confidential session of a council or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

Personal information

- 8.12 When dealing with personal information you must comply with:
- a) the *Privacy and Personal Information Protection Act 1998*
 - b) the *Health Records and Information Privacy Act 2002*
 - c) the Information Protection Principles and Health Privacy Principles
 - d) the council's privacy management plan
 - e) the Privacy Code of Practice for Local Government

Use of council resources

8.13 You must use council resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes unless this use is lawfully authorised and proper payment is made where appropriate.

- 8.14 You must be scrupulous in your use of council property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.
- 8.15 You must avoid any action or situation that could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 8.16 You must not use council resources (including council staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- 8.17 You must not use the council letterhead, council crests, council email or social media or other information that could give the appearance it is official council material:
- a) for the purpose of assisting your election campaign or the election campaign of others, or
 - b) for other non-official purposes.
- 8.18 You must not convert any property of the council to your own use unless properly authorised.

Internet access

- 8.19 You must not use council's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the council's reputation.

Council record keeping

- 8.20 You must comply with the requirements of the *State Records Act 1998* and the council's records management policy.
- 8.21 All information created, sent and received in your official capacity is a council record and must be managed in accordance with the requirements of the *State Records Act 1998* and the council's approved records management policies and practices.
- 8.22 All information stored in either soft or hard copy on council supplied resources (including technology devices and email accounts) is deemed to be related to the business of the council and will be treated as council records, regardless of whether the original intention was to create the information for personal purposes.
- 8.23 You must not destroy, alter, or dispose of council information or records, unless authorised to do so. If you need to alter or dispose of council information or

records, you must do so in consultation with the council's records manager and comply with the requirements of the *State Records Act 1998*.

Councillor access to council buildings

- 8.24 Councillors and administrators are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the general manager.
- 8.25 Councillors and administrators must not enter staff-only areas of council buildings without the approval of the general manager (or their delegate) or as provided for in the procedures governing the interaction of councillors and council staff.
- 8.26 Councillors and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence council staff decisions.

PART 9 MAINTAINING THE INTEGRITY OF THIS CODE

Complaints made for an improper purpose

- 9.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this code for an improper purpose.
- 9.2 For the purposes of clause 9.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:
- a) to bully, intimidate or harass another council official
 - b) to damage another council official's reputation
 - c) to obtain a political advantage
 - d) to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
 - e) to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions
 - f) to avoid disciplinary action under the Procedures
 - g) to take reprisal action against a person for making a complaint alleging a breach of this code
 - h) to take reprisal action against a person for exercising a function prescribed under the Procedures
 - i) to prevent or disrupt the effective administration of this code under the Procedures.

Detrimental action

- 9.3 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this code.
- 9.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.
- 9.5 For the purposes of clauses 9.3 and 9.4, a detrimental action is an action causing, comprising or involving any of the following:
- a) injury, damage or loss
 - b) intimidation or harassment
 - c) discrimination, disadvantage or adverse treatment in relation to employment
 - d) dismissal from, or prejudice in, employment
 - e) disciplinary proceedings.

Compliance with requirements under the Procedures

- 9.6 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.
- 9.7 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral

submission invited under the Procedures will not constitute a breach of this clause.

9.8 You must comply with a practice ruling made by the Office under the Procedures.

Disclosure of information about the consideration of a matter under the Procedures

9.9 All allegations of breaches of this code must be dealt with under and in accordance with the Procedures.

9.10 You must not allege breaches of this code other than by way of a complaint made or initiated under the Procedures.

9.11 You must not make allegations about, or disclose information about, suspected breaches of this code at council, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.

9.12 You must not disclose information about a complaint you have made alleging a breach of this code or a matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.

9.13 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 1994*.

Complaints alleging a breach of this Part

9.14 Complaints alleging a breach of this Part by a councillor or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the council for consideration in accordance with the Procedures.

SCHEDULE 1: DISCLOSURES OF INTERESTS AND OTHER MATTERS IN WRITTEN RETURNS SUBMITTED UNDER CLAUSE 4.9

Part 1: Preliminary

Definitions

1. For the purposes of the schedules to this code, the following definitions apply:

address means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the councillor disclosing the address, or
- b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- c) in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the *Interpretation Act 1987*.

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- e) the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth.

occupation includes trade, profession and vocation.

professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

property includes money.

return date means:

- a) in the case of a return made under clause 4.9(a), the date on which a person became a councillor
- b) in the case of a return made under clause 4.9(b), 30 June of the year in which the return is made
- c) in the case of a return made under clause 4.9(c), the date on which the councillor became aware of the interest to be disclosed.

relative includes any of the following:

- a) a person's spouse or de facto partner
- b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- d) the spouse or de facto partner of a person referred to in paragraphs (b) and (c).

travel includes accommodation incidental to a journey.

Matters relating to the interests that must be included in returns

2. *Interests etc. outside New South Wales:* A reference in this schedule or in schedule 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.
3. *References to interests in real property:* A reference in this schedule or in schedule 2 to real property in which a councillor has an interest includes a

reference to any real property situated in Australia in which the councillor has an interest.

4. *Gifts, loans etc. from related corporations:* For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a councillor by two or more corporations that are related to each other for the purposes of section 50 of the *Corporations Act 2001* of the Commonwealth are all given, made or supplied by a single corporation.

Part 2: Pecuniary interests to be disclosed in returns

Real property

5. A person making a return under clause 4.9 of this code must disclose:
 - a) the street address of each parcel of real property in which they had an interest on the return date, and
 - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - c) the nature of the interest.
6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - b) as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
7. An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a councillor.
8. For the purposes of clause 5 of this schedule, "interest" includes an option to purchase.

Gifts

9. A person making a return under clause 4.9 of this code must disclose:
 - a) a description of each gift received in the period since 30 June of the previous financial year, and
 - b) the name and address of the donor of each of the gifts.
10. A gift need not be included in a return if:
 - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - c) the donor was a relative of the donee, or
 - d) subject to paragraph (a), it was received prior to the person becoming a councillor.
11. For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

12. A person making a return under clause 4.9 of this code must disclose:
 - a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
 - b) the dates on which the travel was undertaken, and

- c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.
13. A financial or other contribution to any travel need not be disclosed under this clause if it:
- a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
 - b) was made by a relative of the traveller, or
 - c) was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
 - d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
 - e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
 - g) subject to paragraph (d) it was received prior to the person becoming a councillor.
14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

Interests and positions in corporations

15. A person making a return under clause 4.9 of this code must disclose:
- a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
 - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
 - c) the nature of the interest, or the position held, in each of the corporations, and
 - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.
16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
- a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
 - b) required to apply its profits or other income in promoting its objects, and
 - c) prohibited from paying any dividend to its members.

17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.

18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a councillor.

Interests as a property developer or a close associate of a property developer

19. A person making a return under clause 4.9 of this code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.

20. For the purposes of clause 19 of this schedule:

close associate, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the *Electoral Funding Act 2018*.

property developer has the same meaning as it has in Division 7 of Part 3 of the *Electoral Funding Act 2018*.

Positions in trade unions and professional or business associations

21. A person making a return under clause 4.9 of the code must disclose:

- a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
- b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
- c) a description of the position held in each of the unions and associations.

22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a councillor.

Dispositions of real property

23. A person making a return under clause 4.9 of this code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.

24. A person making a return under clause 4.9 of this code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return obtained wholly or partly the use of the property.

25. A disposition of real property need not be disclosed if it was made prior to a person becoming a councillor.

Sources of income

26. A person making a return under clause 4.9 of this code must disclose:

- a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
- b) each source of income received by the person in the period since 30 June of the previous financial year.

27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:

- a) in relation to income from an occupation of the person:
 - (i) a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
- b) in relation to income from a trust, the name and address of the settlor and the trustee, or
- c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.

28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.

29. The source of any income received by the person that they ceased to receive prior to becoming a councillor need not be disclosed.

30. A fee paid to a councillor or to the mayor or deputy mayor under sections 248 or 249 of the LGA need not be disclosed.

Debts

31. A person making a return under clause 4.9 of this code must disclose the name and address of each person to whom the person was liable to pay any debt:

- a) on the return date, and
- b) at any time in the period since 30 June of the previous financial year.

32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.9 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.

33. A liability to pay a debt need not be disclosed by a person in a return if:

- a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
 - (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
 - (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
- b) the person was liable to pay the debt to a relative, or
- c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
- d) in the case of a debt arising from the supply of goods or services:
 - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
 - (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
- e) subject to paragraph (a), the debt was discharged prior to the person becoming a councillor.

Discretionary disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.

SCHEDULE 2: FORM OF WRITTEN RETURN OF INTERESTS SUBMITTED UNDER CLAUSE 4.9

'Disclosures by councillors and designated persons' return

1. The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the general manager after becoming a councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a councillor or designated person.
3. If you have previously lodged a return with the general manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the general manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the general manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the general manager in a register of returns. The general manager is required to table all returns at a council meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

Disclosure of pecuniary interests and other matters by [full name of councillor or designated person]

as at [return date]

in respect of the period from [date] to [date]

[councillor's or designated person's signature]
[date]

A. Real Property

Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest

B. Sources of income

1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from an occupation at any time since 30 June

Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)

2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from a trust since 30 June

Name and address of settlor	Name and address of trustee
-----------------------------	-----------------------------

3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June

[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]

C. Gifts

Description of each gift I received at any time since 30 June	Name and address of donor
---	---------------------------

D. Contributions to travel

Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken
---	--------------------------------------	---

E. Interests and positions in corporations

Name and address of each corporation in which I had an interest (if interest or held a position at the return date/at any time since 30 June)	Nature of (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
---	--------------------	----------------------------------	---

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June	Description of position
---	-------------------------

H. Debts

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

J. Discretionary disclosures

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.25

1. This form must be completed using block letters or typed.
2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Special disclosure of pecuniary interests by *[full name of councillor]*

in the matter of *[insert name of environmental planning instrument]*

which is to be considered at a meeting of the *[name of council or council committee (as the case requires)]*

to be held on the day of 20 .

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	
Relationship of identified land to the councillor <i>[Tick or cross one box.]</i>	<input type="checkbox"/> The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). <input type="checkbox"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest ¹	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land) ² <i>[Tick or cross one box]</i>	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control <i>[Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]</i>	

¹ Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.

² A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Model Code of Conduct has a proprietary interest.

Proposed change of zone/planning control <i>[Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]</i>	
Effect of proposed change of zone/planning control on councillor or associated person <i>[Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]</i>	

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.]

Councillor's signature

Date

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

MODEL COUNCILLOR AND STAFF INTERACTION POLICY

2022



MODEL COUNCILLOR AND STAFF INTERACTION POLICY

2022

ACCESS TO SERVICES

The Office of Local Government is located at:

Street Address: Levels 1 & 2, 5 O'Keefe Avenue, NOWRA NSW 2541

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Email : olg@olg.nsw.gov.au

Website: www.olg.nsw.gov.au

OFFICE HOURS

Monday to Friday

9.00am to 5.00pm

(Special arrangements may be made if these hours are unsuitable)

All offices are wheelchair accessible.

ALTERNATIVE MEDIA PUBLICATIONS

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact Client Services on 02 4428 4100.

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Preface

Positive working relationships between councillors and staff: a council's key asset

Positive, professional working relationships between councillors and staff are a key element of any council's success. If relationships between councillors and staff are functioning effectively, the council is more likely to perform effectively. If these relationships break down, it can lead to dysfunction, create a potential corruption risk¹, and ultimately the council's performance will suffer.

A good relationship between councillors and staff is based, in large part, on both having a mutual understanding and respect for each other's roles and responsibilities. These are defined in the *Local Government Act 1993* (the LGA) and the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

In broad terms, a councillor's role is a strategic one. As members of the governing body, councillors are responsible not only for representing the community, but also for setting the strategic direction of the council and keeping its performance under review. A comprehensive outline of the role of a councillor is provided in Part 4 of this Policy.

The role of council staff, under the leadership of the general manager, is to carry out the day-to-day operations of the council and to implement the decisions, plans, programs and policies adopted by the governing body.

Access to information: the key to the relationship

Councillors need access to information about the council's strategic position and performance to perform their civic functions effectively. The general manager and staff are responsible for providing councillors with this information to facilitate the decision-making process.

¹ As highlighted by the NSW Independent Commission Against Corruption's Operation Dasha <https://www.icac.nsw.gov.au>

Given councillors' role in setting the council's strategic direction and keeping its performance under review, councillors are entitled to request information about a range of issues.

However, in requesting information, councillors should not be seeking to interrogate the minutiae of the council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

Official capacity versus private capacity

It is also inevitable that councillors and council staff will engage with their council in their private capacity. This can be for something as simple as borrowing a book from a council library to more complex matters, such as submitting a development application.

In these circumstances, it is vital that councillors and council staff do not seek to use, or appear to use, their position within council to obtain a private benefit. To do so could be seen as an attempt to exert pressure on councillors and/or council staff with a view to obtaining preferential treatment. Such conduct has the potential to undermine both the integrity of a council's decision-making processes, as well as the community's confidence in council, and so must be avoided.

The development and intent of this policy

This Model Councillor and Staff Interaction Policy has been developed by the Office of Local Government (OLG) in consultation with councils. It is applicable to councils, county councils and joint organisations.

It provides an exemplar approach, incorporating examples of best practice from a

diverse range of NSW councils. At its core, the policy has three main goals:

- to establish a framework by which councillors can access the information they need to perform their civic functions,
- to promote positive and respectful interactions between councillors and staff, and
- to advise where concerns can be directed if there is a breakdown in the relationship between councillors and staff.

The Model Councillor and Staff Interaction Policy is structured as follows:

Part 1	Introduction
Part 2	Sets out the scope of the policy
Part 3	Describes the policy’s objectives
Part 4	Sets out the respective roles and responsibilities of councillors and staff and the principles that should guide their interactions
Part 5	Sets out the administrative framework for a councillor requests system
Part 6	Identifies which staff councillors can contact directly
Part 7	Addresses councillors’ entitlement to access council buildings
Part 8	Describes appropriate and inappropriate interactions between councillors and staff
Part 9	Provides advice about who complaints can be made to
Schedule 1	Contains a template for a list of staff councillors can contact directly under Part 6 of the policy

Adoption

While not mandatory, the Model Councillor and Staff Interaction Policy reflects best practice and all councils, county councils and joint organisations are encouraged to adopt it. In doing so, they are free to adapt the policy to suit their local circumstances and operating environments or to supplement it with their own provisions.

Note: In adopting the policy, joint organisations should adapt it to substitute the terms “board” for “council”, “chairperson” for “mayor”, “voting representative” for “councillor” and “executive officer” for “general manager”.

Note: In adopting the policy, county councils should adapt it to substitute the term “chairperson” for “mayor” and “member” for “councillor”.

Enforcement

Clause 3.1(b) of the Model Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to a council’s policies. If adopted by a council, a breach of the policy may also constitute a breach of council’s code of conduct.

Concerns or complaints about the administration of a council’s councillor request system should be raised with the general manager (or the mayor in the case of a complaint about the general manager). If the matter cannot be resolved locally, councillors may raise their concerns with OLG.

Acknowledgements

OLG wishes to thank Local Government NSW, the NSW Independent Commission Against Corruption, Local Government Professionals, United Services Union, and the councils involved for their invaluable assistance in developing the Model Councillor and Staff Interaction Policy.

Model Councillor and Staff Interaction Policy

Part 1 – Introduction

- 1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.
- 1.2 The Policy complements and should be read in conjunction with Coonamble Shire Council's *Code of Conduct* (the Code of Conduct).
- 1.3 The aim of the Policy is to facilitate a positive working relationship between councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
- 1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

Part 2 – Application

- 2.1 This Policy applies to all councillors and council staff.
- 2.2 This Policy applies to all interactions between councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
- 2.3 This Policy applies whenever interactions between councillors and staff occur, including inside or outside of work hours, and at both council and non-council venues and events.
- 2.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the General Manager.
- 2.5 The Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to the Council's policies. A breach of this Policy will be a breach of the Code of Conduct.

Part 3 – Policy objectives

3.1 The objectives of the Policy are to:

- a) establish positive, effective and professional working relationships between councillors and staff defined by mutual respect and courtesy
- b) enable councillors and staff to work together appropriately and effectively to support each other in their respective roles
- c) ensure that councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties
- d) ensure councillors have adequate access to information to exercise their statutory roles
- e) provide direction on, and guide councillor interactions with, staff for both obtaining information and in general situations
- f) maintain transparent decision making and good governance arrangements
- g) ensure the reputation of Council is enhanced by councillors and staff interacting consistently, professionally and positively in their day-to-day duties
- h) provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

Part 4 – Principles, roles and responsibilities

- 4.1 Several factors contribute to a good relationship between councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.
- 4.2 The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the General Manager, who in turn, is accountable to the Council's governing body.
- 4.3 Section 232 of the *Local Government Act 1993* (the LGA) states that the role of a councillor is as follows:
 - a) to be an active and contributing member of the governing body
 - b) to make considered and well-informed decisions as a member of the governing body
 - c) to participate in the development of the integrated planning and reporting framework
 - d) to represent the collective interests of residents, ratepayers and the local community
 - e) to facilitate communication between the local community and the governing body
 - f) to uphold and represent accurately the policies and decisions of the governing body
 - g) to make all reasonable efforts to acquire and maintain the skills

necessary to perform the role of a councillor.

- 4.4 The administration’s role is to advise the governing body, implement Council’s decisions and to oversee service delivery.
- 4.5 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.
- 4.6 Council commits to the following principles to guide interactions between councillors and staff:

<u>Principle</u>	<u>Achieved by</u>
Equitable and consistent	Ensuring appropriate, consistent and equitable access to information for all councillors within established service levels
Considerate and respectful	Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions
Ethical, open and transparent	Ensuring that interactions between councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct
Fit for purpose	Ensuring that the provision of equipment and information to councillors is

done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of nine (9) people.

Accountable and measurable Providing support to councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data

- 4.7 Councillors are members of the Council’s governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:
 - a) responses to requests for information from councillors may take time and consultation to prepare and be approved prior to responding
 - b) staff are not accountable to them individually
 - c) they must not direct staff except by giving appropriate direction to the General Manager by way of a council or committee resolution, or by the mayor exercising their functions under section 226 of the LGA
 - d) they must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions
 - e) they must not contact a member of staff on council-related business unless in accordance with this Policy
 - f) they must not use their position to attempt to receive favourable treatment for themselves or others.

4.8 The General Manager is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay.

Council staff need to understand:

- a) they are not accountable to individual councillors and do not take direction from them. They are accountable to the General Manager, who is in turn accountable to the Council's governing body
- b) they should not provide advice to councillors unless it has been approved by the General Manager or a staff member with a delegation to approve advice to councillors
- c) they must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner
- d) they must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties
- e) they must provide full and timely information to councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

Part 5 – The councillor requests system

- 5.1 Councillors have a right to request information provided it is relevant to councillor's exercise of their civic functions. This right does not extend to matters about which a councillor is merely curious.
- 5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.
- 5.3 Note the Executive Assistant to the General Manager and Mayor will undertake the management of requests from councillors.
- 5.4 Councillors can use the councillor requests system to:
 - a) request information or ask questions that relate to the strategic position, performance or operation of the Council
 - b) bring concerns that have been raised by members of the public to the attention of staff
 - c) request ICT or other support from the Council administration
 - d) request that a staff member be present at a meeting (other than a meeting of the council) for the purpose of providing advice to the meeting.
- 5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a councillor's request lacks specificity, the General Manager or staff member authorised to manage the matter is

entitled to ask the councillor to clarify their request and the reason(s) why they are seeking the information.

5.6 Staff must make every reasonable effort to assist councillors with their requests and do so in a respectful manner.

5.7 The General Manager or the staff member authorised to manage a councillor request will provide a response within three (3) days. Where a response cannot be provided within that timeframe, the councillor will be advised, and the information will be provided as soon as practicable.

