



ANNEXURES

**Ordinary Council Meeting
Under Separate Cover
Wednesday, 12 April 2023**

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Investment Report

01/03/2023 to 31/03/2023

Portfolio Valuation as at 31/03/2023

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	07/09/2022	05/04/2023	3.7400	1,500,000.00	31,661.92	4,764.66
AMP Bank	A-2	TD	GENERAL	At Maturity	19/09/2022	17/04/2023	4.1500	1,000,000.00	22,057.53	3,524.66
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	19/01/2023	19/04/2023	4.0500	2,000,000.00	15,978.08	6,879.45
NAB	A-1+	TD	GENERAL	At Maturity	24/11/2022	24/04/2023	3.9800	1,000,000.00	13,957.26	3,380.27
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	28/09/2022	27/04/2023	4.1100	1,000,000.00	20,831.51	3,490.68
IMB Bank	A-2	TD	GENERAL	At Maturity	03/03/2023	03/05/2023	3.9100	2,500,000.00	7,766.44	7,766.44
Westpac	A-1+	TD	GENERAL	At Maturity	04/10/2022	03/05/2023	4.0600	1,000,000.00	19,910.68	3,448.22
NAB	A-1+	TD	GENERAL	At Maturity	07/11/2022	08/05/2023	4.2000	2,000,000.00	33,369.86	7,134.25
NAB	A-1+	TD	GENERAL	At Maturity	14/02/2023	15/05/2023	4.1500	2,000,000.00	10,460.27	7,049.32
BOQ	A-2	TD	GENERAL	At Maturity	27/10/2022	25/05/2023	4.2400	1,500,000.00	27,182.47	5,401.64
BOQ	A-2	TD	GENERAL	At Maturity	28/11/2022	29/05/2023	4.1700	1,000,000.00	14,166.58	3,541.64
NAB	A-1+	TD	GENERAL	At Maturity	04/10/2022	01/06/2023	4.1900	1,500,000.00	30,822.33	5,337.95
NAB	A-1+	TD	GENERAL	At Maturity	12/12/2022	13/06/2023	4.1700	3,000,000.00	37,701.37	10,624.93
AMP Bank	A-2	TD	GENERAL	At Maturity	23/09/2022	21/06/2023	4.3500	2,000,000.00	45,287.67	7,389.04
IMB Bank	A-2	TD	GENERAL	At Maturity	02/02/2023	03/07/2023	4.1500	1,000,000.00	6,594.52	3,524.66
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	09/02/2023	10/07/2023	4.4300	1,000,000.00	6,189.86	3,762.47
NAB	A-1+	TD	GENERAL	At Maturity	13/03/2023	14/08/2023	4.5100	1,000,000.00	2,347.67	2,347.67
Westpac	A-1+	TD	GENERAL	At Maturity	20/02/2023	21/08/2023	4.5800	1,000,000.00	5,019.18	3,889.86



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	01/03/2023	01/09/2023	4.7000	500,000.00	1,995.89	1,995.89
Westpac	A-1+	TD	GENERAL	At Maturity	03/03/2023	04/09/2023	4.6500	2,000,000.00	7,389.04	7,389.04
NAB	A-1+	TD	GENERAL	Quarterly	10/03/2023	11/09/2023	4.6000	1,500,000.00	4,158.90	4,158.90
BOQ	A-2	TD	GENERAL	At Maturity	27/03/2023	27/09/2023	4.6000	1,000,000.00	630.14	630.14
Unity Bank	Unrated	TD	GENERAL	Monthly	18/11/2022	18/11/2023	4.2000	250,000.00	345.21	345.21
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	04/08/2022	06/08/2024	3.8649	1,000,000.00	5,717.93	3,282.52
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	17/01/2022	16/01/2025	3.7700	1,000,000.00	7,643.29	3,201.92
Commonwealth Bank	A-1+	CASH	GENERAL	Monthly	31/03/2023	31/03/2023	3.6000	1,500,000.00	739.73	739.73
TOTALS								35,750,000.00	379,925.33	115,001.15

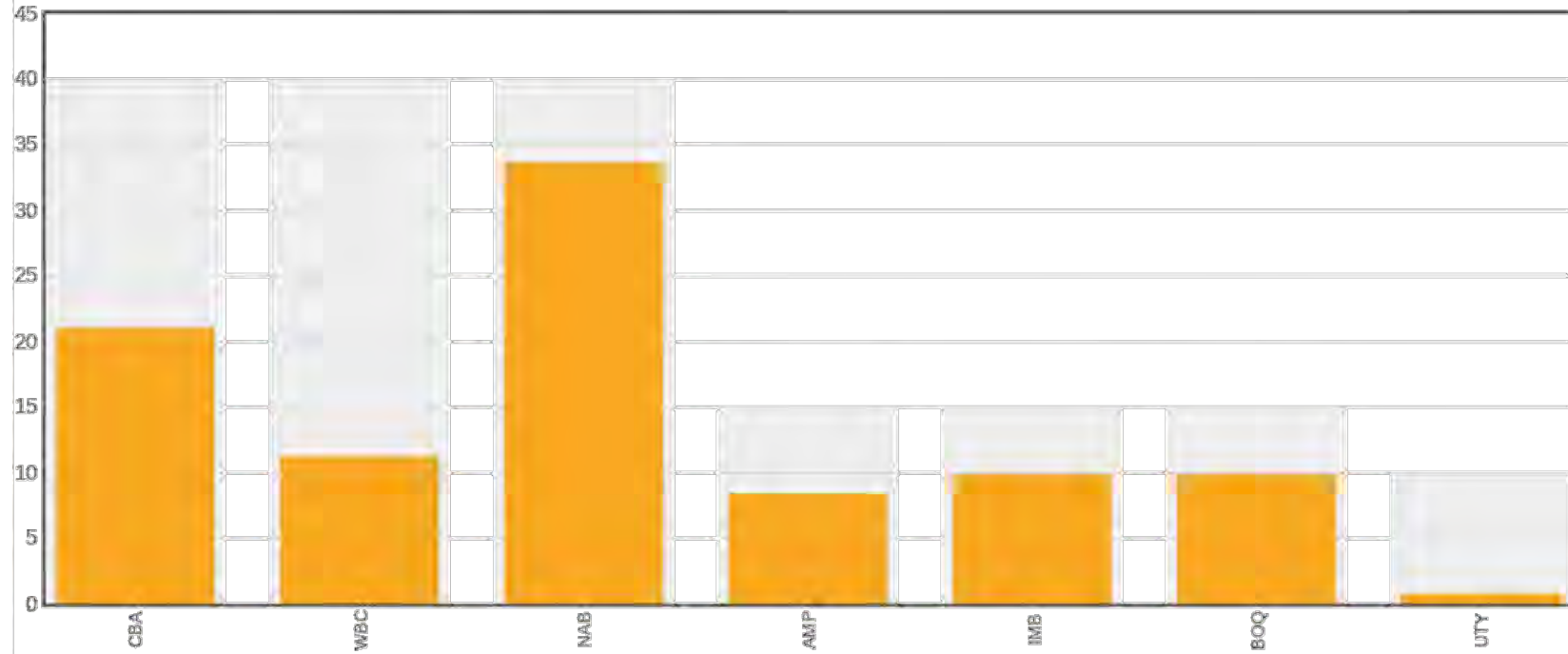


Counterparty Compliance as at 31/03/2023

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
	Commonwealth Bank	Short	A-1+	7,500,000.00	20.98	40.00	-	6,800,000.00
	Westpac	Short	A-1+	4,000,000.00	11.19	40.00	-	10,300,000.00
	NAB	Short	A-1+	12,000,000.00	33.57	40.00	-	2,300,000.00
	AMP Bank	Short	A-2	3,000,000.00	8.39	15.00	-	2,362,500.00
	IMB Bank	Short	A-2	3,500,000.00	9.79	15.00	-	1,862,500.00
	BOQ	Short	A-2	3,500,000.00	9.79	15.00	-	1,862,500.00
	Unity Bank	Short	Unrated	250,000.00	0.70	10.00	-	3,325,000.00
TOTALS				33,750,000.00	94.41			