5.8 Requests under clause 5.4 (d) must be made three (3) days where possible before the meeting. The General Manager, or members of staff that are listed at Schedule 1 of this Policy, are responsible for determining:

- a) whether a staff member can attend the meeting; and
- b) which staff member will attend the meeting.

Staff members who attend such meetings must be appropriately senior and be subject matter experts on the issues to be discussed at the meeting.

5.9 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.

5.10 Staff will inform councillors of any confidentiality requirements for information they provide so councillors can handle the information appropriately.

5.11 Where a councillor is unsure of confidentiality requirements, they should contact the General Manager, or the staff member authorised to manage their request.

5.12 The General Manager may refuse access to information requested by a councillor if:

- a) the information is not necessary for the performance of the councillor's civic functions, or
- b) if responding to the request would, in the General Manager's opinion, result in an unreasonable diversion of staff time and resources, or
- c) the councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it, or
- d) the General Manager is prevented by law from disclosing the information.

5.13 Where the General Manager refuses to provide information requested by a councillor, they must act reasonably. The General Manager must advise a councillor in writing of their reasons for refusing access to the information requested.

5.14 Where a councillor's request for information is refused by the General Manager on the grounds referred to under clause 5.12 (a) or (b), the councillor may instead request the information through a resolution of the council by way of a notice of motion. This clause does not apply where the General Manager refuses a councillor's request for information under clause 5.12 (c) or (d).

5.15 Nothing in clauses 5.12, 5.13, and 5.14 prevents a councillor from requesting the information in accordance with the *Government Information (Public Access) Act 2009*.

5.16 Where a councillor persistently makes requests for information which, in the General Manager's opinion, result in a significant and unreasonable diversion of staff time and resources the council may,

on the advice of the General Manager, resolve to limit the number of requests the councillor may make.

- 5.17 Councillor requests are state records and must be managed in accordance with the *State Records Act 1998*.
- 5.18 A report will be provided to Council on a six (6) monthly basis regarding the performance and efficiency of the councillor requests system against established key performance indicators.

Part 6 – Access to Council staff

- 6.1 Councillors may directly contact members of staff that are listed in Schedule 1 of this Policy. The General Manager may amend this list at any time and will advise councillors promptly of any changes.
- 6.2 Councillors can contact staff listed in Schedule 1 about matters that relate to the staff member's area of responsibility.
- 6.3 Councillors should as far as practicable, only contact staff during normal business hours.
- 6.4 If councillors would like to contact a member of staff not listed in Schedule 1, they must receive permission from the General Manager.
- 6.5 If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or the Executive Assistant to the General Manager and Mayor who will provide advice about which authorised staff member to contact.
- 6.6 The General Manager or a member of the Council's executive leadership team may direct any staff member to contact councillors to provide specific information or clarification relating to a specific matter.
- 6.7 A councillor or member of staff must not take advantage of their official position to improperly influence other councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person. Such conduct should be immediately reported to the General Manager or Mayor in the first instance, or alternatively to the Office of Local Government, NSW Ombudsman, or the NSW Independent Commission Against Corruption.

Part 7 – Councillor access to council buildings

- 7.1 Councillors are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the General Manager.
- 7.2 Councillors must not enter staff-only areas of Council buildings without the approval of the General Manager.

Part 8 – Appropriate and inappropriate interactions

- 8.1 Examples of appropriate interactions between councillors and staff include, but are not limited to, the following:
- a) councillors and council staff are courteous and display a positive and professional attitude towards one another
 - b) council staff ensure that information necessary for councillors to exercise their civic functions is made equally available to all councillors, in accordance with this Policy and any other relevant Council policies
 - c) council staff record the advice they give to councillors in the same way they would if it was provided to members of the public
 - d) council staff, including Council's executive team members, document councillor requests via the councillor requests system
 - e) council meetings and councillor briefings are used to establish positive working relationships and help councillors to gain an understanding of the complex issues related to their civic duties
 - f) councillors and council staff feel supported when seeking and providing clarification about council related business
 - g) councillors forward requests through the councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy
- 8.2 Examples of inappropriate interactions between councillors and staff include, but are not limited to, the following:

- a) councillors and council staff conducting themselves in a manner which:
 - i) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
 - ii) constitutes harassment and/or bullying within the meaning of the Code of Conduct, or is unlawfully discriminatory
 - b) councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
 - c) staff approaching councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
 - d) subject to clause 5.12, staff refusing to give information that is available to other councillors to a particular councillor
 - e) councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council
 - f) councillors being overbearing or threatening to staff
 - g) staff being overbearing or threatening to councillors
 - h) councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media
 - i) councillors directing or pressuring staff in the performance of their work, or recommendations they should make
 - j) staff providing ad hoc advice to councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community
- 8.3 Where a councillor engages in conduct that, in the opinion of the General Manager, puts the health, safety or welfare of staff at risk, the General Manager may restrict the councillor's access to staff.
- 8.4 Any concerns relating to the conduct of staff under this Policy should be raised with the General Manager.

Part 9 – Complaints

- 9.1 Complaints about a breach of this policy should be made to the General Manager (if the complaint is about a councillor or member of council staff), or the Mayor (if the complaint is about the General Manager).
- 9.2 Clause 9.1 does not operate to prevent matters being reported to OLG, the NSW Ombudsman, the NSW Independent Commission Against Corruption or any other external agency.

Schedule 1 – Authorised staff contacts for councillors (template table)

1. Clause 6.1 of this Policy provides that councillors may directly contact members of staff that are listed below. The General Manager may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member’s area of responsibility.
3. Councillors should as far as practicable, only contact staff during normal business hours.
4. If councillors would like to contact a member of staff not listed below, they must receive permission from the General Manager or their delegate.
5. If a councillor is unsure which authorised staff member can help with their enquiry, they can contact the General Manager or the Executive Assistant to the General Manager and Mayor, who will provide advice about which authorised staff member to contact.
6. In some instances, the General Manager or a member of the Council’s executive leadership team may direct a council staff member to contact councillors to provide specific information or clarification relating to a specific matter.

Authorised staff members name	Position
Bruce Quarmby	Executive Leader Corporate & Sustainability
Daniel Noble	Executive Leader Infrastructure
	Executive Leader Environment, Strategic Planning and Community



COONAMBLE SHIRE COUNCIL WORKFORCE MANAGEMENT STRATEGY

2022 - 2026

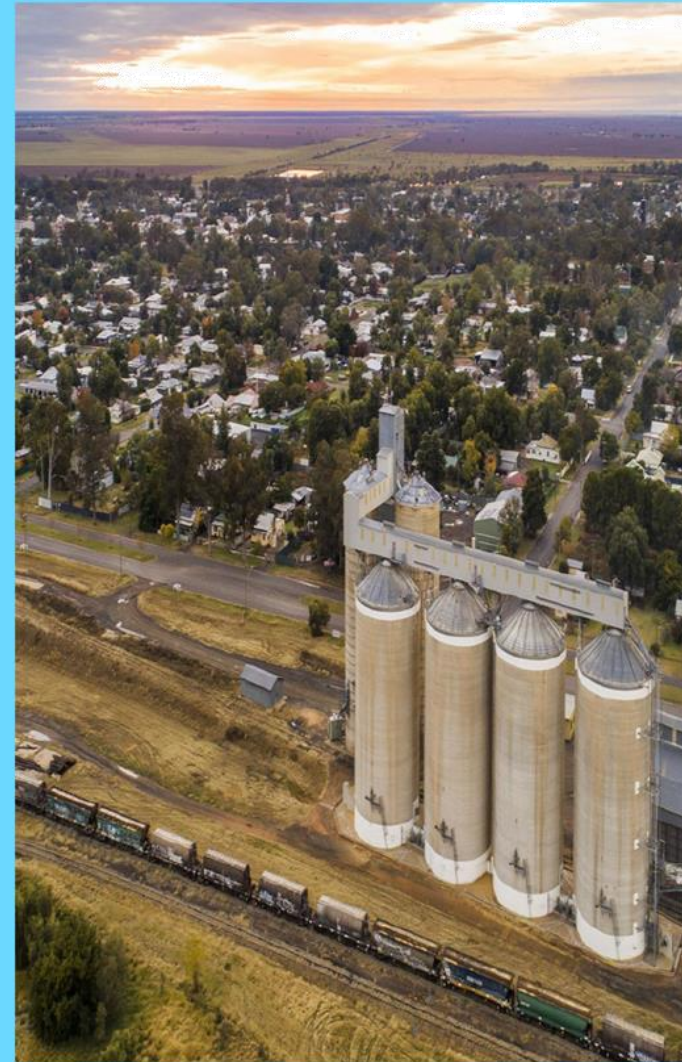


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ACKNOWLEDGEMENT OF COUNTRY

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.





What is the Workforce Management Strategy?

The Workforce Management Strategy maximises the capacity of Council’s workforce resources to meet the objectives of the Community Strategic Plan 2032 and Delivery program 2022-2026.

The Workforce Management Strategy 2022 – 2026 is a four year document which builds on Council’s previous plans.

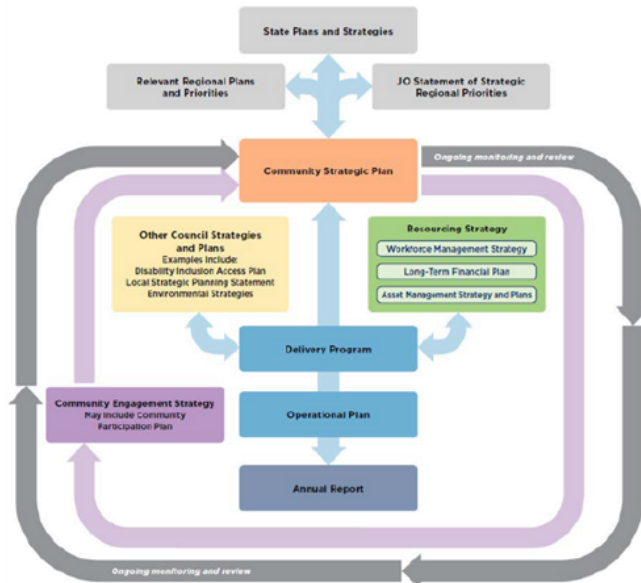
The Workforce Management Strategy focuses on current and future staffing needs to ensure Council has the right people, on the right roles, at the right time to deliver services to our community.

Council’s Workforce Management Strategy has been developed to outline strategies and initiatives to attract and retain a capable, efficient and effective workforce with the capacity to deliver on operational goals and Service Levels.

Our strategies for the next four years align with key People, Risk & Improvement functions including recruitment, organisational development, learning & development, work health & safety, and risk with a core focus on:

- Skills and capabilities of our workforce;
- Innovation and continuous improvement in our operations;
- Health and wellbeing of our workforce;
- Recruitment and retention initiatives; and
- Risk mitigation and good governance.

The Workforce Management Strategy will be monitored, evaluated and reported on an annual basis to ensure key outcomes are being met.



Contact Details

Coonamble Shire Council
 80 Castlereagh Street
 Coonamble NSW 2829
 Australia

PO Box 249

Telephone: (02) 6827 1900

Fax: (02) 6822 1626

Email: council@coonambleshire.nsw.gov.au

www.coonambleshire.nsw.gov.au

OUR 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.

OUR GOALS

OUR PEOPLE:

We are connected, cohesive and vibrant.

We are healthier.

We feel safe, secure and supported.

Our connection to our culture is stronger than ever.

We are the community of good sports.

OUR ECONOMY:

Our economy is sustainable, prosperous and diversified.

OUR GOALS

OUR INFRASTRUCTURE:

Our road network makes it possible for our economy, industries and community to prosper.

Our water infrastructure and services are fit for our community and our future.

Our sewerage and urban drainage infrastructure and services are fit for our community and our future.

Our essential assets and infrastructure enable our community and economy to prosper.

OUR ENVIRONMENT:

Our community has confidence in our strategic land use planning framework.

We are more sustainable and we contribute to the bigger environmental picture.

We are winning our war on waste.

OUR LEADERSHIP:

Our community leaders enrich and empower us.

Our community believes in the integrity of Council's decision.

OUR SHIRE

The Coonamble LGA has a population of 3,102 persons. 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 population of the Shire has remained static over the past 20 years however the Shire is following the national trend of a decreasing and ageing population. The Coonamble Shire reported 31.0% of the population identifying as indigenous at the 2016 census.

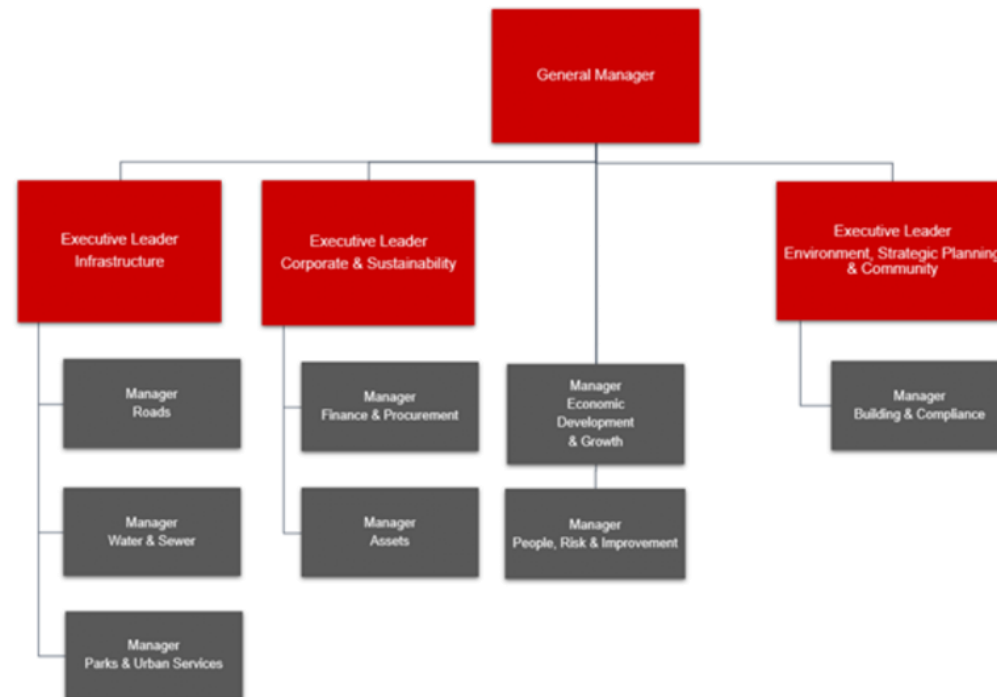
It is estimated that 1,153 people work in the Coonamble LGA Shire.

The unemployment rate currently sits at 19.7% and is just below the national average of 20.1%, however COVID 19 is likely to have a impact on employment in the past 2 years.

Source: Latest Australian Bureau of Statistics' (ABS)

OUR COUNCIL

The Coonamble Shire Council employees over 100 staff, with wages over \$7 million dollars, making Council a significant contributor to the local economy, as well as an important source of community support through employment and career generation.



OUR COUNCIL

Coonamble Shire Council is one of the town's major employers, employing more than 100 people across five departments: Infrastructure, Corporate and Sustainability, Environment, Strategic Planning and Community, Economic Development and Growth, and People Risk and Improvement.

There are a great many benefits of working for Council, including the following:

- Nine-day fortnight.
- Four weeks annual leave per year.
- Three weeks sick leave per year.
- Long Service leave after five years.
- Access to carers leave, maternity and parental leave for supporting partners.
- Domestic Violence Leave.
- Recognition of staff service.
- Employee Assistance Programme providing external and confidential counselling.
- Corporate Uniform Allowance as per current policy.
- Council provided hi-vis and safety work wear and Personal Protective Equipment (PPE).
- Ongoing training and development.
- Employee Social Club.
- Annual Union Picnic Day for relevant union members.
- ATSI employees are entitled to attend annual community NAIDOC Day events.

STAFF HEALTH & WELLBEING

To assist with providing a healthy work life balance we encourage to access our Employee Assistance Program through Lifeworks to provide an external and confidential counselling to staff and their families 24 hours a day 7 days a week.

Staff has the flexibility to access 2 days per calendar year of Health & Wellbeing Leave to monitor their own personal health.

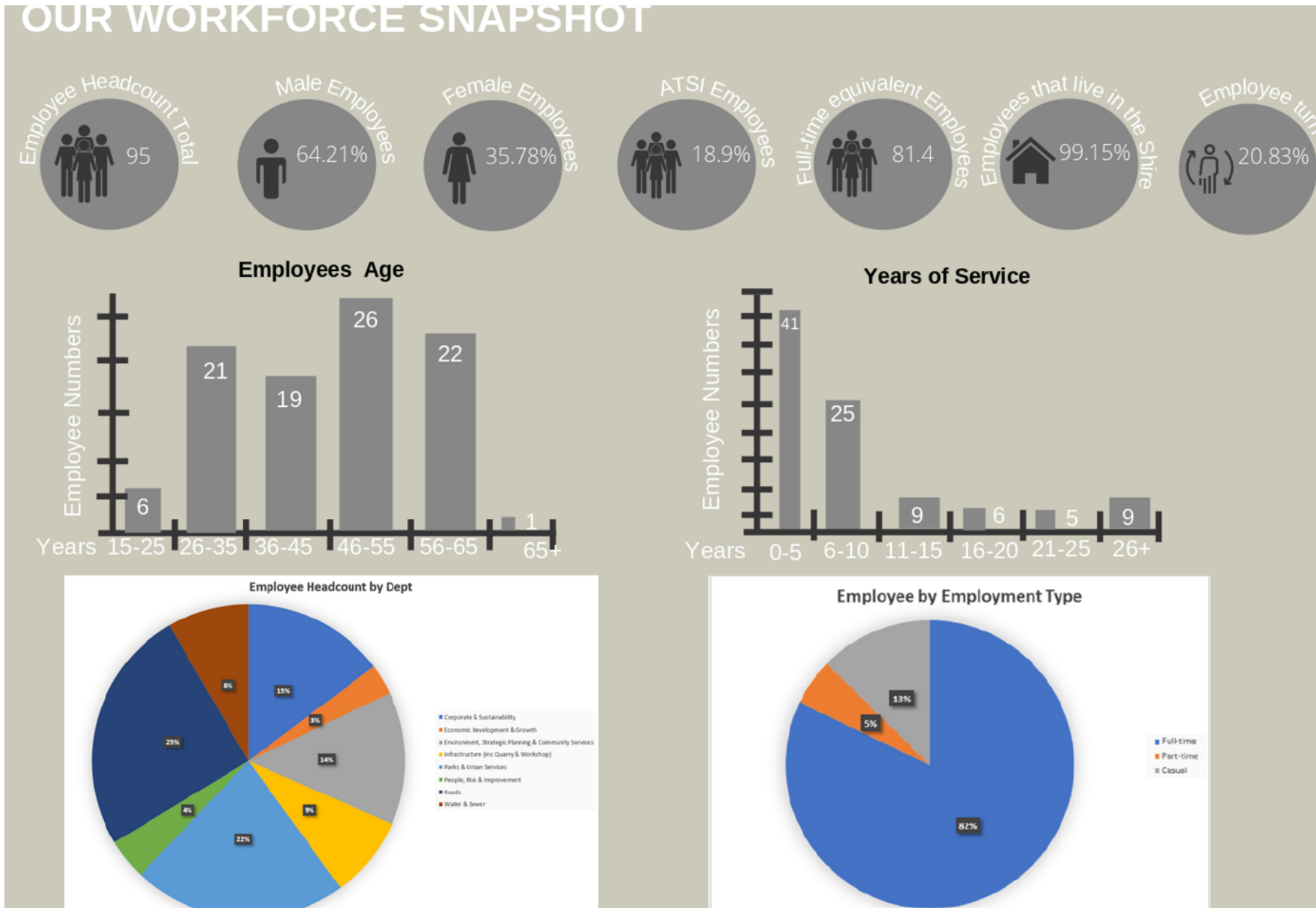
Council are launching a staff Health and Wellbeing Day program to help improve physical and mental health, reduce stress, while increasing resilience and happiness. This will assist in improving communication, retention and attracting new talent.