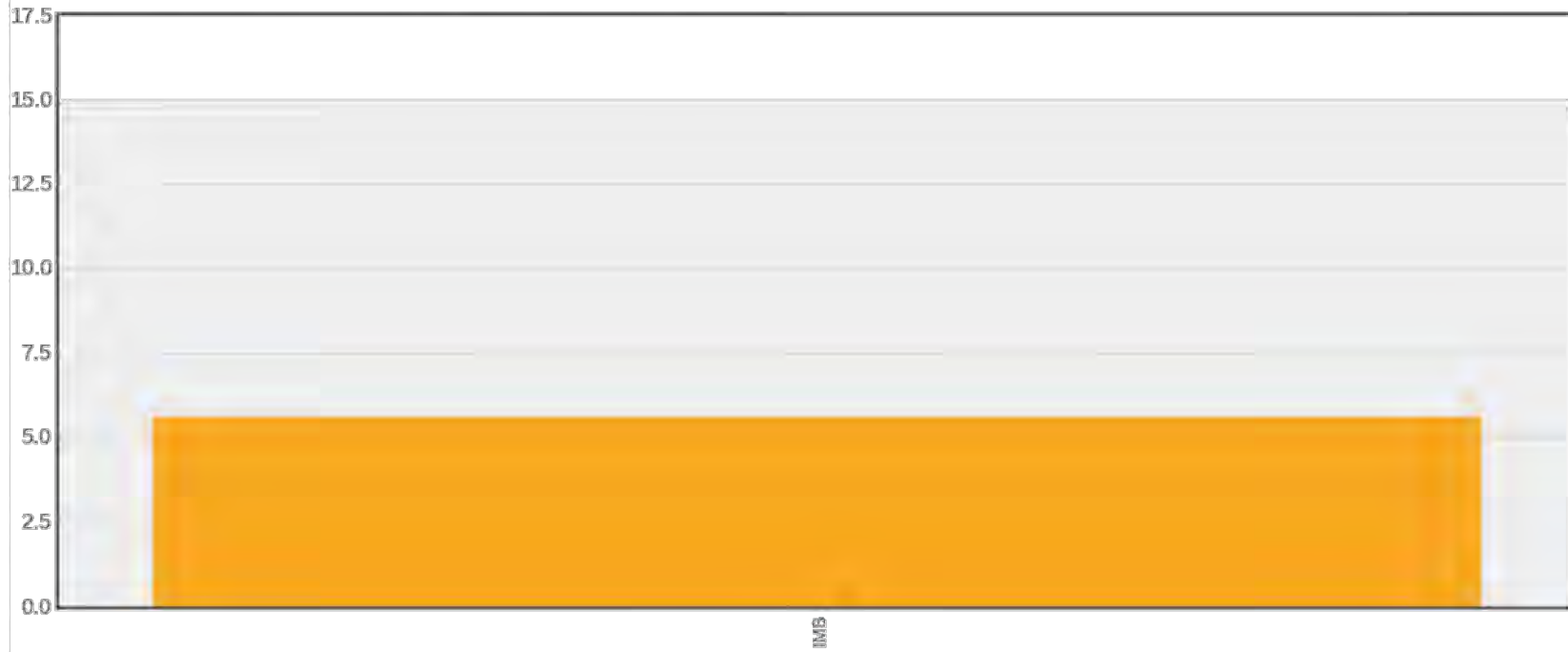
Counterparty Compliance - Short Term Investments



Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
	IMB Bank	Long	BBB+	2,000,000.00	5.59	15.00	-	3,362,500.00
TOTALS				2,000,000.00	5.59			

Counterparty Compliance - Long Term Investments

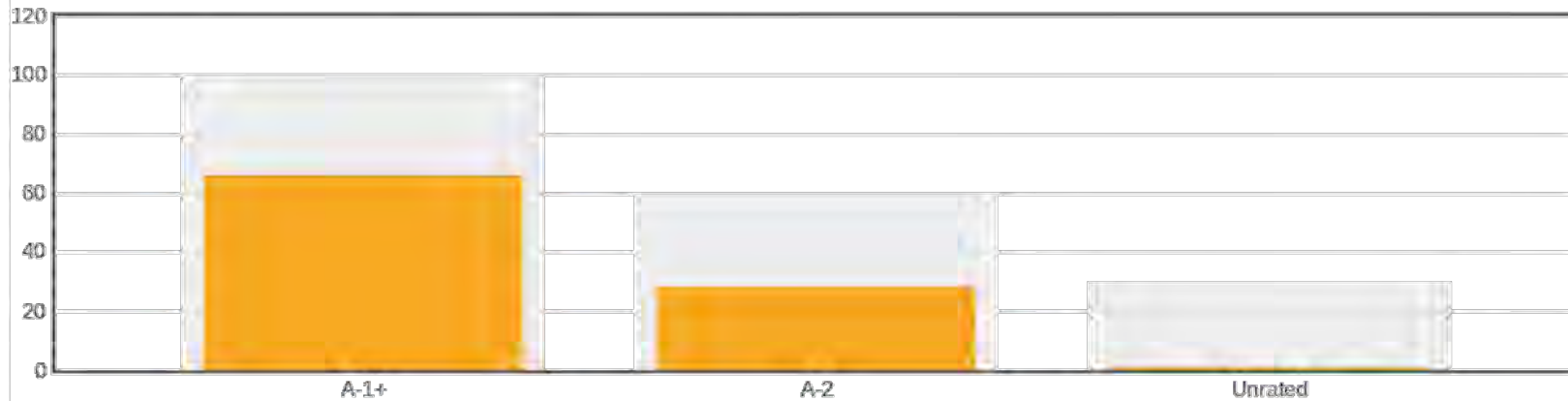


Credit Quality Compliance as at 31/03/2023

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✔	A-1+	23,500,000.00	65.73	100.00	12,250,000.00
✔	A-2	10,000,000.00	27.97	60.00	11,450,000.00
✔	Unrated	250,000.00	0.70	30.00	10,475,000.00
TOTALS		33,750,000.00	94.41		

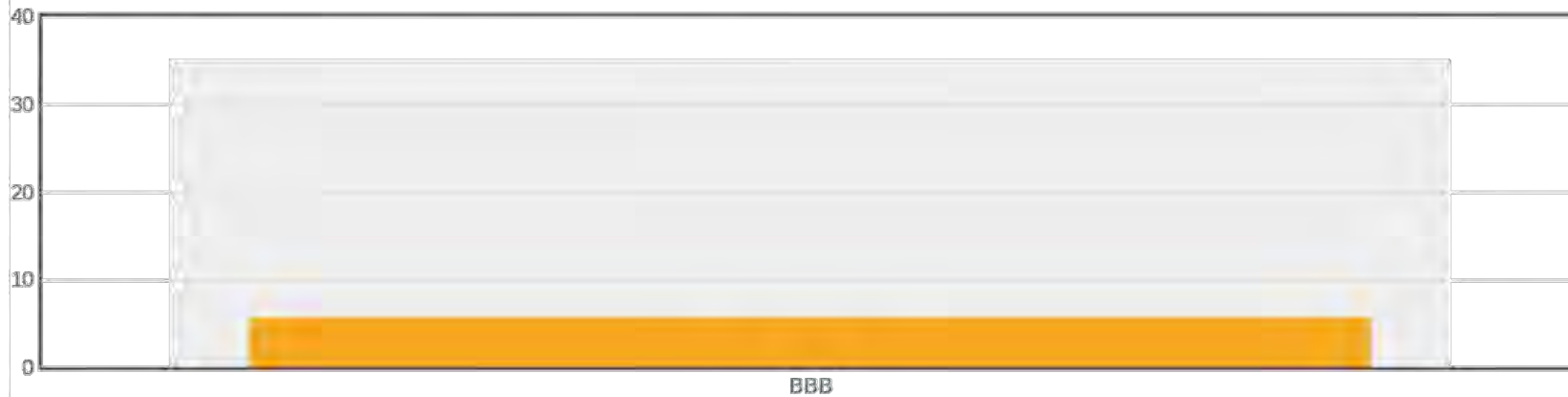
Credit Quality Compliance - Short Term Investments



Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✔	BBB	2,000,000.00	5.59	35.00	10,512,500.00
TOTALS		2,000,000.00	5.59		