RECOGNITION OF LONG SERVING STAFF

Our long serving staff and volunteers are recognised through our Recognition of Long Serving Staff program for their continuous service and contribution to Council on an annual basis.

STAFF TRAINING & DEVELOPMENT

Council has a structured individual training plan for every employee. It is embedded in our normal operations that training is an essential part of having a knowledgeable, skilful and productive workforce. All training is fully paid for by Council, including wages and travel costs.



OPPORTUNITIES & CHALLENGES

OPPORTUNITIES

Utilising "experts" for specialist skills

Traineeships & Youth Programs to "grow our own"

Embrace diversity, as it fosters creativity and a range of perspectives

Better use of Technology

Strive to be an "Employer of Choice"

Develop organisational values and constructive behaviours and conduct standards.

Improvement in communication channels, and encourage feedback, ideas and participation

Workforce practices are adaptive, responsive and agile in the face of change

CHALLENGES

Limited tenure trends

Industry skills shortages

Workforce competencies and skills gaps

Shrinking shelf-life of knowledge and skills

Retaining the staff that we develop within the community

Work life balance

Population decline

Negative perception of working for Council

Ageing Workforce

Attracting qualified staff with specialised skills to the region

Generation Gaps

Housing shortages



WORKFORCE STRATEGIES



These strategies are focused on key areas which support and engage a productive workforce, risk management and good governance as identified in Council's Delivery Program 2022-2026 and action items in the Operation Plan 2022-23



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

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

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.
L1.3.4	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.
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 developed and uptake. 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 improve safety culture.	PRI	WHS continuously updated and improved.
	Deliver innovative workplace solutions.							

WORKFORCE STRATEGIES

A Staff Attraction and Retention Review was undertaken in 2021, which consisted of consulting with a wide range of Council staff. As a result, a number of key issues were identified which have been included in the Workforce Management Strategy as areas to improve Council's performance.

Issue:	Action	2022/23	2023/24	2024/25	2025/26
Poor Workforce Change Implementation and Communication – including increasing communication with operational staff	Develop and implement a holistic Staff Communication and Change Management Strategy in consultation with staff	✓	✓		
Lack of positive organisational culture and values	Council to review its current values to assist with internal “re-branding” that reflects the change in organisational culture	✓	✓	✓	✓
	Consult with staff for appropriate activities to embed and reinforce values and a positive organisational culture				
Lack of Staff Recognition	Review the current Staff Recognition Policy and Program in consultation with staff		✓	✓	✓
	Consult staff in the implementation and evaluation of the above				
Excessive Recruitment lead times leading to high workloads and poor work / life balance	Council to review recruitment and retention strategies, ensuring they are responsive and innovative, inline with current labour market trends.	✓	✓	✓	✓
	As immediate demand and labour shortages dictate – explore flexible working arrangements, job sharing, utilising new technologies and exploring “out of the box” solutions. This may include sourcing expertise from outside the region.				
Lack of Career progression & Succession Planning	Develop career progression and succession planning strategies.	✓	✓	✓	✓
	Mentoring program for new or local talent by “experts” that have been recruited to fill current labour shortage gaps, taking advantage of professionals, and creating opportunities for Council staff that they normally would have to source outside the region.				
	Continue to promote and provide work experience and work readiness				

ABORIGINAL & TORRES STRAIT ISLANDER EMPLOYMENT

The 2016 Census of Population and Housing indicates that 1561 in the Coonamble Local Government Area (LGA) identifies as being of Aboriginal and Torres Strait Islander decent. This represents 30.2% of the overall population. This clearly demonstrates that Coonamble has a high population of Aboriginal and Torres Strait Islander people, and that the development of an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy for the Council is relevant, embraces diversity and values our community.

What is an Aboriginal & Torres Strait Islander (ATSI) Employment Strategy?

Council actively supports equal employment opportunities for all applicants applying for positions, including Aboriginal and Torres Strait Islander people.

Our strategies to attract Aboriginal and Torres Strait Islander people will focus on the following four areas:

- Engagement
- Recruitment
- Cultural Awareness
- Retention



OBJECTIVE 1 ENGAGEMENT

What will we do?	Why?
Review Recruitment Material	Recruitment strategies and material are inclusive of Aboriginal & Torres Strait Islanders with adequate representation.
Volunteer Engagement	Encourage Aboriginal & Torres Strait Islander people to volunteer at Council.
Consult Aboriginal & Torres Strait Islander people	Consult Aboriginal & Torres Strait Islander people to assist with the development of Council strategies.
Contractors and Third Parties	Encourage contractors and third parties to engage ATSI people in order to increase local employment and education opportunities.

COONAMBLE
SHIRE COUNCIL

**OBJECTIVE 2
RECRUITMENT**

What will we do?	Why?
Recruitment	Utilise funding opportunities for Aboriginal & Torres Strait Islander people to increase trainee participation.
Advertising Positions Vacant	Council will continue to recruit through Job Service Agencies and Local Lands Councils to attract Aboriginal & Torres Strait Islander people to vacant positions.
Careers Expo	Promote a job opportunities for Aboriginal & Torres Strait Islander people through a Careers Expo - every 2 years.



**OBJECTIVE 3
CULTURAL AWARENESS**

What will we do?	Why?
Cultural Training.	All staff and Councillors will attend ASTI Cultural awareness training.
NAIDOC Day	Aboriginal & Torres Strait Islander staff are given the opportunity to participate in NAIDOC day yearly events.
Acknowledgement of Country	All Council functions or events will recognise the original custodians of the land.

**OBJECTIVE 4
RETENTION**

What will we do?	Why?
Training needs/ skills	Provide equal opportunity to address training needs and skills gaps for Aboriginal & Torres Strait Islander staff.
Representation of ASTI Staff	Ensure representation and cultural sensitivity in Council's operations and activities.
Mentoring & Support	Provide mentoring and support for Aboriginal & Torres Strait Islander staff as required.

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years				Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,736,000	7,121,902	7,399,215	7,624,905	8,172,605	8,800,006	9,486,356	9,677,368	9,872,319	10,071,291	10,274,369	10,481,639
User Charges & Fees	4,697,000	9,057,540	9,243,750	9,552,755	9,766,953	9,985,964	10,209,897	10,438,862	10,672,973	10,912,346	11,157,100	11,407,355
Other Revenues	1,034,000	2,122,657	1,854,610	1,900,975	1,948,500	1,997,212	2,047,142	2,098,321	2,150,779	2,204,549	2,259,662	2,316,154
Grants & Contributions provided for Operating Purposes	10,178,000	9,225,195	10,651,908	11,386,250	11,125,747	11,370,514	11,620,665	11,876,320	12,137,599	12,404,626	12,677,528	12,956,433
Grants & Contributions provided for Capital Purposes	2,961,000	12,371,224	20,855,035	8,599,748	11,800,000	9,500,000	1,800,000	-	300,000	-	300,000	-
Interest & Investment Revenue	139,000	165,455	288,900	303,080	304,961	324,406	331,271	356,523	368,308	380,055	389,828	318,489
Other Income:												
Net Gains from the Disposal of Assets	15,000	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	97,000	148,110	143,115	144,840	146,605	148,888	151,222	153,608	156,046	158,537	161,085	161,890
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,866,000	40,332,083	50,436,533	39,512,553	43,265,371	42,126,990	35,646,553	34,601,001	35,658,023	36,131,405	37,219,572	37,641,960
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,210,000	8,199,502	9,452,929	9,603,125	9,794,491	9,989,505	10,188,422	10,391,321	10,598,280	10,809,381	11,024,708	11,245,202
Borrowing Costs	2,000	6,933	6,318	5,684	5,043	4,394	109,666	100,489	90,839	80,689	70,013	58,957
Materials & Contracts	5,146,000	12,024,673	12,111,241	12,930,360	13,269,526	13,390,394	13,646,597	14,067,573	14,480,879	14,876,077	15,248,713	15,471,625
Depreciation & Amortisation	6,752,000	6,976,365	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214	6,954,214
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,056,000	825,682	878,260	898,633	919,485	940,828	962,673	985,032	1,007,917	1,031,341	1,055,317	1,076,424
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	21,172,000	28,033,155	29,402,962	30,392,016	30,942,760	31,279,335	31,861,572	32,498,629	33,132,129	33,751,703	34,352,964	34,806,422
Operating Result from Continuing Operations	4,694,000	12,298,928	21,033,572	9,120,537	12,322,611	10,847,655	3,784,981	2,102,372	2,525,894	2,379,702	2,866,608	2,835,538
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,694,000	12,298,928	21,033,572	9,120,537	12,322,611	10,847,655	3,784,981	2,102,372	2,525,894	2,379,702	2,866,608	2,835,538
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,733,000	(72,296)	178,537	520,789	522,611	1,347,655	1,984,981	2,102,372	2,225,894	2,379,702	2,566,608	2,835,538

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - GENERAL FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	5,367,000	5,495,124	5,653,235	5,760,783	6,242,021	6,824,140	7,464,141	7,607,713	7,754,106	7,903,377	8,055,583	8,210,782
User Charges & Fees	3,899,000	7,834,720	7,989,100	8,214,883	8,395,634	8,580,362	8,769,155	8,962,102	9,159,294	9,360,825	9,566,790	9,777,288
Other Revenues	920,000	2,100,395	1,831,920	1,877,718	1,924,661	1,972,777	2,022,097	2,072,649	2,124,466	2,177,577	2,232,017	2,287,817
Grants & Contributions provided for Operating Purposes	10,014,000	8,982,465	10,404,328	11,133,223	10,867,154	11,106,232	11,350,569	11,600,281	11,855,487	12,116,308	12,382,867	12,655,290
Grants & Contributions provided for Capital Purposes	2,961,000	10,971,224	20,855,035	7,357,000	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000	-
Interest & Investment Revenue	95,000	111,855	234,260	236,978	239,731	242,520	245,346	248,208	251,109	254,047	257,024	260,041
Other Income:												
Net Gains from the Disposal of Assets	43,000	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	97,000	148,110	143,115	144,840	146,605	148,888	151,222	153,608	156,046	158,537	161,085	161,890
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,405,000	35,763,893	47,110,993	34,725,425	29,615,806	30,374,919	31,802,529	30,644,561	31,600,507	31,970,672	32,955,366	33,353,108
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,210,000	8,054,612	9,314,466	9,460,626	9,648,961	9,841,064	10,037,013	10,236,883	10,440,753	10,648,704	10,860,817	11,078,033
Borrowing Costs	2,000	6,933	6,318	5,684	5,043	4,394	3,738	3,073	2,401	1,720	1,032	510
Materials & Contracts	3,696,000	9,776,326	9,870,559	10,647,105	10,942,890	10,994,551	11,230,708	11,605,782	11,972,314	12,294,849	12,643,917	12,817,338
Depreciation & Amortisation	6,016,000	6,279,778	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627	6,257,627
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,056,000	825,682	878,260	898,633	919,485	940,828	962,673	985,032	1,007,917	1,031,341	1,055,317	1,076,424
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,986,000	24,943,331	26,327,230	27,269,676	27,774,006	28,038,465	28,491,758	29,088,397	29,681,013	30,234,242	30,818,710	31,229,932
Operating Result from Continuing Operations	4,419,000	10,820,562	20,783,764	7,455,749	1,841,800	2,336,455	3,310,771	1,556,163	1,919,495	1,736,430	2,136,656	2,123,176
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,419,000	10,820,562	20,783,764	7,455,749	1,841,800	2,336,455	3,310,771	1,556,163	1,919,495	1,736,430	2,136,656	2,123,176
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,458,000	(150,662)	(71,271)	98,749	41,800	836,455	1,510,771	1,556,163	1,619,495	1,736,430	1,836,656	2,123,176

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - WATER FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years					2028/29	2029/30	2030/31	2031/32	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	658,000	831,796	875,230	913,538	936,376	959,786	983,780	1,008,375	1,033,584	1,059,424	1,085,909	1,113,057
User Charges & Fees	680,000	1,020,690	1,022,400	1,047,960	1,074,159	1,101,013	1,128,538	1,156,752	1,185,671	1,215,312	1,245,695	1,276,837
Other Revenues	110,000	16,050	16,360	16,769	17,188	17,618	18,058	18,510	18,973	19,447	19,933	20,431
Grants & Contributions provided for Operating Purposes	-	242,730	247,580	253,027	258,593	264,282	270,097	276,039	282,112	288,318	294,661	301,144
Grants & Contributions provided for Capital Purposes	-	1,400,000	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	20,000	27,190	27,720	27,789	27,859	27,928	27,998	28,138	28,279	28,420	28,562	29,006
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,468,000	3,538,456	2,189,290	2,259,083	2,314,176	2,370,627	2,428,472	2,487,813	2,548,618	2,610,921	2,674,761	2,740,475
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	86,330	92,770	95,891	97,991	99,951	101,950	103,989	106,069	108,190	110,354	112,561
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	671,000	1,518,820	1,486,491	1,514,734	1,543,514	1,572,841	1,602,725	1,633,177	1,664,207	1,695,827	1,728,048	1,760,881
Depreciation & Amortisation	400,000	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	12,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,083,000	1,992,828	1,966,939	1,998,304	2,029,184	2,060,470	2,092,353	2,124,844	2,157,954	2,191,695	2,226,080	2,261,120
Operating Result from Continuing Operations	385,000	1,545,628	222,351	260,779	284,992	310,157	336,119	362,969	390,664	419,226	448,681	479,355
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	385,000	1,545,628	222,351	260,779	284,992	310,157	336,119	362,969	390,664	419,226	448,681	479,355
Net Operating Result before Grants and Contributions provided for Capital Purposes	385,000	145,628	222,351	260,779	284,992	310,157	336,119	362,969	390,664	419,226	448,681	479,355

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - SEWER FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years					Projected Years				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	711,000	794,982	870,750	950,584	994,208	1,016,081	1,038,434	1,061,280	1,084,628	1,108,490	1,132,877	1,157,800
User Charges & Fees	118,000	202,130	232,250	289,912	297,160	304,589	312,204	320,009	328,009	336,209	344,614	353,230
Other Revenues	4,000	6,212	6,330	6,488	6,650	6,817	6,987	7,162	7,341	7,524	7,713	7,905
Grants & Contributions provided for Operating Purposes	164,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	-	1,242,748	10,000,000	8,000,000	-	-	-	-	-	-
Interest & Investment Revenue	24,000	26,410	26,920	38,313	37,371	53,958	57,927	80,176	88,920	97,588	104,241	29,442
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,021,000	1,029,734	1,136,250	2,528,045	11,335,389	9,381,444	1,415,552	1,468,627	1,508,898	1,549,811	1,589,445	1,548,377
Expenses from Continuing Operations												
Employee Benefits & On-Costs	-	58,560	45,693	46,607	47,539	48,490	49,460	50,449	51,458	52,487	53,537	54,607
Borrowing Costs	-	-	-	-	-	-	105,928	97,416	88,438	78,969	68,981	58,447
Materials & Contracts	779,000	729,527	754,191	768,521	783,123	823,002	813,164	828,614	844,358	885,400	876,748	893,406
Depreciation & Amortisation	336,000	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	16,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,131,000	1,096,996	1,108,793	1,124,036	1,139,571	1,180,401	1,277,461	1,285,388	1,293,163	1,325,765	1,308,175	1,315,370
Operating Result from Continuing Operations	(110,000)	(67,262)	27,457	1,404,009	10,195,819	8,201,043	138,091	183,239	215,735	224,046	281,270	233,007
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(110,000)	(67,262)	27,457	1,404,009	10,195,819	8,201,043	138,091	183,239	215,735	224,046	281,270	233,007
Net Operating Result before Grants and Contributions provided for Capital Purposes	(110,000)	(67,262)	27,457	161,261	195,819	201,043	138,091	183,239	215,735	224,046	281,270	233,007

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - CONSOLIDATED												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	8,667,531	6,464,255	8,300,653	12,207,680	15,349,779	18,592,226	20,961,770	24,270,292	28,066,929	31,583,399	36,559,091
Investments	13,250,000	9,648,000	8,693,102	8,477,302	8,448,160	8,424,257	8,405,844	8,393,215	8,211,637	8,061,388	8,061,388	8,061,388
Receivables	5,245,000	5,118,395	6,648,338	5,102,825	4,445,759	4,531,995	4,699,432	4,572,524	4,724,779	4,801,857	4,959,704	5,047,211
Inventories	981,000	1,504,176	1,517,075	1,623,368	1,663,855	1,670,926	1,703,251	1,754,591	1,804,761	1,848,910	1,896,690	1,920,428
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	133,000	183,773	186,318	200,131	205,620	206,885	211,357	218,246	224,997	230,993	237,460	240,831
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,609,000	25,121,875	23,509,086	23,704,279	26,971,074	30,183,842	33,612,110	35,900,345	39,236,466	43,010,077	46,738,641	51,828,949
Non-Current Assets												
Investments	-	3,352,000	2,397,102	2,181,302	2,152,160	2,128,257	2,109,844	2,097,215	1,915,637	1,765,388	1,765,388	1,765,388
Receivables	188,000	526,427	532,094	539,711	552,858	567,828	583,896	591,674	599,622	607,744	616,045	624,528
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	300,986,000	320,231,785	345,625,360	352,667,487	360,875,097	370,625,300	370,934,258	370,426,608	369,669,193	368,221,204	367,243,545	364,755,937
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	301,277,000	324,213,212	348,657,556	355,491,500	363,683,115	373,424,385	373,730,999	373,218,496	372,287,452	370,697,337	369,727,979	367,248,854
TOTAL ASSETS	320,886,000	349,335,087	372,166,642	379,195,780	390,654,189	403,608,228	407,343,109	409,118,841	411,523,917	413,707,414	416,466,619	419,077,803
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,977,000	3,888,218	4,346,365	3,485,824	3,212,588	3,379,230	3,489,764	3,526,092	3,583,732	3,630,946	3,721,781	3,702,983
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,168,000	1,840,032	2,882,587	1,705,079	1,168,103	1,162,485	1,212,682	1,069,722	1,120,920	1,117,307	1,169,552	1,167,009
Lease liabilities	19,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	50,000	52,717	53,351	53,992	54,640	210,830	220,006	229,657	239,807	250,483	203,014	214,125
Provisions	2,066,000	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,280,000	7,844,043	9,345,378	7,307,969	6,498,408	6,815,621	6,985,527	6,888,546	7,007,534	7,061,811	7,157,423	7,147,193
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	14,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Borrowings	500,000	445,192	741,841	687,850	633,209	2,422,379	2,202,373	1,972,716	1,732,910	1,482,427	1,279,413	1,065,288
Provisions	116,000	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	630,000	597,116	893,765	839,774	785,133	2,574,303	2,354,297	2,124,640	1,884,834	1,634,351	1,431,337	1,217,212
TOTAL LIABILITIES	5,910,000	8,441,159	10,239,143	8,147,744	7,283,541	9,389,925	9,339,825	9,013,186	8,892,368	8,696,163	8,588,760	8,364,406
Net Assets	314,976,000	340,893,928	361,927,499	371,048,036	383,370,648	394,218,303	398,003,284	400,105,655	402,631,549	405,011,251	407,877,859	410,713,397
EQUITY												
Retained Earnings	184,103,000	196,401,928	217,435,499	226,556,036	238,878,648	249,726,303	253,511,284	255,613,655	258,139,549	260,519,251	263,385,859	266,221,397
Revaluation Reserves	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000	144,492,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-

Council Equity Interest	328,595,000	340,893,928	361,927,499	371,048,036	383,370,648	394,218,303	398,003,284	400,105,655	402,631,549	405,011,251	407,877,859	410,713,397
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	328,595,000	340,893,928	361,927,499	371,048,036	383,370,648	394,218,303	398,003,284	400,105,655	402,631,549	405,011,251	407,877,859	410,713,397