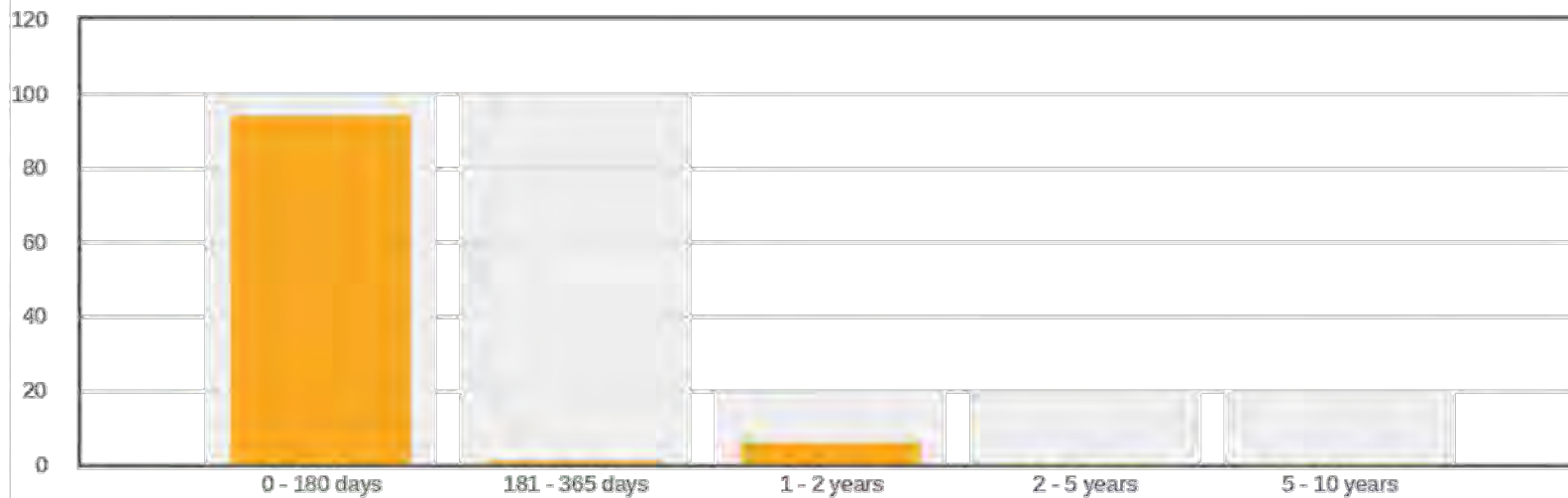
Credit Quality Compliance - Long Term Investments



Maturity Compliance as at 31/03/2023

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 180 days	33,500,000.00	93.71	0.00	100.00	2,250,000.00
✓	181 - 365 days	250,000.00	0.70	0.00	100.00	35,500,000.00
✓	1 - 2 years	2,000,000.00	5.59	0.00	20.00	5,150,000.00
✓	2 - 5 years	-	0.00	0.00	20.00	7,150,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	7,150,000.00
TOTALS		35,750,000.00	100.00			

Maturity Compliance



Trades in Period

From: 01/03/2023 To: 31/03/2023

New Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	01/03/2023	01/09/2023	4.7000	500,000.00	Ref 1648
Westpac	A-1+	TD	GENERAL	At Maturity	03/03/2023	04/09/2023	4.6500	2,000,000.00	
IMB Bank	A-2	TD	GENERAL	At Maturity	03/03/2023	03/05/2023	3.9100	2,500,000.00	
NAB	A-1+	TD	GENERAL	Quarterly	10/03/2023	11/09/2023	4.6000	1,500,000.00	
NAB	A-1+	TD	GENERAL	At Maturity	13/03/2023	14/08/2023	4.5100	1,000,000.00	
BOQ	A-2	TD	GENERAL	At Maturity	27/03/2023	27/09/2023	4.6000	1,000,000.00	
TOTALS								8,500,000.00	

Sell Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Sell	Yield/Margin	Face Value	Gross Value	Capital Value	Ref
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No entries for this item

Matured Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	31/08/2022	01/03/2023	3.5400	500,000.00	Ref 1648
Westpac	A-1+	TD	GENERAL	Quarterly	10/03/2022	10/03/2023	1.0800	1,500,000.00	
Westpac	A-1+	TD	GENERAL	Quarterly	21/03/2022	21/03/2023	1.2000	1,000,000.00	
NAB	A-1+	TD	GENERAL	At Maturity	05/12/2022	27/03/2023	3.8500	1,000,000.00	
TOTALS								4,000,000.00	

Interest Received in Period

From: 01/03/2023 To: 31/03/2023

Periodic Interest

Issuer	Rating	Type	Alloc	Frequency	Value	Purchase	Maturity	Coupon Date	Type	Rate	Received
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	500,000.00	31/08/2022	01/03/2023	01/03/2023	Maturity	3.5400	8,825.75
Westpac	A-1+	TD	GENERAL	Quarterly	1,500,000.00	10/03/2022	10/03/2023	10/03/2023	Maturity	1.0800	3,905.75
Westpac	A-1+	TD	GENERAL	Quarterly	1,000,000.00	21/03/2022	21/03/2023	21/03/2023	Maturity	1.2000	2,958.90
NAB	A-1+	TD	GENERAL	At Maturity	1,000,000.00	05/12/2022	27/03/2023	27/03/2023	Maturity	3.8500	11,813.70
Unity Bank	Unrated	TD	GENERAL	Monthly	250,000.00	18/11/2022	18/11/2023	20/03/2023	Periodic	4.2000	805.48
TOTALS					4,250,000.00						28,309.59

VERSION II

Section Three: 2023 to 2024 Operational Plan Actions

Colour coding key:

Denotes – updated/amended action item.