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - GENERAL FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years				Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	12,750,000	8,425,451	5,775,088	7,904,507	11,860,672	14,832,529	18,279,508	20,761,427	23,908,950	27,490,231	31,102,862	36,153,879
Investments	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000
Receivables	4,408,000	4,324,493	5,816,195	4,204,386	3,521,459	3,585,097	3,729,384	3,578,758	3,706,714	3,758,898	3,891,240	3,952,618
Inventories	981,000	1,504,176	1,517,075	1,623,368	1,663,855	1,670,926	1,703,251	1,754,591	1,804,761	1,848,910	1,896,690	1,920,428
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	133,000	183,773	186,318	200,131	205,620	206,885	211,357	218,246	224,997	230,993	237,460	240,831
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,568,000	20,733,893	19,590,675	20,228,392	23,547,605	26,591,437	30,219,501	32,609,022	35,941,422	39,625,032	43,424,251	48,563,756
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	64,000	463,430	468,992	475,031	486,560	499,873	514,243	520,279	526,442	532,735	539,161	545,722
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	269,152,000	285,745,895	309,457,352	314,169,725	311,809,698	311,182,698	310,954,962	309,945,652	308,571,312	306,590,829	305,004,794	301,952,610
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	269,319,000	286,312,325	310,029,344	314,747,756	312,399,258	311,785,572	311,572,205	310,568,931	309,200,755	307,226,564	305,646,954	302,601,332
TOTAL ASSETS	293,887,000	307,046,218	329,620,019	334,976,148	335,946,863	338,377,009	341,791,706	343,177,953	345,142,177	346,851,596	349,071,206	351,165,088
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,850,000	3,568,715	4,018,916	3,150,154	2,870,036	3,023,985	3,133,011	3,162,017	3,212,181	3,246,098	3,334,809	3,308,058
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,168,000	1,840,032	2,882,587	1,705,079	1,168,103	1,162,485	1,212,682	1,069,722	1,120,920	1,117,307	1,169,552	1,167,009
Lease liabilities	19,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	50,000	52,717	53,351	53,992	54,640	55,297	55,961	56,634	57,314	58,003	-	-
Provisions	2,066,000	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076	2,063,076
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,153,000	7,524,540	9,017,929	6,972,300	6,155,855	6,304,843	6,464,730	6,351,448	6,453,491	6,484,484	6,567,437	6,538,143
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	14,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Borrowings	500,000	445,192	741,841	687,850	633,209	577,912	521,951	465,317	408,003	350,000	350,000	350,000
Provisions	116,000	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924	118,924
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	630,000	597,116	893,765	839,774	785,133	729,836	673,875	617,241	559,927	501,924	501,924	501,924
TOTAL LIABILITIES	5,783,000	8,121,657	9,911,694	7,812,074	6,940,988	7,034,679	7,138,605	6,968,689	7,013,419	6,986,408	7,069,361	7,040,068
Net Assets	288,104,000	298,924,562	319,708,325	327,164,074	329,005,875	331,342,329	334,653,100	336,209,264	338,128,758	339,865,188	342,001,845	344,125,020
EQUITY												
Retained Earnings	157,151,000	167,971,562	188,755,325	196,211,074	198,052,875	200,389,329	203,700,100	205,256,264	207,175,758	208,912,188	211,048,845	213,172,020
Revaluation Reserves	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000	130,953,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-

Council Equity Interest	288,104,000	298,924,562	319,708,325	327,164,074	329,005,875	331,342,329	334,653,100	336,209,264	338,128,758	339,865,188	342,001,845	344,125,020
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	288,104,000	298,924,562	319,708,325	327,164,074	329,005,875	331,342,329	334,653,100	336,209,264	338,128,758	339,865,188	342,001,845	344,125,020

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - WATER FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years				Projected Years					
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	525,000	187,343	-	-	-	-	-	-	-	-	12,733	39,590
Investments	2,623,000	1,311,500	1,106,602	900,802	871,660	847,757	829,344	816,715	810,137	809,888	809,888	809,888
Receivables	457,000	526,564	532,278	547,470	561,157	575,186	589,565	604,305	619,412	634,897	650,770	667,039
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,605,000	2,025,407	1,638,880	1,448,272	1,432,817	1,422,943	1,418,910	1,421,019	1,429,549	1,444,786	1,473,392	1,516,518
Non-Current Assets												
Investments	-	1,311,500	1,106,602	900,802	871,660	847,757	829,344	816,715	810,137	809,888	809,888	809,888
Receivables	124,000	62,997	63,102	64,680	66,297	67,954	69,653	71,395	73,180	75,009	76,884	78,806
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	18,280,000	20,200,882	21,016,909	21,677,490	22,009,036	22,354,967	22,715,570	23,091,139	23,481,972	23,888,376	24,310,661	24,749,146
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,404,000	21,575,379	22,186,613	22,642,972	22,946,993	23,270,679	23,614,568	23,979,248	24,365,289	24,773,273	25,197,434	25,637,841
TOTAL ASSETS	22,009,000	23,600,786	23,825,493	24,091,245	24,379,810	24,693,622	25,033,477	25,400,267	25,794,838	26,218,059	26,670,826	27,154,359
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	108,000	154,158	156,514	161,487	165,060	168,714	172,451	176,272	180,179	184,174	188,259	192,437
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	108,000	154,158	156,514	161,487	165,060	168,714	172,451	176,272	180,179	184,174	188,259	192,437
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	108,000	154,158	156,514	161,487	165,060	168,714	172,451	176,272	180,179	184,174	188,259	192,437
Net Assets	21,901,000	23,446,628	23,668,979	23,929,758	24,214,750	24,524,907	24,861,026	25,223,996	25,614,659	26,033,885	26,482,566	26,961,922
EQUITY												
Retained Earnings	14,570,000	16,115,628	16,337,979	16,598,758	16,883,750	17,193,907	17,530,026	17,892,996	18,283,659	18,702,885	19,151,566	19,630,922
Revaluation Reserves	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000	7,331,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-

Council Equity Interest	21,901,000	23,446,628	23,668,979	23,929,758	24,214,750	24,524,907	24,861,026	25,223,996	25,614,659	26,033,885	26,482,566	26,961,922
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	21,901,000	23,446,628	23,668,979	23,929,758	24,214,750	24,524,907	24,861,026	25,223,996	25,614,659	26,033,885	26,482,566	26,961,922

Coonamble Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
BALANCE SHEET - SEWER FUND												
Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals	Current Year	Projected Years					Projected Years				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	344,000	54,737	689,166	396,146	347,009	517,251	312,718	200,343	361,342	576,698	467,804	365,621
Investments	4,331,000	2,040,500	1,290,500	1,280,500	1,280,500	1,280,500	1,280,500	1,280,500	1,105,500	955,500	955,500	955,500
Receivables	380,000	267,338	299,865	350,969	363,144	371,712	380,482	389,461	398,653	408,062	417,694	427,554
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,055,000	2,362,575	2,279,531	2,027,615	1,990,652	2,169,462	1,973,700	1,870,304	1,865,494	1,940,260	1,840,998	1,748,675
Non-Current Assets												
Investments	-	2,040,500	1,290,500	1,280,500	1,280,500	1,280,500	1,280,500	1,280,500	1,105,500	955,500	955,500	955,500
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	13,554,000	14,285,008	15,151,099	16,820,272	27,056,363	37,087,635	37,263,726	37,389,817	37,615,908	37,741,999	37,928,090	38,054,181
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	13,554,000	16,325,508	16,441,599	18,100,772	28,336,863	38,368,135	38,544,226	38,670,317	38,721,408	38,697,499	38,883,590	39,009,681
TOTAL ASSETS	18,609,000	18,688,083	18,721,130	20,128,387	30,327,515	40,537,597	40,517,926	40,540,621	40,586,902	40,637,759	40,724,588	40,758,356
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	19,000	165,345	170,935	174,183	177,492	186,531	184,301	187,803	191,371	200,673	198,712	202,488
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	155,533	164,045	173,023	182,492	192,480	203,014	214,125
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	19,000	165,345	170,935	174,183	177,492	342,064	348,346	360,826	373,864	393,153	401,727	416,613
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	1,844,467	1,680,422	1,507,399	1,324,907	1,132,427	929,413	715,288
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	1,844,467	1,680,422	1,507,399	1,324,907	1,132,427	929,413	715,288
TOTAL LIABILITIES	19,000	165,345	170,935	174,183	177,492	2,186,531	2,028,768	1,868,225	1,698,771	1,525,580	1,331,140	1,131,901
Net Assets	18,590,000	18,522,738	18,550,195	19,954,204	30,150,023	38,351,066	38,489,157	38,672,396	38,888,132	39,112,178	39,393,448	39,626,455
EQUITY												
Retained Earnings	12,382,000	12,314,738	12,342,195	13,746,204	23,942,023	32,143,066	32,281,157	32,464,396	32,680,132	32,904,178	33,185,448	33,418,455
Revaluation Reserves	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000	6,208,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-

Council Equity Interest	18,590,000	18,522,738	18,550,195	19,954,204	30,150,023	38,351,066	38,489,157	38,672,396	38,888,132	39,112,178	39,393,448	39,626,455
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	18,590,000	18,522,738	18,550,195	19,954,204	30,150,023	38,351,066	38,489,157	38,672,396	38,888,132	39,112,178	39,393,448	39,626,455

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,793,000	7,285,998	7,389,866	7,613,503	8,178,630	8,812,678	9,900,617	9,877,081	9,872,014	10,070,968	10,274,028	10,481,278
User Charges & Fees	3,863,000	9,288,590	9,193,034	9,459,220	9,714,718	9,932,530	10,155,236	10,382,946	10,615,773	10,853,832	11,097,242	11,346,122
Investment & Interest Revenue Received	122,000	139,986	292,225	305,242	278,391	300,871	307,896	345,775	332,627	364,020	373,014	296,583
Grants & Contributions	12,617,000	21,780,481	31,169,287	20,367,382	23,099,660	20,872,333	13,404,408	11,922,621	12,421,017	12,405,796	12,980,607	12,987,257
Bonds & Deposits Received	97,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,834,000	2,360,039	1,913,978	2,138,967	2,136,223	2,144,072	2,191,752	2,260,921	2,300,011	2,360,655	2,413,723	2,478,398
Payments:												
Employee Benefits & On-Costs	(8,095,000)	(8,336,280)	(9,443,936)	(9,601,632)	(9,793,620)	(9,988,617)	(10,187,516)	(10,390,397)	(10,597,338)	(10,806,420)	(11,023,727)	(11,244,203)
Materials & Contracts	(6,628,000)	(12,080,174)	(12,109,388)	(12,973,119)	(13,281,655)	(13,381,341)	(13,660,576)	(14,084,511)	(14,497,144)	(14,883,764)	(15,269,264)	(15,475,549)
Borrowing Costs	(2,000)	(3,930)	(5,718)	(5,792)	(5,182)	(4,504)	(109,777)	(100,602)	(90,953)	(80,893)	(70,130)	(58,937)
Bonds & Deposits Refunded	(14,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,094,000)	(499,901)	(826,109)	(873,534)	(899,453)	(923,418)	(942,809)	(962,665)	(983,451)	(1,009,002)	(1,032,228)	(1,057,365)
Net Cash provided (or used in) Operating Activities	9,302,000	19,942,809	27,573,269	16,429,996	19,427,541	17,764,405	10,689,130	9,080,968	9,390,687	9,273,281	9,223,263	9,720,561
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	63,000,000	250,000	1,909,797	431,599	38,284	47,806	36,826	23,299	363,155	300,497	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	236,000	120,001	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(63,230,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(10,115,000)	(25,212,187)	(31,983,826)	(14,971,446)	(15,524,807)	(16,615,471)	(7,242,690)	(6,486,677)	(6,215,534)	(5,837,335)	(5,936,311)	(4,541,635)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,129,000)	(24,842,186)	(30,073,829)	(14,539,847)	(15,486,522)	(16,567,666)	(7,203,634)	(6,461,418)	(6,852,379)	(6,236,637)	(5,936,311)	(4,541,635)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	350,000	-	350,000	-	-	2,000,000	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(41,000)	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(210,630)	(220,006)	(229,657)	(239,807)	(250,483)	(203,014)
Repayment of lease liabilities (principal repayments)	(18,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	491,000	(52,091)	297,283	(53,351)	(53,992)	1,945,360	(210,630)	(220,006)	(229,657)	(239,807)	(250,483)	(203,014)
Net Increase/(Decrease) in Cash & Cash Equivalents	(336,000)	(4,951,469)	(2,203,877)	1,836,399	3,907,027	3,142,099	3,242,447	2,369,544	3,308,522	3,796,637	3,516,470	4,975,692
plus: Cash & Cash Equivalents - beginning of year	13,955,000	13,619,000	8,667,531	6,464,235	8,300,653	12,207,680	15,349,779	18,592,226	20,961,770	24,270,292	28,066,929	31,583,399
Cash & Cash Equivalents - end of the year	13,619,000	8,667,531	6,464,235	8,300,653	12,207,680	15,349,779	18,592,226	20,961,770	24,270,292	28,066,929	31,583,399	36,559,091
Cash & Cash Equivalents - end of the year	13,619,000	8,667,531	6,464,235	8,300,653	12,207,680	15,349,779	18,592,226	20,961,770	24,270,292	28,066,929	31,583,399	36,559,091
Investments - end of the year	13,250,000	13,000,000	11,090,203	10,698,604	10,600,320	10,552,514	10,515,682	10,490,429	10,127,274	9,826,777	9,826,777	9,826,777
Cash, Cash Equivalents & Investments - end of the year	26,869,000	21,667,531	17,554,438	18,389,258	22,808,000	25,302,294	29,107,914	31,482,199	34,397,566	37,893,706	41,410,176	46,385,868
Representing:												
- External Restrictions	10,938,000	9,193,982	7,892,271	6,827,651	6,720,230	6,842,666	6,601,307	6,463,674	6,261,517	6,176,376	6,080,215	6,004,690
- Internal Restrictions	13,355,000	9,290,340	7,531,003	6,853,005	7,435,005	5,944,005	5,633,005	4,703,005	4,297,117	4,260,717	4,191,717	4,191,717
- Unrestricted	2,576,000	3,223,009	2,471,062	3,278,601	8,652,768	13,115,623	16,871,602	20,285,321	23,836,332	27,456,613	31,138,244	36,189,261
Total	26,869,000	21,667,531	17,554,438	18,389,258	22,808,000	25,302,294	29,107,914	31,482,199	34,397,566	37,893,706	41,410,176	46,385,868

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - GENERAL FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	5,644,080	5,657,838	5,763,914	6,296,029	6,841,084	7,482,771	7,611,892	7,738,368	7,907,723	8,060,014	8,215,300
User Charges & Fees	-	7,997,896	7,958,719	8,170,430	8,380,063	8,544,009	8,732,002	8,924,131	9,120,488	9,321,165	9,526,236	9,735,863
Investment & Interest Revenue Received	-	86,365	237,585	239,139	213,161	218,955	221,670	237,461	235,428	238,012	240,210	238,135
Grants & Contributions	-	20,137,751	30,921,707	18,871,587	12,841,066	12,808,051	13,134,311	11,646,582	12,138,905	12,117,478	12,665,946	12,636,113
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	2,279,992	1,891,343	2,116,016	2,113,109	2,120,380	2,167,468	2,236,029	2,274,497	2,334,503	2,386,917	2,447,922
Payments:												
Employee Benefits & On-Costs	-	(8,191,390)	(9,305,473)	(9,459,353)	(9,648,090)	(9,840,176)	(10,036,107)	(10,238,959)	(10,439,811)	(10,647,743)	(10,859,836)	(11,077,034)
Materials & Contract	-	(9,977,633)	(9,872,817)	(10,694,532)	(10,939,995)	(10,996,232)	(11,243,982)	(11,627,775)	(11,993,730)	(12,313,452)	(12,664,131)	(12,826,712)
Borrowing Costs	-	(3,930)	(5,718)	(5,792)	(5,132)	(4,504)	(3,849)	(3,196)	(2,513)	(1,836)	(1,149)	(510)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(499,901)	(826,109)	(873,534)	(899,453)	(923,418)	(942,809)	(962,865)	(983,451)	(1,009,002)	(1,032,225)	(1,057,365)
Net Cash provided (or used in) Operating Activities	-	17,471,251	26,657,275	14,127,875	8,270,738	8,568,179	9,511,676	7,826,310	8,106,180	7,946,648	8,321,980	8,331,709
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	120,001	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Asset	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associate	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Group	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associate	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(21,863,710)	(29,604,921)	(11,945,105)	(4,280,582)	(5,341,682)	(6,009,399)	(5,288,430)	(4,902,022)	(4,308,253)	(4,651,347)	(3,280,692)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Asset	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associate	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associate	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(21,743,709)	(29,604,921)	(11,945,105)	(4,280,582)	(5,341,682)	(6,009,399)	(5,288,430)	(4,902,022)	(4,308,253)	(4,651,347)	(3,280,692)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	350,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Lease	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(32,091)	(52,717)	(53,351)	(33,992)	(34,640)	(33,297)	(33,961)	(36,634)	(37,314)	(38,003)	-
Repayment of lease liabilities (principal repayment)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interest	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	(32,091)	297,283	(53,351)	(33,992)	(34,640)	(33,297)	(33,961)	(36,634)	(37,314)	(38,003)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(4,304,549)	(2,650,363)	2,129,419	3,936,164	2,971,857	3,468,979	2,481,918	3,147,524	3,361,281	3,612,630	3,051,017
plus: Cash & Cash Equivalents - beginning of year	-	12,750,000	8,425,451	5,775,085	7,904,507	11,880,672	14,832,329	18,279,508	20,761,427	23,908,990	27,490,231	31,102,862
Cash & Cash Equivalents - end of the year	-	8,425,451	5,775,085	7,904,507	11,880,672	14,832,329	18,279,508	20,761,427	23,908,990	27,490,231	31,102,862	36,133,879
Cash & Cash Equivalents - end of the year	12,750,000	8,425,451	5,775,085	7,904,507	11,880,672	14,832,329	18,279,508	20,761,427	23,908,990	27,490,231	31,102,862	36,133,879
Investments - end of the year	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000	6,296,000
Cash, Cash Equivalents & Investments - end of the year	19,046,000	14,721,451	12,071,066	14,200,507	18,156,672	21,128,329	24,575,508	27,057,427	30,204,990	33,786,231	37,398,862	42,440,879
Representing:												
- External Restriction	3,115,000	2,207,872	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901	2,068,901
- Internal Restriction	13,355,000	9,290,540	7,531,003	6,853,005	7,435,005	5,944,005	5,633,005	4,703,005	4,297,717	4,269,717	4,191,717	4,191,717
- Unrestricted	2,576,000	3,223,039	2,471,162	3,273,601	6,652,766	13,115,623	16,871,602	20,285,521	23,836,372	27,456,613	31,138,244	36,189,261
	19,046,000	14,721,451	12,071,066	14,200,507	18,156,672	21,128,329	24,575,508	27,057,427	30,204,990	33,786,231	37,398,862	42,440,879