Denotes – new action item.

Denotes (no colour) – unchanged action item from 2022/2023.

P1: Community Services and Wellbeing

CSP Goal 1: We are connected, cohesive and vibrant

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

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

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

P1: Community Services and Wellbeing

CSP Goal 2: We are healthier

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

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

CSP Goal 3: We feel safer

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


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

our people

P1: Community Services and Wellbeing

CSP Goal 3: We feel safer

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



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

P2: Arts and Culture

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

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

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

P2: Arts and Culture

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

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

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

P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

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

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



P3: Recreation and Sporting Spaces

CSP Goal 5: We are a community of good sports

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

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

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

our economy

ED1: Economic Development and Growth



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

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

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
ED1.1.1	Develop and deliver Coonamble LGA brand building initiatives as per the Economic Development Strategy 2021 and including the LGA's workforce challenges.	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators, Orana RDA, State Gov.	Progression of the Economic Development Strategy.	ED1.1.1.1	Real Country Strategy progressed including business case for the associated tourism infrastructure. Funding pursued.	EDG	Progression of the Real Country Strategy to the point of being able to pursue funding.
ED1.1.2 con't over	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone. (Con't over)	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority projects and funding secured.	ED1.1.2.1	Masterplan priority project Street Tree Transition Planting 2033 for Coonamble, Gulargambone and Quambone – consultation complete, planting commenced.	I	Community consultation completed initial tree planting commenced
					ED1.1.2.2	Masterplan priority project Progress reactivation opportunities/projects for Coonamble CBD including property development	EDG	CBD reactivation projects progress

ESPC – Environment, Strategic Planning and Community, CS – Corporate and Sustainability, I – Infrastructure, EDG – Economic Development and Growth,

our economy

ED1: Economic Development and Growth



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

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

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
ED1.1.2 (con't)	Progress strategic Economic Development and Growth priority projects: Coonamble CBD precinct including laneway and carparking, and beautification projects at Quambone and Gulargambone. (continued)	EDG	Coonamble Chamber of Commerce, Gulargambone Community Cooperative, Quambone Resources Committee, business operators.	Progression of priority projects and funding secured.	ED1.1.2.3	Masterplan priority project. Active travel priority projects delivered inline with PAMP and Cycleway Plan including Coonamble Sportsground walking loop and Limerick st	EDG	Projects completed Future priority projects progressed
					ED1.1.2.4	Masterplan priority project. Commission way finding and interpretative signage audit and plan for the LGA.	EDG	Audit and plan commenced
					ED1.1.2.5	Masterplan priority project. Complete Smith Park upgrades (seats, bins, chairs).	I	Smith Park upgrades complete
					ED1.1.2.6	Masterplan priority project. Wood chipping trialed as opportunity to reduce maintenance and costs.	I	Wood chipping integrated into tree planting program to minimise works.
ED1.2.1	Progress the Artesian Bore Bath facility.	EDG	Country and Outback Tourism Authority.	Funding being sort for project.	ED1.2.1.1	Finalise site selection and detailed design for the Artesian Bore Bath facility.	EDG	Site selected. Detailed design complete.
ED1.3.1	Support and engage with our community and education providers to ensure our community's education needs from early childhood to tertiary, are understood and met.	EDG, ESPC	Education providers, community, AECG.	Number of polices/strategies introduced to address adequate and quality education choices	ED1.3.1.1	Commence an education mapping exercise for the LGA to understand the needs and priorities of our community and education providers	EDG ESPC	Education mapping exercise commenced.

our infrastructure



I1: Infrastructure and Assets

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	DP Action Item No.	2022-23 Action	Function Area	Measure
I1.1.1	Complete, adequately resource and deliver upon the road network's Asset Management Plan.	I	Dept Main Roads.	Road maintenance expenditure ratio (\$/km) within 20% industry benchmark. Bridge inspections: 6 x structural inspections/yr, 16 x routine inspections/yr.	I1.1.1.1	Implement actions from the Road Asset Management Plans (AMP).	I	Implementation in line with AMP actions.
I1.1.2	Plan and achieve strategic and efficient roads programs and operations.	I	Dept Main Roads.		I1.1.2.1	Increase the capacity and efficiency of our roads teams through training, development and operations.	I	Capacity and capability of road teams increased.
					I1.1.2.2	Deliver road maintenance inline with new Road Maintenance Hierarchy.	I	Roads Maintenance Hierarchy implemented.
I1.1.3	Engage successfully with the community to achieve improved understanding of the needs and expectations of our community in regards to our road network.	I	Roads Committee, community.		I1.1.3.1	Progress our engagement with the community via the Roads committee.	I	Number of meeting in line with terms of reference.
I1.1.4	Develop and deliver strategies for our road network which maximises external funding opportunities.	I	Dept Main Roads.		I1.1.4.1	Deliver funded disaster works across road network.	I	Disaster works delivered on time and on budget.
				I1.1.4.2	Road Condition Audit undertaken and finalised.	I	Road Condition Audit completed.	
				I1.1.4.3	Maximum external funding opportunities for our road network. Block, Reg Road.	I	External funding to output ratio.	
I1.1.5	Complete the Tooraweenah Road upgrade project, on time and on budget.	I	Project delivery stakeholders, community, State Gov Dept.	I1.1.5.1	Achieve 50% completion of the Tooraweenah Rd upgrade project. Completed on time and on budget.	I	50% completion ratio.	

ESPC = Environment, Strategic Planning and Community; CS = Community and Sustainability; I = Infrastructure; EDC = Economic Development and Growth

our infrastructure



I1: Infrastructure and Assets

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
11.2.1	Complete, adequately resource and successfully implement strategic plans for our water infrastructure.	I	NSW State Dept.	Reduce LGA water consumption to 230 KL/annum (industry average) (290KL/annum as at Jun 22).	11.2.1.1	Implement the Drought Management Plan including the Water Loss Management Program.	I	Commence delivery of the Water Loss Management Program.
				Complete and up-to-date Water Asset Management Plan. Advanced Asset Management Plan adopted.	11.2.1.2	Adopt the Integrated Water Cycle Management Plan.	I	Adoption of IWCM. This Plan supports asset management and leverages funding opportunities.
				Water supplied meets Australian Drinking Water Guidelines 100%/annum.	11.2.1.3	Implement the Water Infrastructure Asset Management Plan (AMP) including progression of the new reservoir for Coonamble.	I	Implementation inline with AMP actions.
				Non revenue water reduced from 40% (2022) to 10%.	11.2.1.4	Implement best practice water pricing policy.	I	Implementation complete.

our infrastructure



I1: Infrastructure and Assets

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

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure			
I1.3.1	Complete, adequately resource and successfully implement strategic plans for our sewerage infrastructure.	I	NSW State Dept.	Trade Waste Policy implemented, monitored and reviewed.	I1.3.1.1	Complete a feasibility analysis of options for the Coonamble Sewerage Treatment Plant, and design phase commenced.	I	Feasibility study completed.			
				Sewerage Infrastructure Asset Management Plan completed and resourced.				I1.3.1.2	Introduce Trade Waste Policy amnesty period and receive trade waste applications from commercial operators.	I	Design work commenced.
				Funding secured for Coonamble Sewerage Treatment Plant for preferred option's completed design.							Amnesty period occurring and applications reviewed.
				Decrease number of urban sanitary drainage complaints by 10%. Decrease number of urban rectification projects outstanding.	I1.3.1.3	Implement the sewerage infrastructure Asset Management Plan (AMP).	I	Implementation in line with AMP actions.			
				No. of licence exceedances at Gulargambone and Coonamble STP to <2 each/annum.				Implementation in line with AMP actions.			
I1.4.1	Complete, adequately resource and successfully implement strategic plans for our urban drainage infrastructure.	I	NSW State Dept.	No. of pollution incidents <2/annum. Asset Management Plan for kerb and gutter infrastructure including the Replacement Program actioned and resourced.	I1.4.1.1	Implement the kerb and gutter Asset Management Plan (AMP).	I	Implementation in line with AMP actions.			
				Asset Management Plan for storm water infrastructure actioned and resourced.				I1.4.1.2	Implement the stormwater infrastructure Asset Management Plan (AMP).	I	Implementation in line with AMP actions.
				Stormwater maintenance and inspections 12 x routine inspections/annum.							
				Reduction in works required to alleviate localised flooding by 40%.							