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - WATER FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	843,044	874,251	912,874	935,861	959,258	983,239	1,007,820	1,033,016	1,058,841	1,085,312	1,112,445
User Charges & Fees	-	959,794	1,021,819	1,036,233	1,062,200	1,088,755	1,115,974	1,143,874	1,172,470	1,201,782	1,231,827	1,262,822
Investment & Interest Revenue Received	-	27,190	27,720	27,789	27,839	27,928	27,968	28,138	28,279	28,420	28,562	29,006
Grants & Contributions	-	1,642,730	247,980	253,027	238,593	264,282	270,097	276,039	282,112	288,316	294,681	301,144
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	73,835	16,305	16,062	16,464	16,875	17,297	17,730	18,173	18,627	19,093	19,570
Payments:												
Employee Benefits & On-Costs	-	(86,330)	(92,770)	(95,691)	(97,991)	(99,951)	(101,950)	(103,989)	(106,069)	(108,190)	(110,334)	(112,561)
Materials & Contracts	-	(1,489,390)	(1,488,140)	(1,513,294)	(1,542,046)	(1,571,345)	(1,601,201)	(1,631,624)	(1,662,625)	(1,694,215)	(1,726,405)	(1,759,206)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	1,970,903	606,966	636,660	660,940	685,803	711,455	737,988	765,356	793,984	822,697	853,020
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	409,797	411,599	38,284	47,806	36,826	25,299	13,155	497	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(2,308,580)	(1,203,705)	(1,048,259)	(719,224)	(733,609)	(748,281)	(763,247)	(778,512)	(794,082)	(809,963)	(826,163)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(2,308,580)	(793,908)	(636,660)	(660,940)	(685,803)	(711,455)	(737,988)	(765,356)	(793,984)	(809,963)	(826,163)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(337,677)	(187,343)	(0)	(0)	0	-	-	(0)	(0)	12,733	26,857
plus: Cash & Cash Equivalents - beginning of year	-	325,000	187,343	0	0	-	0	0	0	0	-	12,733
Cash & Cash Equivalents - end of the year	-	187,343	0	0	-	0	0	0	0	-	12,733	39,590
Cash & Cash Equivalents - end of the year	325,000	187,343	0	0	-	0	0	0	0	-	12,733	39,590
Investments - end of the year	2,623,000	2,623,000	2,213,203	1,801,604	1,743,320	1,895,514	1,658,668	1,633,429	1,620,274	1,619,777	1,619,777	1,619,777
Cash, Cash Equivalents & Investments - end of the year	3,148,000	2,810,343	2,213,203	1,801,604	1,745,320	1,658,514	1,658,668	1,633,429	1,620,274	1,619,777	1,632,510	1,658,567
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	(782,952)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)	(1,744,286)
- Unrestricted	3,148,000	3,593,295	3,957,489	3,545,890	3,487,606	3,439,800	3,402,974	3,377,715	3,364,560	3,364,063	3,376,796	3,403,853
	3,148,000	2,810,343	2,213,203	1,801,604	1,745,320	1,658,514	1,658,668	1,633,429	1,620,274	1,619,777	1,632,510	1,658,567

Coonamble Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - SEWER FUND Scenario: Balanced Approach (rolled over from V12 0 20/21 as bas												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					
	\$	\$	\$	\$	\$	\$	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	796,673	857,776	936,916	986,739	1,012,336	1,034,607	1,057,369	1,080,631	1,104,405	1,128,701	1,153,533
User Charges & Fees	-	310,901	212,665	252,476	292,454	299,766	307,260	314,941	322,815	330,885	339,157	347,836
Investment & Interest Revenue Received	-	26,410	26,920	36,313	37,371	53,958	57,927	60,176	65,920	97,386	104,241	29,442
Grants & Contributions	-	-	-	1,242,748	10,000,000	8,000,000	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	6,212	6,330	6,488	6,650	6,817	6,967	7,162	7,341	7,524	7,713	7,905
Payments:												
Employee Benefits & On-Costs	-	(58,360)	(45,693)	(46,607)	(47,539)	(48,490)	(49,460)	(50,449)	(51,458)	(52,487)	(53,537)	(54,607)
Materials & Contracts	-	(863,182)	(748,601)	(765,273)	(779,613)	(813,963)	(815,394)	(825,112)	(840,769)	(876,098)	(878,709)	(889,631)
Borrowing Costs	-	-	-	-	-	-	(105,928)	(97,416)	(86,438)	(78,969)	(68,981)	(56,447)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	800,654	309,429	1,665,061	10,496,963	8,310,423	436,000	486,671	519,021	532,848	578,596	538,832
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	250,000	1,500,000	20,000	-	-	-	-	350,000	300,000	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,039,917)	(1,175,000)	(1,978,082)	(10,545,000)	(10,340,181)	(485,000)	(435,000)	(535,000)	(435,000)	(495,000)	(435,000)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(789,917)	325,000	(1,958,082)	(10,545,000)	(10,340,181)	(485,000)	(435,000)	(165,000)	(135,000)	(495,000)	(435,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	2,000,000	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	(155,533)	(164,045)	(173,023)	(182,492)	(192,490)	(203,014)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	2,000,000	(155,533)	(164,045)	(173,023)	(182,492)	(192,490)	(203,014)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(289,263)	634,429	(293,021)	(49,137)	170,242	(204,533)	(112,374)	160,996	215,356	(108,894)	(102,183)
plus: Cash & Cash Equivalents - beginning of year	-	344,000	54,737	689,166	396,146	347,009	517,251	312,718	200,343	361,342	576,696	467,804
Cash & Cash Equivalents - end of the year	-	54,737	689,166	596,146	547,009	517,251	312,718	200,343	561,342	576,696	467,804	565,621
Cash & Cash Equivalents - end of the year	344,000	54,737	689,166	396,146	347,009	517,251	312,718	200,343	361,342	576,696	467,804	365,621
Investments - end of the year	4,331,000	4,081,000	2,581,000	2,561,000	2,561,000	2,561,000	2,561,000	2,561,000	2,211,000	1,911,000	1,911,000	1,911,000
Cash, Cash Equivalents & Investments - end of the year	4,675,000	4,135,737	3,270,166	2,957,146	2,908,009	3,078,251	2,873,718	2,761,343	2,572,342	2,487,696	2,378,804	2,276,621
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	(1,107,179)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)	(2,254,722)
- Unrestricted	4,675,000	3,028,558	5,524,888	5,211,868	5,163,287	5,332,973	5,128,440	5,016,065	4,827,064	4,742,420	4,633,526	4,331,343
	4,675,000	4,135,737	3,270,166	2,957,146	2,908,009	3,078,251	2,873,718	2,761,343	2,572,342	2,487,696	2,378,804	2,276,621

COONAMBLE SHIRE COUNCIL



STRATEGIC ASSET MANAGEMENT PLAN 2022-2032

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1. Introduction

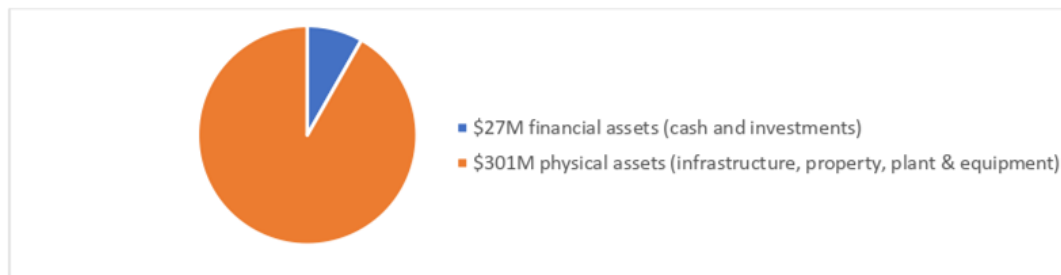
1.1 Council’s Objective: Sound Financial Management

Council’s Delivery Program reinforces its commitment to the principles of sound financial management set out in section 8B of the Local Government Act. Council has identified the following objectives in this regard for its term in office:

- Spending: a balanced operational budget
- Infrastructure investment:
 - Eliminating the backlog via a focus on renewals
 - Affordable service levels
 - Prioritisation of upgrades
- Effective financial and asset management
 - Continuous improvement in asset management (actions in SAMP)
 - Adequate reserves and appropriate borrowing (outlined in LTFP)

This Strategic Asset Management Plan supports Council’s decision making in relation to all the above objectives. Council’s commitment to asset management generally is documented in its **Asset Management Policy** (available on Council’s website).

The chart below explains why Council must manage its *physical* assets, not just its *financial* assets, if it is to adhere to the principles of sound financial management in the Act: **Council’s financial assets make up around 8% of community assets it is responsible for.**¹ If Council is to be responsible and sustainable, it must manage its physical assets, too.



¹ Aligns with Statement of Financial Position in 2021 Financial Statements.

1.2 Relationship to Other Documents and Structure of this SAMP

This Strategic Asset Management Plan (SAMP) sits alongside the Long Term Financial Plan (LTFP) and Workforce Management Plan in Council’s **Resourcing Strategy**. It incorporates requirements for both the ‘Asset Management Strategy’ and ‘Asset Management Plans’.²

The Resourcing Strategy supports Council’s decision making in its **Delivery Program** and **Operational Plan** (DP and OP).

As shown below, the Resourcing Strategy ‘backs up’ the Delivery Program in particular, as required by the Local Government Act (section 404): the DP details the activities Council will undertake to perform its functions *within the resources available in the Resourcing Strategy*.



It is important to note that it is in the Delivery Program (and annual Operational Plan that ‘actions’ it) and not in this SAMP where Council:

- allocates resources to undertake asset-related activities and
- establishes its objectives (including ‘asset service standards’³), against which it will monitor, measure and report on its performance.

This SAMP is structured as follows:

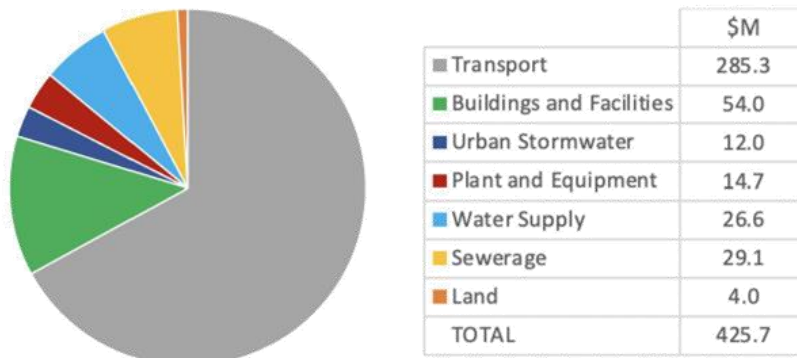
- **Asset class summaries:** a big-picture view of
 - where we are now,
 - where we’re headed with available resources in the LTFP and
 - key objectives to monitor to ensure we stay on track
- **Financial planning:**
 - Explanation how financial information aligns across all IP&R documents
 - 10 year capital works forecast with notes about each program
- **Risk management:** summary of critical risks and management strategies
- **Infrastructure asset performance measures:** analysis of Council’s current and projected performance against mandatory benchmarks set by NSW Government
- **Asset management system:** overview of the system with key improvement actions

² IP&R Guidelines essential elements 3.14 to 3.23.

³ IP&R Guidelines essential element 3.21 requires councils to include ‘asset service standards’ in their AMPs, but these are in Council’s DP and OP.

2. Asset Class Summaries

The chart below summarises the **replacement value** of Council’s main classes of physical assets. The total here (\$426M⁴) is higher than the ‘carrying value’ in section 1.1 (\$301M) as replacement value is what it is worth new, not what it is worth now (after depreciation).



Each asset class (other than land) is considered in the following sections.

Land is not considered in the same way at present, although Council is updating its property register and preparing plans of management for all community and Crown land.

‘Buildings and facilities’ are considered together, including both buildings and ‘other’ assets (e.g. pools, playgrounds, parks and sports infrastructure) as most facilities include a building and these other assets as well.

⁴ Aligns with Note C1-6 of 2021 Financial Statements, excluding capital works in progress.

TRANSPORT																											
What assets are we responsible for?																											
Asset category	Value \$M	Asset category	Value \$M																								
168km sealed rural local roads	46.5	1,114km unsealed rural local roads + 210km of 'formed only' roads	15.1																								
49km sealed + 24km unsealed local urban roads	16.8	204km sealed + 51km unsealed regional roads	72.1																								
32 Bridges and major culverts	26.2	59km kerb and gutter	7.2																								
1485 pipe culverts (rural roads)	9.5	15km footpaths and cycleways	1.8																								
Where are we now?	<p>Council acknowledges that the current state of the road network is unsatisfactory to many in the community. It also recognises real improvements will require commitment to a long-term program that targets the limited funds available to the top priorities.</p> <p>Sealed roads: investment in reseals (renewing the bitumen surface) has been insufficient but should be top priority. As a result, the 'waterproof' layer is gone on many roads, increasing the risk of premature failure of the underlying gravel pavement (this costs 6-8 times more to fix). Targets have been set (below) for reseals to be done each year (including an allowance for heavy patching of isolated pavement failures within reseals).</p> <p>Some priorities for full pavement rehabilitation (roads too far gone to reseal) have been identified, but this list needs refining. The amount available for these works must be weighed up against priorities on unsealed roads, plus matching grants for upgrades (e.g. shoulder widening, extending seals). Upgrades shouldn't be prioritised over renewals.</p> <p>Unsealed roads: the funds available for grading (to restore shape and shed water) are very limited given the size of the network. The fact that many roads are low-lying (water can't get away), recent wet weather and good harvests, are exacerbating the issues.</p> <p>Funds for resheeting (adding gravel over the natural soil) are also limited, and limited access to borrow pits is adding to costs. Grading, and protecting roads from damage during wet periods (via closures), is critical to improving accessibility for landholders.</p> <p>An ACTION PLAN to improve unsealed roads will be developed and endorsed by Council covering hierarchy, gravel vs. formed only, gravel sources, grading service targets, etc.</p> <p>Bridges and culverts: several structures need rehabilitation to avoid failure of abutments. Assessment of all structures needs to be undertaken to identify defects for repair.</p> <p>Kerb and gutter, footpaths: in urban areas is failing in a number of locations.</p>																										
Where will we be in 10 years?	<p>Sealed roads: focusing on reseals will reduce premature failure of pavements, and, with adequate funding for pavements, will see a gradual improvement in condition over time. Upgrades (e.g. widening, seal extension) will be limited to funding obtained via grants.</p> <p>Unsealed roads: Council's ACTION PLAN to improve the unsealed network will see improved outcomes with available funds, but meeting community expectations will remain a challenge.</p> <p>Bridges and culverts: priority repair works will be undertaken, guided by assessments.</p> <p>Kerbs + footpaths: renewal works will be undertaken with funds available.</p>																										
How will we know we're on track?	<table border="1"> <thead> <tr> <th>Activity</th> <th>Target</th> <th>Activity</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Reseals: Local Rural</td> <td>9km p.a.</td> <td rowspan="3">Prioritised works program for reseals and pavements + unsealed resheets</td> <td rowspan="3">Program endorsed for 2023 budget</td> </tr> <tr> <td>Local Urban</td> <td>2km p.a.</td> </tr> <tr> <td>Regional Roads</td> <td>11km p.a.</td> </tr> <tr> <td>ACTION PLAN to improve the unsealed road network</td> <td>Endorsed by 2023</td> <td>Road upgrade priority list (for grant applications)</td> <td>List endorsed by 2023</td> </tr> <tr> <td>Scope up known repair works on bridges</td> <td>For 24 Budget</td> <td>Inspection program for all bridges/major culverts</td> <td>Consider in 2024 budget</td> </tr> <tr> <td>Review road hierarchy</td> <td>By 2023</td> <td>Kerb and footpath priority works list</td> <td>List endorsed by 2023</td> </tr> </tbody> </table>	Activity	Target	Activity	Target	Reseals: Local Rural	9km p.a.	Prioritised works program for reseals and pavements + unsealed resheets	Program endorsed for 2023 budget	Local Urban	2km p.a.	Regional Roads	11km p.a.	ACTION PLAN to improve the unsealed road network	Endorsed by 2023	Road upgrade priority list (for grant applications)	List endorsed by 2023	Scope up known repair works on bridges	For 24 Budget	Inspection program for all bridges/major culverts	Consider in 2024 budget	Review road hierarchy	By 2023	Kerb and footpath priority works list	List endorsed by 2023		
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Review road hierarchy	By 2023	Kerb and footpath priority works list	List endorsed by 2023																								

BUILDINGS AND FACILITIES			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
Administration office	1.2	9 Residential dwellings	1.4
Aerodrome (buildings, runway, lights)	10.1	Saleyards (office, yards, amenities)	1.4
Caravan Park (cabins, amenities)	2.1	2 Showgrounds	4.1
Community buildings (4)	4.2	22 Sports buildings and public toilets	3.4
Depots (sheds, parking)	2.8	Other sports (lights, fields, courts)	3.0
Emergency services (16 RFS, SES)	4.6	Swimming pools	6.0
3 Libraries	1.0	3 Waste centres (sheds, fencing)	1.1
Parks assets (playgrounds, shelters)	0.9	Museum (sheds, amenities)	1.1
Quarry assets (sheds, hardstand)	0.7	Service NSW (+ vacant offices)	1.6
		Visitor Information Centre	new
Where are we now?	<p>Council's buildings and 'other' assets associated with facilities (lights, playgrounds, sports and parks assets, shelters, fences, etc.) are generally in acceptable condition and meet user needs. Most assets need maintenance, not renewal. An overview of assets follows.</p> <p>Swimming Pools: Coonamble needs major work to extend its operating life. Opportunity to undertake additional upgrades to the pool precinct and neighbouring McDonald Park, to take full advantage of its potential for the community. A masterplan has been drafted for this. Works are valued at \$12M but could be more if further works are required to the pool structures to fix leaks (further investigations will clarify this). Council will be pursuing grant assistance to complete this project. Quambone pool also needs significant refurbishment or upgrade. Gular pool is good.</p> <p>Sports buildings and public toilets: Council is investing in renewals (grandstand, lighting, shed) at Coonamble Sportsground. Gulargambone Sportsground needs upgrade e.g. lighting (subject to grant funding). Quambone Sportsground needs a disabled toilet.</p> <p>Parks and playgrounds: some sites need maintenance, potential for rationalisation.</p> <p>Admin offices: need refurbishment to make room for staff and support service delivery.</p> <p>Aerodrome: terminal needs refurbishment (but usage is limited). Runway is OK.</p> <p>Caravan Park: has been upgraded recently. 2 older cabins need refurbishment. Internal roadworks and drainage is programmed.</p> <p>Community halls: Gular Mechanical Institute (incl. Library) needs minor maintenance. Quambone hall has works programmed. Combara hall needs work (subject to grants).</p> <p>Depots: are aged. Workshop and stores could do with refurbishment to improve functionality. Fencing is poor at all 3 depots – needs improvement for security.</p> <p>Emergency: new SES facility is being built in 2023. Works on RFS assets arranged by RFS.</p> <p>Libraries: are generally suitable for users. Museum: minor maintenance required.</p> <p>Quarry: is all functional. Waste: facilities are generally adequate.</p> <p>Residential dwellings: need refurbishment so they are in acceptable condition for residents.</p> <p>Saleyards: works programmed this year for kiosk. Facilities generally fit for purpose.</p> <p>Showgrounds: are generally good. Future works being developed as per Plan of Mgmt.</p> <p>Service NSW offices: generally OK, painting needed. Visitor Info Centre: is new.</p>		
	Where will we be in 10 years?	<p>Given the limited funds available, Council needs to prioritise its investments and avoid taking on additional responsibilities and, where possible, rationalise its assets by identifying under-utilised assets with limited value to the community for disposal.</p> <p>Following the revaluation of building assets in 2023, a structured works program will be developed based on condition assessments to ensure they continue to meet user needs.</p>	
How will we know we're on track?	Activity	Target	
	Finalise Pool + McDonald Park Masterplan and costing (inc. pool repairs if required) and pursue grants for delivery.	By 2023	
	Develop structured maintenance and renewal for playground equipment	By 2023	
	Develop forward works program (maintenance + renewals) for buildings and other assets based on inspections, identify priorities for upgrades	by 2023	
	Prepare a list of underutilised/surplus buildings and facilities, for Council consideration as to rationalisation and disposal.	by 2023	

<h2 style="margin: 0;">URBAN STORMWATER DRAINAGE and FLOOD LEVY MANAGEMENT</h2>																	
What assets are we responsible for?																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0056b3; color: white;">Asset category</th> <th style="background-color: #0056b3; color: white;">Value \$M</th> </tr> </thead> <tbody> <tr> <td>3.4km of urban stormwater drainage pipes</td> <td style="text-align: center;">2.4</td> </tr> <tr> <td>52 pits and other structures</td> <td style="text-align: center;">0.2</td> </tr> </tbody> </table>	Asset category	Value \$M	3.4km of urban stormwater drainage pipes	2.4	52 pits and other structures	0.2										
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<i>Note: drainage pipes and culverts in rural areas are included in Transport</i>																	
Where are we now?	<p>Coonamble Flood Levee: protects the CBD (located between Castlereagh River and Wareena Creek). Currently access to the levee around Warrana Weir is not controlled and vehicle traffic is creating maintenance issues (wheel ruts, illegal dumping, scouring). In addition, there is little to no maintenance undertaken on the levee in private property hence vegetation and pests creates other issues (piping and undermining of the levee). Council needs to restrict access, repair erosion, manage vegetation, etc.</p> <p>Council also a need to procure a flood barrier for the Castlereagh Highway crossing of the levee, plus a shipping container to store it.</p> <p>West Coonamble: is subject to flooding as detailed in the 2021 Floodplain Risk Management Study and Plan. High priority actions identified in this include a new development control plan, education and awareness, SES Flood Plan revision and concept for Quambone Road upgrade at Gidgenbar watercourse.</p> <p>Underground urban stormwater drainage: is limited to Coonamble. Council has limited info on its condition. A CCTV inspection program (starting with a small sample of a few critical lines, as proposed below) will assess the value of a full-scale inspection program.</p> <p>Some valves on outlets of pipes (which are there to stop the river surcharging back to town when the river is in flood) aren't working. All valves need inspection and maintenance, and a system needs to be established to do so periodically into the future. At this stage, it is not envisaged that Council will be able to afford to provide additional drainage infrastructure (to address localised flooding issues) but this should also be considered in the context of the priority works identified above.</p> <p>Detention Basin on Auburn St: needs improvements including establishing a permanent site for a generator and pump (which pumps from town, over the levy to the river), improving alignment of outlet pipe, and generally tidying up the area as open space that can be maintained. A prioritised plan identifying potential works is the first step here.</p>																
Where will we be in 10 years?	<p>Some priority works will have been completed within budget constraints, but it is expected that there will be outstanding works identified beyond available resources. Council will need to consider allocating additional funds and will actively pursue grants.</p>																
How will we know we're on track?	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0056b3; color: white;">Activity</th> <th style="background-color: #0056b3; color: white;">Target</th> </tr> </thead> <tbody> <tr> <td>Maintenance issues (e.g. blockages) responded to as required</td> <td style="text-align: center;">ongoing</td> </tr> <tr> <td>CCTV inspection program undertaken on 3 'higher risk' pipes (focus on areas more likely to have condition problems and with higher consequence of failures); review the value of investment in doing more.</td> <td style="text-align: center;">By 2023</td> </tr> <tr> <td>Progress actions in West Coonamble Floodplain Study and Plan</td> <td style="text-align: center;">Report progress</td> </tr> <tr> <td>Valves on outlets inspected and maintained, program in place for periodic inspections in future</td> <td style="text-align: center;">By 2023</td> </tr> <tr> <td>Maintenance actions + ongoing program for levee</td> <td style="text-align: center;">By 2023</td> </tr> <tr> <td>Consider purchase of flood barrier + shipping container for storage for Castlereagh Highway crossing of the levee in budget (approx. \$210,000)</td> <td style="text-align: center;">2024 Budget</td> </tr> <tr> <td>Prioritised list of works at detention basin on Auburn St.</td> <td style="text-align: center;">By 2023</td> </tr> </tbody> </table>	Activity	Target	Maintenance issues (e.g. blockages) responded to as required	ongoing	CCTV inspection program undertaken on 3 'higher risk' pipes (focus on areas more likely to have condition problems and with higher consequence of failures); review the value of investment in doing more.	By 2023	Progress actions in West Coonamble Floodplain Study and Plan	Report progress	Valves on outlets inspected and maintained, program in place for periodic inspections in future	By 2023	Maintenance actions + ongoing program for levee	By 2023	Consider purchase of flood barrier + shipping container for storage for Castlereagh Highway crossing of the levee in budget (approx. \$210,000)	2024 Budget	Prioritised list of works at detention basin on Auburn St.	By 2023
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PLANT AND EQUIPMENT		
What assets are we responsible for?		
	Asset category	Value \$M
	Heavy (civil construction) plant, trucks, mowers, utilities, and cars	11.5
	Office equipment (information technology, furniture, etc.)	3.2
Where are we now?	<p>Council has a generally modern and reliable plant fleet that is adequate to support efficient and effective operations (in roads, parks, water, and sewer, etc.).</p> <p>There are some surplus items requiring review based on operational needs, and potentially some new items that would be a good investment to improve service delivery.</p> <p>There is a need for ongoing review of plant utilisation and hire rates to ensure sufficient funds are being generated for operations and future replacement.</p> <p>There is an opportunity to improve safety of operations, e.g. installing GPS tracking, and ongoing monitoring of faults and repairs.</p> <p>Council has invested in information technology to support efficient and effective operations (in office-based activities) but needs to continue to invest in replacing ageing equipment as much of this has a short service life, as well as investing in new technologies where there is a business case to do so.</p> <p>Communications technology is an issue to support operations (e.g. paperless office, records management). Solutions needs investigation.</p>	
Where will we be in 10 years?	<p>Council will have a clearer picture of the costs of operating individual plant items and be allocating this to the appropriate areas, as well as having improved reporting on plant performance to optimise fleet management decisions.</p> <p>Investment in information technology will improve the efficiency and effectiveness of Council's operations.</p>	
How will we know we're on track?	Activity	Target
	Plant replacement programs implemented	Ongoing
	Review current fleet asset portfolio and identify items to delete and/or add to better support operations.	Ongoing
	Develop an action plan identifying priority investments in Information and Communications Technology and consider in budget	2023

<h2 style="text-align: center;">WATER SUPPLY</h2> <p style="text-align: center;">Coonamble, Gulargambone, Quambone</p>			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
77km water supply pipelines	58.2	Gulargambone and Quambone bores and chlorination plants	0.4 G + Q
Coonamble Bores and Water Treatment Plant	5.1	5 service reservoirs	
Where are we now?	<p>The key concerns with Council’s water supplies are resilience and reliability. Council can fund most of the work required but pursues grants for larger projects if possible.</p> <p>Service reservoirs: a new reservoir is needed at Coonamble to increase storage capacity. 1 of the 3 existing reservoirs is decommissioned and the others aren’t big enough to provide a ‘buffer’ in times of breakdowns (there is less than 24 hours storage in peak summer demand). Structural assessment needed on stand at Q + reservoirs 3 & 4 at C.</p> <p>Bores: new bores needed at Coonamble and Quambone to improve security of supply and replace infrastructure at the end of its useful life. Old disused bores to be capped.</p> <p>Water treatment plant: at C is in good condition, but the two sediment ponds are too small, so they fill up too fast. The ponds need repairs, possibly lining, and possibly a new pond is needed. Scoping study to be commissioned to determine works required.</p> <p>Water pipelines: in older areas (26km of asbestos cement pipes, 1/3 of all pipes) are reaching the end of their service life and are expected to need replacing in the next 10-15 years. The budget forecast allows to do so, but the rate at which pipes need to be renewed needs monitoring and review since, other than critical lines, pipes shouldn’t be replaced until they need it (as evidenced by breaks) to minimise long term costs.</p> <p>Service connections across the network fail often. Replaced individually, as breaks occur. A lack of functioning valves is a problem as larger areas of town need to be isolated to fix breaks in pipes. A budget to replace valves is allocated for several years to address this.</p> <p>Hydrants have been maintained recently in Coonamble, but more work is needed in the villages. Ongoing program is essential (see ‘preventative maintenance’ below).</p> <p>Water meters: are at the end of their service life. Replacing these with ‘smart’ meters will not only increase revenues (meters are built to read slower, less than actual usage, as they age) but also free up operations crews (who currently read meters) for other duties.</p> <p>Water loss: current losses are estimated to be as high as 40%. Replacing meters and installing flow meters on Coonamble reservoirs will improve the accuracy of this figure and help identify and address losses in the system.</p> <p>Preventative maintenance: program needs to be developed (as discussed under sewer).</p> <p>Drinking Water Quality Management System: in place as per NSW Health requirements.</p>		
Where will we be in 10 years?	<p>With investment by Council, and support from other levels of government, the resilience and reliability of supplies will improve.</p> <p>Continued investment in renewals, particularly of pipelines and mechanical and electrical equipment, will be required to ensure reliability of the supply. Resilience will be improved with new bores for Coonamble and Quambone, and new reservoir for C.</p>		
How will we know we’re on track?	Activity	Target	
	New reservoir for Coonamble: finalise concept design and budget	By 2023	
	New bores for Coonamble and Quambone completed	By 2025	
	Water supplied meets Australian Drinking Water Guidelines	100%	
	Capital & maintenance programs: pipes, valves, hydrants, mech/elec.	Completed	
	Interruptions to supply (planned outages: minimum 3 days’ notice)	< 8 hours	
	Water losses throughout the system	Reducing	
	Water meters: business case for smart meters, budget/implementation	By 2024	

SEWERAGE			
Coonamble and Gulargambone			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
37km gravity pipes, inc. 668 manholes	13.2	Coonamble Sewage Treatment Plant	7.5
11km rising mains (pressure pipe)	3.1	Gulargambone Sewage Trtmt. Plant	1.7
16 sewage pumping stations	5.0		
Where are we now?	<p>The key concern with Council’s sewerage systems is managing risks of failure associated with ageing infrastructure. Council can fund some of the work required to replace these assets but needs grants to help replace the Coonamble Plant in particular.</p> <p>Coonamble Sewage Treatment Plant: is at the end of its useful life. Effluent quality isn’t good enough to discharge to the environment, so it must be reused (at golf club or irrigated at old landfill site). EPA has issued a prevention notice because insufficient effluent is being reused, but Council has limited control over this. A new plant is needed. Council expects to secure grant assistance for most of this project. An options report and business case has been commissioned and is due for completion in 2023.</p> <p>Gulargambone Sewage Treatment Plant: is generally compliant with licence conditions apart from discharge volumes (maximum is exceeded in wet weather due to infiltration – work on pipes will reduce this), but the plant needs refurbishment to remain operational. Works on the main channel were completed in 2022. Next steps are lining of maturation pond and construction of a catch pond so grit can be cleaned from the main channel.</p> <p>Gravity pipelines and manholes: older pipes in Coonamble and Gulargambone are reaching the end of their useful life. Investment in CCTV needs to be ramped up to identify problems and fix them earlier (by relining existing pipes, avoiding costly dig ups). This is planned in 2024, at which time future funding needs will be reassessed, depending on the extent of problems found. Structural assessment of manholes is also required.</p> <p>Sewage rising mains: (pressure pipes from pump stations) are critical to the system. No renewals proposed at this stage, but Council needs to monitor breaks and act if required.</p> <p>Sewage pumping stations: some pump stations in Coonamble are getting older. An assessment of these sites with advice on rehabilitation options will be undertaken. Ongoing investment in pump replacements is essential to system reliability.</p> <p>Preventative maintenance: programs need to be developed to improve the reliability of mechanical and electrical equipment (pumps, switchboards, telemetry, etc.).</p> <p>Telemetry: needs replacing over the next few years as existing units are largely obsolete.</p> <p>Liquid trade waste management: Council doesn’t have a policy or program in place.</p>		
Where will we be in 10 years?	<p>With continued investment by Council, and assistance from other levels of government for Coonamble Sewage Treatment Plant in particular, Council will reduce the risk of failures across its two sewerage systems.</p>		
How will we know we’re on track?	Activity	Target	
	Coonamble Sewage Treatment Plant: options study (grant dependent)	by Dec 2022	
	Concept design and business case (grant dependent)	by June 2023	
	Complete refurbishment works Gulargambone Sewage Treatment Plan	By 2024	
	Review funding forecasts once full CCTV inspection of all pipelines done	2024 budget	
	Gravity pipelines CCTV and relining program, plus manholes (length of CCTV done and pipes relined to be reported)	Ongoing	
	Business case for preventative maintenance program	By 2023	
	Incidence of failures (sewerage chokes, pump failures)	Decreasing	
	Trade Waste Policy and Program (best practice mgmt. requirement)	by 2024	

3. Financial Planning

The allocation of Council’s limited resources always involves a balance between:

- **performance** (‘level of service’ as needed or desired by the community),
- **cost** (what is affordable to Council, as determined in the budget and LTFP) and
- **risk** (what is ‘acceptable’ to Council under its Risk Management Framework).

It is critical that financial information (‘cost’) aligns across all of Council’s IP&R documents. This SAMP is based on budgets in the Delivery Program and the ‘base case’ in the LTFP.

Forecast costs for **operations and maintenance** – activities that ‘retain’ an asset in service rather than ‘restore’ it (as with capital works) – are not included in this SAMP (as required by the IP&R Guidelines⁵) because these forecasts are in the OP budget, DP financial forecasts and LTFP. Unless specified otherwise, indexation applied to budgets generally (employees, materials, etc.) applies to budgets for asset operations and maintenance, too.

Forecast costs for **capital works programs** – activities to renew or upgrade existing assets and to build/acquire new assets – are included in the following tables. Alignment with numbers in the other IP&R documents is as follows:

Document	Level of detail provided
Strategic Asset Management Plan	Capital works program set out in section 3. Includes amounts for each <i>asset class</i> (e.g. transport, buildings) and <i>programs</i> within these (e.g. unsealed roads within transport). Major <i>projects</i> may also be identified. Figures are <i>not indexed</i> , i.e., they are in current year (nominal) dollars.
Long Term Financial Plan	Total capital works from SAMP shown as ‘capital works’ in the cashflow statement at ‘purchase of infrastructure, property, plant and equipment. Figures are <i>indexed</i> .
Delivery Program (financial forecasts)	Similar level of detail to what is in the SAMP, numbers align with years 1-3 of the LTFP. Figures are <i>indexed</i> .
Operational Plan (annual budget)	Total of capital works equals total for year 1 of SAMP. Individual <i>projects</i> within each <i>program</i> identified in the SAMP are identified. Only current year projects are ‘locked in’. Projects for future years may be listed for information but are subject to change. Unfunded projects may be included to guide grant applications.

⁵ Essential element 3.22 says AMPs ‘must contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs for reflection in LTFP’. Forecast costs generally *are* in the LTFP. Projections (in terms of outcomes) are in asset class summaries and risk management strategies.

If there is a need for Council to consider varying the funding allocated now or in future (forecasts), this will be identified in one or more of the following ways:

- in the **asset class summaries** (section 2) by identifying an issue of concern with outcomes Council can achieve now ('where are we now?') and/or what it can achieve in future ('where will we be in 10 years?')⁶
- as a **risk management strategy** (section 4) that Council needs to implement to bring a particular risk down to an 'acceptable' level
- as a shortfall expressed in terms of the **infrastructure asset performance measures** ('backlog' or 'required maintenance' in section 5) and/or
- as a scenario in the **LTFP** (where the additional funding to address the issue is provided) in addition to the scenarios currently included.

⁶ A distinction isn't made in the asset class summaries between 'operations' and 'capital' as the focus is outcomes, not accounting.

3.1 Capital Works Program for General Fund

The table below details the capital works program for each *program* area.

PROG.#	PROGRAM	Capital works program										
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 YEARS
T 1	Local sealed rural roads	4,625	670	470	550	550	550	550	550	550	550	9,615
T 2	Urban streets (local, sealed + unsealed)	950	200	200	200	200	200	200	200	200	200	2,750
T 3	Unsealed rural roads	725	1,030	1,230	1,150	1,150	1,150	1,150	1,150	1,150	1,150	11,035
T 4	Local road upgrades (Tooraweenah)	13,566	9,044									22,610
T 5	Regional roads	1,367	950	950	950	950	950	950	950	950	950	9,917
T 6	Kerb and gutter	75	50	50	100	100	100	100	100	100	100	875
T 7	Footpaths	45	50	50	30	30	30	30	30	30	30	355
T 8	Other road assets (bridges, culverts guardrail, signs, shelters, furniture, etc.)		100	100	100	25	25	25	25	25	25	450
T 9	Earthworks & sub-base (non-depreciable)											-
TRANSPORT		21,353	12,094	3,050	3,080	3,005	3,005	3,005	3,005	3,005	3,005	57,607
UD 1	Urban drainage renewals	175	100	100	35	35	35	35	35	35	35	620
UD 2	Urban drainage upgrades		210									210
URBAN STORMWATER DRAINAGE		175	310	100	35	35	35	35	35	35	35	830
BF 1	Administration		50	50								100
BF 2	Aerodrome	40										40
BF 3	Community & cultural buildings	63										63
BF 4	Depots		50	50								100
BF 5	Emergency services (SES)	950										950
BF 6	Libraries (buildings + library resources)	65	15	15	15	15	15	15	15	15	15	200
BF 7	Residential premises	198										198
BF 8	Sports buildings and public toilets	483										483
BF 9	Showgrounds	134										134
BF 10	Swimming pool buildings	467	<i>Grants to be sought for Coonamble Pool / McDonald Park upgrade (\$12M estimate)</i>									467
BF 11	BUILDINGS - UNALLOCATED	70	70	70	70	70	70	70	70	70	70	700
BF 12	Playgrounds (renew/upgrade/disposals)		10	10	10	10	10	10	10	10	10	90
BF 13	Other open space + cemetery assets	20	20	20								60
BUILDINGS & FACILITIES		2,490	215	215	95	95	95	95	95	95	95	3,585
PE 1	Heavy plant and light vehicles	1648	1,963	628	1,210	1,210	1,210	1,210	1,210	1,210	1,210	12,709
PE 2	Office equipment and IT	73	40	40	40	40	40	40	40	40	40	433
PLANT AND EQUIPMENT		1,721	2,003	668	1,250	1,250	1,250	1,250	1,250	1,250	1,250	13,142
WM 1	Waste management	50	new cells?									50
WASTE MANAGEMENT		50	-	-	-	-	-	-	-	-	-	50
TOTAL GENERAL FUND		25,789	14,622	4,033	4,460	4,385	4,385	4,385	4,385	4,385	4,385	75,214

Comments on each program are provided in the table below (use the 'prog. #' column on the left below to match the financials above with the commentary in the other table).

As noted above, individual *projects* within each *program* are identified in the Operational Plan.

Comments on Capital Works Program (above)

NOTE: actual projects and budgets will be identified in the Operational Plan.

TRANSPORT
<p>T1. RURAL SEALED ROADS: Council needs to spend around \$850k p.a., on average, to achieve the target of 9km p.a. in reseals (this is top priority, equivalent to a 20 year reseal cycle). This allows for around 20% heavy patching on these reseal areas.</p> <p>But taking into account grants in 2023 – \$1.8M for repairs to Box Ridge Rd (24km) \$3.6M for Carinya Rd (69km) – a budget of \$550k p.a. for the period 2024-2032 may be sufficient. This would fund resealing of all 44km of other sealed roads, plus 20% patching (16% needs patching now). Some further work is likely on other sections of Box Ridge and Carinya too.</p> <p>Council needs to monitor and report on ‘backlog’ (reseals + pavements) to monitor the adequacy of funding over time. It may be best to accelerate funding in early years for reseals.</p>
<p>T2. URBAN STREETS: on average, Council needs to spend around \$235k p.a. to achieve the target of 2km of reseals p.a. (20 year reseal cycle) including 20% heavy patching <i>plus</i> \$20k p.a. for resheeting of unsealed urban streets.</p> <p>An assessment of the 37km of urban streets suggests \$200k p.a. is sufficient (about 13% needs patching), but Council needs to monitor and report on ‘backlog’ here, too.</p>
<p>T3. UNSEALED RURAL ROADS: Council has identified unsealed roads as needing substantial additional investment. The \$1.15M p.a. in the budget for 2026 to 2032 is based on \$1.9M p.a. traditionally available for roads overall (\$1.2M R2R grant + \$0.7M of CSC revenues, noting that FAGs local roads component is \$1.5M p.a.), less allocations to rural and urban roads.</p> <p>Council would need to spend more than this to keep up with needs across the 1,114km of unsealed roads classified as ‘gravel’ (not ‘formed only’) <i>and</i> to address deficiencies (especially, building up the formation to improve drainage).</p> <p>The ACTION PLAN for improving unsealed roads needs to consider the length of road to be resheeted, and also the need for additional funding. Impacts of grants for restoration works after floods need to be factored in, too.</p>
<p>T4. LOCAL ROAD UPGRADES: the upgrade of Tooraweenah Rd (\$13.6M + \$9M) is the only project currently identified. No allowance has been made in future years for other projects due to the significant funding challenges noted above.</p> <p>Council needs to be cautious about spending its own money on upgrades, given the challenges with renewals (if it doesn’t fund renewals as a priority, it will lead to overall deterioration of the network and higher costs long term). Ideally, grants in future years should focus on roads in need of renewal anyway.</p> <p>Developing a prioritised list of road upgrades (sealed and unsealed) is an action in this SAMP.</p>
<p>T5. REGIONAL ROADS: Council receives around \$1.36M in grants for regional roads (including REPAIR grant) and spends around \$560k p.a. on maintenance. This leaves around \$800k p.a. for capital works. Around \$950k p.a. is needed for 10km p.a. reseals + 20% heavy patching, which is what is forecast here but it may not be realistic to reduce maintenance budgets by this amount.</p> <p>As with other programs above, there is minimal allowance for pavement rehabilitation apart from with reseals, or for any upgrades. Condition inspection required to clarify needs.</p>
<p>T6. KERB AND GUTTER: the \$100k p.a. budget forecast is sufficient to replace 300m of kerb per year, depending on associated works (e.g. repairs to adjacent road pavement, which is unlikely to be funded from urban roads program – above – due to competing priorities).</p> <p>There is a considerable length of kerb failing (e.g. pushing up, not draining water) around town. Developing a priority program is an action of this SAMP.</p>

<p>T7. FOOTPATHS: a \$50k p.a. budget is included, but there is likely to be need to mix renewal of existing paths with maintenance (fixing small sections and trip hazards) as well some upgrades of priority areas. Council has applied for funding to prepare a new Pedestrian Access and Mobility Plan which will help guide future priorities.</p>
<p>T8. OTHER ROAD ASSETS: \$100k p.a. in years 2-4 is for repairs to abutments on 4 bridges, however this budget may need increasing (subject to engineering advice). Ongoing estimate \$25k p.a. allows for minor renewals and repairs, but proposed inspection program is likely to identify the need for further renewal funding, as well as maintenance.</p>
<p>T9. EARTHWORKS AND SUBBASE: are non-depreciable, no renewal funding required.</p>
<p>URBAN STORMWATER DRAINAGE</p>
<p>UD1. RENEWAL PROGRAM: further work is required to determine actual renewal needs (e.g. CCTV of pipes, prioritised projects associated with Auburn St detention basin, levee repairs). It may be possible to utilise some of the funds currently earmarked for renewals for upgrades, although there are other priorities in other areas (e.g. roads).</p>
<p>UD2. UPGRADE PROGRAM: \$210k budget in 2024 is for flood barriers at Castlereagh Highway. No other funding is available for upgrades to the network at present. Priority projects will be listed for budget consideration in future, following further investigation based on the actions identified in the summary above.</p>
<p>BUILDINGS AND FACILITIES</p>
<p><i>Some of the potential projects are identified in the asset class summary. This needs further work following the completion of condition assessments as part of the revaluation.</i></p>
<p>PLANT AND EQUIPMENT</p>
<p>PE1. HEAVY PLANT + LIGHT VEHICLES Heavy plant fleet (graders, backhoes, trucks) replacement program is planned to optimise productivity, reliability and whole of life costs; light vehicles planned to minimise operating costs</p>
<p>PE2. ICT & OFFICE EQUIPMENT: investment in equipment for productivity/efficiency</p>
<p>WASTE MANAGEMENT</p>
<p>WM1. WASTE MANAGEMENT Projects in future years, and other works required, to be included in next revision of Plan. This will include new landfill cells, asset renewals, etc.</p>

Renewal Ratio Analysis

As discussed in section 5, the *Asset Renewal Ratio* is one of 4 infrastructure asset performance indicators councils must report on in their annual financial statements. The Ratio is calculated by dividing expenditure on asset renewals by annual depreciation expenses.

Depreciation is important in the context of financial and asset planning for several reasons:

- to understand, and account for, the long term costs of asset ownership
- to quantify the cash Council should aim to generate from its operations to fund capital works (asset renewals) in the context of a balanced budget (see section 3.2 of the LTFP)
- to understand the scale of renewal needs over a given period relative to renewal needs over the entire life cycle of the asset (this is how it is used in the table below).

But depreciation is not useful as a performance benchmark for renewals over short timeframes, or when it is calculated across Council’s asset portfolio as a whole (combining all asset classes).

The amount Council needs to spend renewing its assets depends on their condition. Renewal needs vary dramatically over time. This is best understood in relation to calculations for the renewal ratio over the next 10 years by asset program in the table below. For example, Council’s buildings are generally in relatively good condition (needing maintenance not renewal) and so renewal needs are low (renewal ratio is only 37%, but this excludes the Coonamble Swimming Pool); whereas Council’s roads and drainage assets need more investment (hence the renewal ratio is higher, 102% and 177% respectively).

PROG.#	PROGRAM	Renewal only (10yrs)	Depreciation (10yrs)	Renewal Ratio (10yrs)	Replacement Cost
T 1	Local sealed rural roads	9,615	795	121%	46.5
T 2	Urban streets (local, sealed + unsealed)	2,750	226	122%	16.8
T 3	Unsealed rural roads	11,035	1,038	106%	105.1
T 4	Local road upgrades (Tooraweerah)	2,000		N/A	
T 5	Regional roads	9,917	1,169	85%	72.1
T 6	Kerb and gutter	875	87	101%	7.2
T 7	Footpaths	355	31	115%	1.8
T 8	Other road assets (bridges, culverts guardrail, signs, shelters, furniture, etc.)	450	284	16%	35.7
T 9	Earthworks & sub-base (non-depreciable)			N/A	
	TRANSPORT	36,997	3,630	102%	285.2
UD 1	Urban drainage renewals	620	35	177%	2.6
UD 2	Urban drainage upgrades	-	N/A	N/A	N/A
	URBAN STORMWATER DRAINAGE	620	35	177%	2.6
BF 1	Administration				
BF 2	Aerodrome				
BF 3	Community & cultural buildings				
BF 4	Depots				
BF 5	Emergency services (SES)	2,735			
BF 6	Libraries (Buildings + library resources)				
BF 7	Residential premises				
BF 8	Sports buildings and public toilets				
BF 9	Showgrounds				
BF 10	Swimming pool buildings				
BF 11	BUILDINGS - UNALLOCATED	700			
BF 12	Playgrounds (renew/upgrade/disposal)	90			
BF 13	Other open space + cemetery assets	60			34.6
	BUILDINGS & FACILITIES	3,585	969	37%	34.6
PE 1	Heavy plant and light vehicles	12,709	1,232	103%	23.7
PE 2	Office equipment and IT	433	155	28%	5.7
	PLANT AND EQUIPMENT	13,142	1,387	95%	29.4
WM 1	Waste management	50			
	WASTE MANAGEMENT	50			
	TOTAL GENERAL FUND	54,344	6,021	90%	351.8

Capital Works Program for Water Fund

Council’s water supply business is accounted for separate to ‘general fund’ (covering all other activities) as required by National Competition Policy and NSW Local Government Act.

The capital works program for the water fund is shown below.

PROG.#	PROGRAM	Capital works program										Renewal only (10Yr)	
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		10 YEARS
WS 1	Water treatment	165	100	10	10	10	10	10	10	10	10	345	345
WS 2	Bores and pumping		70	900								970	970
WS 3	Pipelines and valves	1,002	443	381	300	300	300	300	300	300	300	3,926	3,926
WS 4	Service reservoirs	39	50	2,750								2,839	2,839
WS 5	Other (e.g. telemetry, plant & equip't, water meters, minor issues for above assets)	25	175	425	25	25	25	25	25	25	25	800	800
	TOTAL WATER FUND	1,231	838	4,466	335	335	335	335	335	335	335	8,880	8,880

Comments on the *programs* are in the table below. Individual *projects* will be identified in the Operational Plan (annual budget).

WATER SUPPLY
<p>W1. WATER TREATMENT: works in 2023 are focused on improving chlorine storage and monitoring at all 3 sites.</p> <p>Budget for 2024 is an allowance for repairs, and possibly lining, of the sedimentation ponds at Coonamble WTP. External advice on scope of works and budgets is required.</p> <p>Minor allowance for renewal works for rest of 10 years (\$10k p.a.).</p>
<p>W2. BORES AND PUMPING: project in 2024 is \$50k for planning for new bores at Coonamble and Quambone (this is the \$900k project in 2025), plus \$20k for capping of old bores at Coonamble and Gulargambone (to prevent contamination of aquifer) and CCTV inspection of existing bores (although this may be determined as not required).</p>
<p>W3. PIPELINES AND VALVES: forecast funding is estimated to be sufficient to replace all 26.6km of asbestos cement (AC) pipes within 10 years (there is approx. \$4.5M in total, about \$1.2M has been replaced since 2019), plus \$0.5M in total to replace valves.</p> <p><i>HOWEVER</i>, this program may need to be accelerated if the frequency of breaks increases (breaks are usually worse in drought periods).</p> <p>The next group of pipes likely to need replacement is the 13.5km pre-1990 PVC (this is more prone to breaks than the later, better quality material, but it is less urgent than the AC). The cost of this work is estimated at another \$2.2M and is likely to need to commence in earnest once all the AC mains are replaced.</p>
<p>W4. SERVICE RESERVOIRS: 2023 project is lockable access at Coonamble and Quambone. \$50k in 2024 is for investigations/designs for new reservoir at Coonamble, as well as other minor works (e.g. structural assessment of reservoir 4 prior to taking it offline if/when required, structural assessment of reservoir stand at Quambone).</p> <p>\$2.75M in 2025 is for new reservoir in Coonamble (further investigation required to confirm project estimate, and other associated works).</p> <p>No allowance has been made for demolition of reservoir 3 (Castlereagh St with artistic painting) although this is expected to be required within the next 20 years.</p>
<p>W5. OTHER: basic allowance of \$25k p.a. to cover telemetry and minor plant and equipment.</p> <p>Full replacement of water meters (with new smart meters) forecast for 2024-5 at \$600k, however this is subject to a business case compared to installing conventional meters.</p>

The *Asset Renewal Ratio* for the next 10 years is calculated in the table below.

As can be seen, the recommended program is far higher (more than double) the long term renewal need (i.e., depreciation) due to the major investments in pipelines and reservoirs.

Initial analysis of works required beyond 10 years (particularly over the next 2 decades) suggests renewal needs will be lower (pipe renewals will be less, focused on pre-1990 PVC; mechanical and electrical equipment at the Coonamble Water Plant – built in 2014 – will probably need renewal around 2040) and so it would be appropriate for Council to borrow to help ‘get over the peak’ in capital expenditure outlined here. This will need further analysis in the Long Term Financial Plan.

PROG.#	PROGRAM	Capital works program		Depreciation (1yr)	Renewal Ratio (10Yr)	Replacement Cost
		10 YEARS	Renewal only (10yr)			
WS 1	Water treatment	345	345			
WS 2	Bores and pumping	970	970			
WS 3	Pipelines and valves	3,926	3,926			
WS 4	Service reservoirs	2,839	2,839			
WS 5	Other (e.g. telemetry, plant & equip't, water meters, minor issues for above assets)	800	800			
	TOTAL WATER FUND	8,880	8,880	400	222%	26.6

The depreciation and renewal ratio for each program area needs updating once the revaluation of assets is completed.

Refer also to comments on issues with this ratio under general fund capital works above.

Capital Works Program for Sewer Fund

Council’s sewerage business is accounted for separate to ‘general fund’ (covering all other activities) as required by National Competition Policy and the NSW Local Government Act.

The capital works program for the sewer fund is shown below.

		Capital works program										
PROG.#	PROGRAM	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 YEARS
S 1	Gravity pipelines and manholes	770	500	500	350	350	350	500	350	350	350	4,370
S 2	Sewage pumping stations	20	20	20	20	110	10	10	10	110	10	340
S 3	Sewage treatment plants	610	100	10,000	10,000							20,710
S 4	Rising mains		50		50		50		50		50	250
S 5	Other (e.g. telemetry, plant and equip't)		25	25	25	25	25	25	25	25	25	225
SEWERAGE FUND		1,400	695	10,545	10,445	485	435	535	435	485	435	25,895

Comments on the *programs* are in the table below. Individual *projects* will be identified in the Operational Plan (annual budget).

SEWERAGE
<p>S1. GRAVITY PIPELINES AND MANHOLES: higher budget in 2023-2025 should be sufficient to clean and CCTV inspect all pipes likely to be a problem (older asbestos cement, earthenware and pre-1990 PVC). Cost of this is around \$150k.</p> <p>The most significant cost required immediately will be repairing failed sections by digging them up. Based on recent years works, this is estimated to be 1 dig up/100m @ \$5k each. Over the 17km of older pipelines left to inspect (not done in recent years), dig ups are estimated to cost \$850k.</p> <p>Council should then invest enough in relining to fix problems before they get to the point they need digging up. Based on a unit rate of \$200/m (which needs review) relining the entire 24km of older pipes will cost \$5M. A budget of \$350k p.a. will thus be sufficient to fund relining of all older pipes within 15 years.</p> <p>No specific allowance has been made at this stage for manhole rehabilitation. A budget for this needs consideration following an initial sampling program to determine the extent of renewals likely to be required, and the scope and cost of such work.</p>
<p>S2. SEWAGE PUMPING STATIONS: budget includes an allowance for pump replacements based on age (large \$20k / small \$10k), plus \$100k for civil refurbishments in 2027 and 2031. Further assessment of the condition of existing infrastructure is required (including the need for upgrades to address WHS issues, etc.) to refine the estimate for civil works. The proposed preventative maintenance program will help extend the life of pumps, switchboards, etc.</p>
<p>S3. SEWAGE TREATMENT PLANTS: budgets in 2023-4 are for refurbishment at Gular STP and concept design for Coonamble STP (latter is mostly grant funded).</p> <p>Budgets in 2025-6 are for renewal of Coonamble STP (grants of \$18M assumed). Minor renewal works can be funded from the ‘other’ program below if required.</p>
<p>S4. RISING MAINS: there are 12 individual rising mains that are nearing the end of their expected service life.</p> <p>An allowance of \$50k ever 2 years is forecast as a starting point. This may be more than what is required in early years (renewal works should be delayed until the pipe is at risk of or actually fails: it may be possible to keep these lines in service for many years yet) but is likely to need to be increased in future. The pipes most likely to need renewal first are asbestos cement (AC). There is around \$560k of AC rising mains.</p>

The line from SPS 2 (PVC) is critical as it carries around 40% of sewage for Coonamble and goes across the bridge. The performance of this pipe needs monitoring, but it isn't considered warranted to renew it at this time.

S5. OTHER: budget to cover replacement of telemetry and minor plant and equipment. May not be required in all years / other years may need more.

The *Asset Renewal Ratio* for the next 10 years is calculated in the table below.

As can be seen, the recommended program is far higher (almost 8 times) the long term renewal need (i.e., depreciation) due to the major investments in pipelines and the Coonamble Sewage Treatment Plant.

Initial analysis of works required beyond 10 years (particularly over the next 2 decades) suggests renewal needs will be lower (pipe relining needs will drop off once the older pipes are all done). As with water supply, this suggests it would be appropriate for Council to borrow to help 'get over the peak' in capital expenditure outlined here. This will need further analysis in the Long Term Financial Plan.

PROG.#	PROGRAM	al works pro	Renewal	Deprecia-	Renewal	Replace-
		10 YEARS	only (10yr)	tion (1yr)	Ratio (10yr)	ment Cost
S 1	Gravity pipelines and manholes	4,370	4,370			
S 2	Sewage pumping stations	340	340			
S 3	Sewage treatment plants	20,710	20,710			
S 4	Rising mains	250	250			
S 5	Other (e.g. telemetry, plant and equip't)	225	225			
SEWERAGE FUND		25,895	25,895	336	771%	28.4

The depreciation and renewal ratio for each program area needs updating once the revaluation of assets is completed.

Refer to comments on issues with this ratio under general fund capital works above.

4. Risk Management

The table below summarises critical risks⁷ associated with each of Council’s asset classes and the management strategies Council has in place to manage these. Council’s corporate risk register has considerable additional detail regarding these issues.

Where additional management strategies are required, and need additional funding to be implemented, this is noted.

If a lack of funding gives rise to an ‘unacceptable’ level of risk, funding required to implement the strategy will be included in calculations of infrastructure asset performance measures (section 5).

Asset-Related Risk	Management Strategy
TRANSPORT	
Insufficient investment in resealing (on sealed roads) leads to costly premature failure of underlying gravel pavements	<ul style="list-style-type: none"> • Condition assessment (inspections) undertaken; prioritised list of works prepared • Adequate funding of reseal program
Insufficient investment in unsealed roads maintenance (grading) and capital works (gravel resheeting) results in rural properties being inaccessible, road safety, public transport, hampering agricultural activities, etc.	<ul style="list-style-type: none"> • Develop ACTION PLAN to improve unsealed roads • Review of service levels on unsealed roads • Inspection program in place • Seek grants to repair damage following natural disasters (flooding)
Several bridge structures (abutments) in poor condition needing rehabilitation	<ul style="list-style-type: none"> • Works proposed on 4 bridges with known problems, but budget will need review following formal engineering advice
Inspection of bridges and major culverts is likely to identify structural issues that may warrant load limiting, restricting access for heavy vehicles	<ul style="list-style-type: none"> • Carry out inspection program • Assess the need for funding to address structural issues and avoid load limiting of route
Transport infrastructure fails, leading to person and/or property damage	<ul style="list-style-type: none"> • Customer request system in place to respond to defects (supplemented with some inspections) • Program to inspect all bridge structures and culverts
URBAN STORMWATER DRAINAGE	
Break in levee at Castlereagh Highway	<ul style="list-style-type: none"> • Purchase flood barriers (proposed in 2024 budget)
Failure in levee due to inadequate maintenance	<ul style="list-style-type: none"> • Undertake maintenance and repairs • Restrict access by vehicles
Failure in detention basin operations	<ul style="list-style-type: none"> • Develop prioritised list of works and consider in future budgets
Drainage infrastructure fails, leading to person and/or property damage	<ul style="list-style-type: none"> • Undertake inspection program (start with CCTV inspection of a sample of urban drainage network), funding to fix problems • Priority is to inspect valves on outlets
Drainage infrastructure has insufficient capacity to cater for storm event leading to person and/or property damage	<ul style="list-style-type: none"> • Scope up works required to improve functioning of detention basin on Auburn Street for future budget consideration

⁷ This approach has been used instead of ‘critical assets’ (as per essential element 3.18 of IP&R Guidelines) to align with Council’s Risk Mgmt. Framework (a ‘critical asset’ is ‘high risk’: see ISO55000 clause 3.2.8).

Asset-Related Risk	Management Strategy
BUILDINGS AND FACILITIES	
Asset failure leads to person and/or property damage	<ul style="list-style-type: none"> • Inspection program in place for higher risk assets (playgrounds), customer request • Non-compliant playground equipment to be removed (refer capital works program) • Funding of capital works and maintenance • Maintenance program for electrical, fire safety and other issues • Review user agreements at sports facilities, showgrounds, etc.
Exposure to asbestos in Council building	<ul style="list-style-type: none"> • Asbestos management plan in place
Drowning at swimming pool	<ul style="list-style-type: none"> • Safety measures in place (signage, security, staffing at Coonamble and Gulargambone) • Commission audit by RLSA and act on issues
PLANT AND EQUIPMENT	
Plant or equipment failure leads to person and/or property damage	<ul style="list-style-type: none"> • Scheduled maintenance and inspection programs in place for plant and equipment • Funding of plant replacement program
WATER SUPPLY	
Water supplied fails to comply with Australian Drinking Water Guidelines	<ul style="list-style-type: none"> • Drinking Water Quality Management System developed and implemented in accordance with NSW Health Guidelines
Dead end mains in Gulargambone results in poor water quality	<ul style="list-style-type: none"> • Scope up program to construct ring mains for budget consideration • Maintain water main flushing program
A mix of ageing infrastructure (pipes breaking) and lack of storage capacity in reservoirs (there is less than 24 hours peak summer storage in Coonamble) results in water shortages.	<ul style="list-style-type: none"> • Construction of new reservoir in Coonamble to increase storage capacity and resilience • Ongoing renewals program to reduce instances of failures (particularly pipes)
Drought results in water shortage in Coonamble	<ul style="list-style-type: none"> • Construct new bore (as budgeted) • Drought Management Plan prepared
Water security at Quambone due to only having one bore	<ul style="list-style-type: none"> • Construct new bore (as budgeted)
High water demand and limited capacity at Coonamble Water Treatment Plant results in water shortages	<ul style="list-style-type: none"> • Implement water restrictions as per Drought Management Plan
Structural failure of sedimentation ponds at Coonamble Water Treatment Plant	<ul style="list-style-type: none"> • Repairs to be undertaken (as budgeted)
Structural failure of reservoirs	<ul style="list-style-type: none"> • Structural assessment to be undertaken on stand at Quambone, reservoirs 3 and 4 at Coonamble
Ageing water meters are under-reading consumption, resulting in lost revenue	<ul style="list-style-type: none"> • Allocate funding for meter replacement program
Inadequate flow and or pressure in water pipelines, or inoperable fire hydrant, hampers firefighting efforts. <i>*Refer details in Scoping Study</i>	<ul style="list-style-type: none"> • Preventative maintenance program to be developed and implemented (hydrants + valves) • Evaluate the need for further analysis following completion of new reservoir
Capability and capacity (technical staff, trades, engineers, admin support)	<ul style="list-style-type: none"> • Workforce Management Plan • Resourcing Plan

Asset-Related Risk	Management Strategy
SEWERAGE	
Inadequate reuse of effluent from Coonamble Sewage Treatment Plant (STP) results in regulatory action	<ul style="list-style-type: none"> • Alternative use – irrigation at old tip site – established as usage by golf club is insufficient to meet regulatory obligations • Progress the replacement of the STP (finalise scoping study and business case, seek grant assistance for construction)
Flows from Gulargambone STP exceed licence condition, resulting in regulatory action	<ul style="list-style-type: none"> • Continue with CCTV and relining program for gravity pipelines, add program for manholes, to reduce infiltration • Smoke testing done to reduce inflows • Infiltration at pumping stations to be assessed
Operational or asset failure results in effluent being discharged from Sewage Treatment Plant that fails to meet standards of Environmental Protection Licence	<ul style="list-style-type: none"> • SCADA and telemetry system in place to monitor processes and send alarms • Trained operators in place • Operational controls preventing immediate discharge • Replacement of STP (grant dependant) • Preventative maintenance program to be developed and implemented • Pollution Incident Response Management Plan
Structural failure of gravity pipeline or manhole results in significant repair costs and release of raw sewage to environment	<ul style="list-style-type: none"> • Accelerate CCTV inspection program to identify priorities for pipe relining • Funding of relining program • Introduction of manhole inspection program (budget to be allocated following this) • Emergency response team
Break in rising main (pressure pipeline from sewage pumping station) results in release of sewage to the environment	<ul style="list-style-type: none"> • Top priority pipeline from sewage pump station (SPS) 1 to STP has been replaced • Rising main 2 can be replaced when needed, breaks can be repaired • Other pipes: monitor performance (breaks), budget available for renewal as needed • Emergency response team
Failure at sewage pumping station results in release of raw sewage to environment	<ul style="list-style-type: none"> • Pump replacement program budgeted • Develop preventative maintenance program • Portable generator available in power outages • Structural assessment of older SPS (e.g. hospital)
Functionality issues with sewage pump station 1/2 at Coonamble results in WHS incident	<ul style="list-style-type: none"> • WHS assessment to inform safe work methods, possible further work required
Coonamble STP digester roof	<ul style="list-style-type: none"> • Replace with plant
Capability and capacity (technical staff, trades, engineers, admin support)	<ul style="list-style-type: none"> • Workforce Management Plan • Resourcing Plan
Operational or asset failure (e.g. pump station or pipeline) results in raw sewage being discharged to the environment	<ul style="list-style-type: none"> • Telemetry to monitor pump operations • Emergency response team • Preventative maintenance program to be developed and implemented

5. Infrastructure Asset Performance Reporting

The Local Government Code of Accounting Practice and Financial Reporting prescribes several performance measures councils are required to report on in their annual financial statements.

The table below explains each one, and Council’s approach to satisfying reporting requirements.

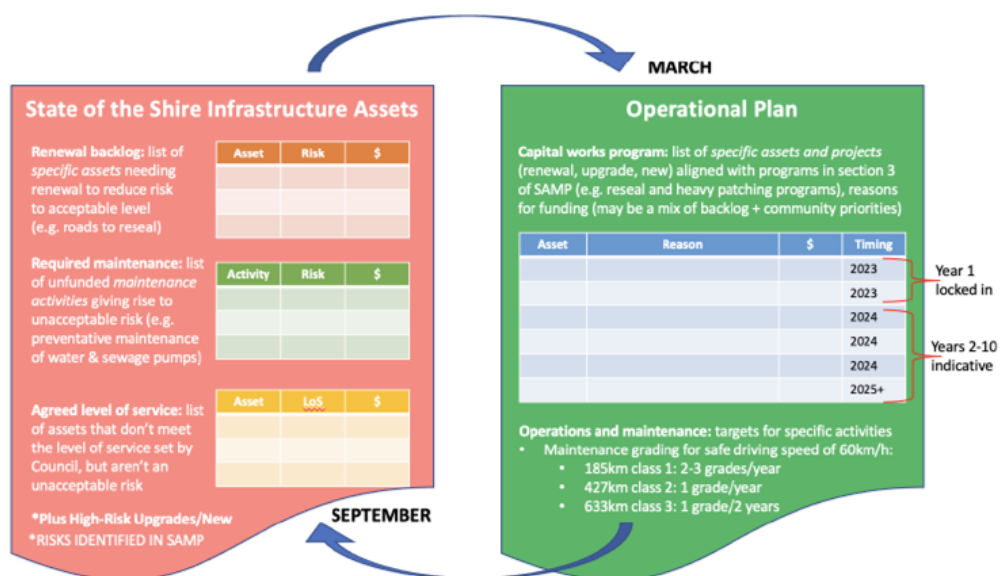
As discussed in section 6, the Asset Management Steering Group will prepare an annual **State of the Shire Infrastructure Report** addressing these and related issues to support mandatory reporting.

Measure	Calculation	Application for PSC
Building and infrastructure asset renewals ratio	Expenditure on renewal of <i>all</i> existing assets divided by annual depreciation (benchmark > 100%, averaged over 3 years)	As discussed in section 3, Council doesn’t consider the renewals ratio to be an appropriate performance measure. Council will, however, monitor and report on its progress with implementing the forecast capital works it has determined it needs to undertake (section 3) and continue to refine estimates for future renewal needs (informed by improvement actions in section 6).
Infrastructure backlog ratio	‘Cost to bring assets to satisfactory condition’ (renewal works only) to net carrying amount (benchmark < 2%)	Council will limit the backlog to the cost to undertake renewal works that, if not done, give rise to an <i>unacceptable level of risk</i> as assessed in accordance with its Risk Management Framework. ‘High risk’ issues where a backlog is anticipated to be reported include the following: <ul style="list-style-type: none"> • resealing of sealed roads (to avoid costly premature failure of underlying pavements) • resheeting of unsealed (gravel) roads where the road may become impassable
Asset maintenance ratio	‘Actual’ maintenance divided by ‘required’ maintenance (benchmark > 100%)	Council will only report a shortfall in maintenance spending if the work that was not done due to inadequate funding gives rise to an <i>unacceptable level of risk</i> as assessed in accordance with its Risk Management Framework. ‘High risk’ issues where a shortfall in maintenance funding is anticipated to be reported (to fund the management strategies identified the table in section 4) include: <ul style="list-style-type: none"> • unsealed roads maintenance to maintain adequate access to properties • programs to inspect the urban drainage network as well as bridges and culverts on rural roads and to identify potential failures and address these

Measure	Calculation	Application for PSC
Cost to bring assets to agreed level of service	'Cost to bring assets to agreed level of service' divided by gross replacement cost (no benchmark set)	<p>At this stage, Council has not undertaken sufficient analysis of current service levels or the funding required to deliver alternative service levels, and then engaged the community about these <i>and</i> their willingness to pay for higher levels of service (if required) to report in a meaningful way against the cost to bring assets to agreed level of service.</p> <p>This is identified in section 6 as an improvement action. Examples of the issues to be investigated include:</p> <ul style="list-style-type: none"> • service levels on unsealed roads (e.g. gravel resheeting frequencies) • service levels on sealed roads (e.g. the condition pavement reaches before rehabilitation). <p>At this stage, Council considers that the service levels that are 'agreed' are what Council can afford to deliver <i>provided that the risks associated with these assets are 'acceptable'</i>.</p> <p>As such, Council will simply report the 'cost to bring assets to agreed level of service' equal to 'backlog' at this stage.</p>

The figure below explains how it is intended that the State of the Shire Infrastructure Assets Report is intended to inform, and be informed by, Council's Operational Plan.

For example, if Council is reporting a backlog of roads needing reseal, this should be considered a high priority in the following year's budget.



6. Asset Management System and Improvement Actions

Council's **Asset Management Policy** documents its commitment to:

- providing the best possible value from its infrastructure assets,
- implementing an asset management (AM) system that reflects best practice (the international standard, ISO 55001:2014) to support the achievement of this objective,
- continuously improving the AM system and so its AM capability, and
- establishing an Asset Management Steering Group to keep the AM system under review and report to Council and the Audit, Risk and Improvement Committee regarding AM generally, and to Council's Roads Committee regarding transport-related AM issues.

Actions to improve Council's AM capability are summarised in Appendix 2. These were identified during the development of this SAMP and an assessment against the National Asset Management Assessment Framework (NAMAF) undertaken in conjunction with other Central West JO councils.

Council intends to formally assess its AM capability against ISO 55001 as a catalyst for continuous improvement, but the actions below are deemed fundamental, and will take significant resources and commitment already, so a formal assessment against ISO will not be progressed at this time.

Perhaps the most fundamental issue is the need for a *stronger governance framework*, in particular the establishment of the Asset Management Steering Group. This was arguably the biggest gap in maturity identified in the NAMAF assessment. The **Terms of Reference for the Asset Management Steering Group** are included in Appendix 1.

The Steering Group will monitor and report on progress with improvement actions (as per the Terms of Reference), but some actions may also be included in the Operational Plan, where appropriate.

APPENDIX 1: Terms of Reference for Asset Mgmt. Steering Group

Purpose

The General Manager has established the Asset Management Steering Group (AMSG) to monitor and review the implementation and improvement of the Asset Management (AM) system to ensure Council's AM objectives, as defined in the AM Policy, are met.

The AMSG is a cross-functional forum for planning and coordinating AM activities, including raising awareness of, and communicating about, AM issues.

Membership

- Executive Leaders Corporate and Sustainability, Infrastructure
- Managers of Assets, Roads, Water and Sewer, Urban Services
- Other staff as required

Agenda Items

Standard agenda items will include the following:

- Progress with improvement action plan (Appendix 2 of SAMP)
- Problems or potential problems identified with Council's assets or AM system; actions to correct or prevent these; progress on actions taken
- Adequacy of resourcing of AM activities and clarity of roles
- Integration with Council's risk management system
- Proposed changes to AM system and assessment of associated risks
- Proposed outsourcing of AM activities, controls and monitoring required

Each year, the AMSG will undertake a review of the AM system and Improvement Action Plan when updating the SAMP (usually, February-March) and endorse a new Action Plan. This review will also inform Council's annual Operational Plan.

Each year, the AMSG will prepare a 'State of Shire Infrastructure Assets' Report to support mandatory reporting in the annual financial statements (usually, October). This will include:

- Issues of note from last year's capital works program (note: capital works monitored monthly, the focus here is the annual program delivery)
- Delivery of last year's maintenance program
- Details of specific risks included in reporting on the renewal 'backlog' and shortfall in maintenance funding ('required maintenance')
- How these risks have informed the current year's capital works program as well as key maintenance activities, further actions that will need to be considered in next year's program, and any other issues of note.

Distribution of Minutes

Minutes of the AMSG will be tabled for information at meetings of Senior Staff and the Audit, Risk and Improvement Committee.

APPENDIX 2: Asset Management Improvement Action Plan

The actions identified below in relation to particular asset classes are generally an expanded version of the objectives identified in the ‘asset class summaries’ in section 2.

Ref	Improvement Action	Who	When
GENERAL			
G1	Establish Asset Management Steering Group, monthly report to Senior Staff; progress reporting to Audit, Risk and Improvement Committee	AMSG	Quarterly meeting
G2	Establish ‘State of the Shire Infrastructure’ report to supplement mandatory reporting on assets in annual financial statements including details regarding backlog (high risk assets needing renewal), progress with capital program and shortfall in funding for maintenance (if any)	AMSG	Report to Council Oct each year
G3	Review the adequacy of current definitions for responsibilities for asset management across Council and prepare a plan to improve this	AMSG	2022
G4	Review and improve capital works process from start to finish, focusing on the elements of the SAMP, Operational Plan and ‘SoSI’ Report	AMSG	2022
G5	Review structure of asset data and alignment to capital works programs	AMSG	2023
G6	Improve understanding of current service levels to inform reporting on ‘agreed level of service’ and future deliberations to balance the budget	AMSG	2023
G7	Review of depreciation expenses as part of revaluation processes	AMSG	Ongoing
TRANSPORT			
T1	Develop a prioritised works program for sealed roads (reseals and pavement renewals) based on an inspection of the entire network; assess the urgency and scope of works (reseals and heavy patching within reseal areas should be top priority), define what is reported as ‘backlog’ (high risk), quantify pavement renewal works required across the network (evaluate what is affordable once reseals are funded, but also what are high risk and need doing urgently), review work methods and unit rates, monitor progress, review best format to manage data, report to Council on a project list to publish (with road names, etc.)	Manager Roads	2022
T2	Develop ACTION PLAN for improving unsealed roads covering road hierarchy, potential reclassification of some ‘gravel’ roads to ‘formed only’, maintenance grading frequencies and funding (including benchmarking against other councils), gravel pits (sources and quality), drainage, service levels and reporting (e.g. roughness measures)	Manager Roads	2022
T3	Assess gravel resheeting needs across the unsealed network	Mgr Rds	2022
T4	Review road hierarchy including consideration of factors in prioritisation (traffic volumes, tonnage of agricultural products, school bus routes, alternative access, etc.) and data collection program to refine actual allocation of roads to different classes on the hierarchy	Manager Roads (OR ASSETS?)	Dec 23
T4	Develop a road upgrade priority list for grant applications considering road hierarchy including identification of key freight routes throughout the Shire based on current strategies, define target standards for each class of road, prioritisation criteria for projects, longer-term works program (based on assumed funding availability and unit rates for required works);	Manager Roads	Report to Council by June 2023
T5	Develop program for inspecting all bridges and culverts including resourcing (e.g. need for structural engineering, work able to be done in house), budgets, timeframes, data collection method (including update of asset register), etc.	Manager Roads	2023
T6	Develop a prioritised program for kerb and gutter renewals, align with program for urban sealed roads renewals; consider the need for drainage infrastructure	Manager Roads	2023
T7	Develop a prioritised program for footpath upgrades drawing on Pedestrian Access and Mobility Plan, but also incorporating asset renewals and widening of existing paths; consider objectives / timing in light of available funds	Manager Urban Services	Report to Council by 2023

Ref	Improvement Action	Who	When
URBAN DRAINAGE			
U1	Undertake CCTV inspection program of 3 'higher risk' pipes (focus on areas more likely to be in poor condition, and with higher consequence of failure) and assess the need for repairs/renewals and also the value of further inspections across the network	Manager Roads	2023
U2	Inspection of all valves on outlets, carry out maintenance as required	Manager Roads	2022
U3	Develop a prioritised list of works at detention basin on Auburn Street as well as other drainage upgrades to address localised flooding issues	Manager Roads	2023
U4	Determine budget required for maintenance and repair works on Coonamble levee as well as flood barriers	Mgr Rds	2023
BUILDINGS AND FACILITIES			
BF1	Finalise estimates for Pool Masterplan following public exhibition and clarification of need for further works to address leaks in pool	Manager Urban	2022
BF2	Develop a prioritised works program for buildings informed by condition inspections, as part of revaluation	Manager Urban	2023
BF3	Review Council's property portfolio, identify assets for disposal and/or consolidation and prepare a report for consideration by Council that aligns such works with upgrades, renewals and other projects	Manager Urban	2023, report to Council
BF4	Develop a Playgrounds Strategy for consideration by Council to address non-compliant sites, potentially by removing some minor facilities while investing more in several 'district' facilities	Manager Urban	June 2023, report to Council
BF5	Develop and implement a program to better automate irrigation and also reduce demand on potable water supplies	Manager Urban	2023
BF5	Identify further actions for pools, airport, cemetery and other facilities		
WATER SUPPLY			
W1	Develop design, specification and estimate for major projects including: <ul style="list-style-type: none"> • new reservoir at Coonamble (including flow meters for monitoring water loss), • new bores at Coonamble and Quambone and • repairs / augmentation of sediment ponds at Coonamble WTP 	Manager W&S	For 2024 budget
W2	Develop a prioritised list of water main renewal projects based on criticality (e.g. number and type of customers) and likelihood of failure (e.g. materials, break history) to be reviewed each year, with budgets to be set based on the number of higher risk pipelines at the end of their useful life	Manager W&S	Annually
W3	Commission a structural assessment of ageing reservoirs including tank stand at Quambone and reservoirs 3 and 4 at Coonamble (plus advice regarding taking this reservoir off line as required)	Manager W&S	2023
W4	Business case for replacement of water meters with 'smart' meters	Manager W&S	For 2024 budget
W6	Develop a preventative maintenance program including mech/elec, hydrants, valves, chlorination systems, etc. (also for sewer assets)	Manager W&S	For 2024 budget
SEWERAGE			
S1	Addendum to Scoping Study (Dec 22), followed by Business Case (June 23), for replacement of Coonamble Sewage Treatment Plant	Manager W&S	Dec 2022 June 2023
S2	Complete refurbishment of Gulargambone STP	Mgr W&S	By 2024
S3	Progress the gravity pipeline CCTV and relining program (report on lengths CCTV and relined), review need to accelerate program based on CCTV condition inspections	Manager W&S	Ongoing
S4	Develop program for manhole inspections, carry some out, review need for additional budget for rehabilitation/replacements	Manager W&S	By 2023
S5	Update GIS data / asset register with pipes that have been relined	Manager Assets	By 2022