our infrastructure



I1: Infrastructure and Assets

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

CSPI1.5 - Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	DP Action Item No.	2022-23 Action	Function Area	Measure
I1.5.1	Successfully represent the interests of our community with regards to rail freight.	EDG	ARTC, Inland Rail, community, NSW Farmers.	Ongoing successful engagement with all stakeholders.	I1.5.1.1	Respond and engage where appropriate with the Inland Rail project and other rail infrastructure services and projects to advocate for best outcomes for our community.	EDG	Number of responses.
					I1.5.1.2	Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA).	I ESPC CS	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.
I1.5.2	Create and adopt strategies and operations which improve the quality and efficiency of the Coonamble Livestock Regional Market.	ESPC	Saleyards users and agents.	Implement and resource Coonamble Livestock Regional Market Asset Management Plan. MOU and operating protocols deliver operational effectiveness and governance.	I1.5.2.1	Develop the Asset Management Plan (AMP) for the Coonamble Regional Livestock Market.	EDG	AMP commenced.
I1.5.3	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.	I, CS	Community	Footpath maintenance and inspections: 2x routine insp/yr high traffic areas, 1x routine insp/yr med traffic areas, 0.5x routine insp/yr.	I1.5.3.1	Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community	I CS	Strategies implemented and monitored.

our infrastructure



I1: Infrastructure and Assets

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	DP Action Item No.	2022-23 Action	Function Area	Measure
I1.5.4	Develop and implement strategies, management processes and operations which optimise Quarry operations.	I	NSW State Dept	No. of licences exceedances at Quarry <2/annum.	I1.5.4.1	Implement the Quarry Management Action Plan.	I	Implementation occurring.
				Quarry extraction >75,000 t/annum.	I1.5.4.2	Following relevant Development Application approvals increase Quarry extraction	I	Quarry extraction increased
I1.5.5	Deliver plant and fleet management efficiencies.	CS		No. of new processes adopted.	I1.5.5.1	Improve efficiencies within plant and fleet management through continuous review.	CS	Number of reviews undertaken.
I1.5.6	Deliver a Long Term Financial Plan (LTFP) which achieves balance between the Council's financial capabilities and the community's aspirations, and is a quality decision making and problem solving tool.	CS	OLG	Projections within the LTFP reflect the financial projections contained in the Asset Management Plans.	I1.5.6.1	The projections within the LTFP reflect the financial projections contained in the Asset Management Plans.	CS	Ratio to projections are sustainable.

E1: Planning and Development

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	CSP Action Item No.	2022-23 Action	Function Area	Measure
E1.1.1	Achieve flood risk management strategies and projects.	I, ESPC	DPIE, developers, community members	Delivery of DCP. Stage 5 Coonamble Levee complete.	E1.1.1.1	Complete Stage 5 of the Coonamble Flood Levee	I	Completion of Stage 5.
					E1.1.1.2	Draft Development Control Plans to include flood planning area development controls.	ESPC	DCP adopted by Council.
					E1.1.1.3	Implement Council's Floodplain Risk Management Study.	ESPC	Number of recommendations and actions completed.
E1.1.2	Develop a housing strategy to address affordability and availability of residential land and housing.	ESPC, EDG	DPIE, developers and community.	Development of successful strategies and frameworks including Conditions of Consent framework.	E1.1.2.1	Prepare housing strategy.	ESPC	Housing Strategy prepared and finalised.
E1.1.3	Implement Planning and Development Approvals Process which enhances operational efficiencies.	ESPC	DPIE, developers, community.	Delivery of Development Control Plans.	E1.1.3.1	Condition of Consent Framework uploaded to the NSW Planning Portal.	ESPC	Uploading complete.
					E1.1.3.2	Update and establish all Development Control Plans.	ESPC	DCPs reviewed and adopted.

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

E2: Sustainable Environment

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

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

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

E3: Sustainable Waste

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	CSP Action Item No.	2022-23 Action	Function Area	Measure
E1.3.1	Create and adopt new and evolved waste management strategies and operations which reduce the gap between our community's sustainable waste expectations and satisfaction levels.	ESPC	Waste contractor, NSW State Dept, community.	Delivery of Waste Management Strategy	E1.3.1.1	Review the Waste Management Strategy.	I	Review completed
					E1.3.1.2	Model of operation for the landfill and waste collection reviewed	I	Review completed
					E1.3.1.3	Review current service levels	I	Review completed

our leadership

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



CSP Goal 14: Our community leaders enrich and empower us

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

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

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

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

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

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

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

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

our leadership

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



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

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

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	OP Action Item No.	2022-23 Action	Function Area	Measure
L1.3.1	Complete and adopt the Audit, Risk and Improvement Committee's (ARIC) Strategic Four Year Plan.	PRI	ARIC, OLG	ARIC's Strategic Plan complete.	L1.3.1.1	The Audit, Risk and Improvement Committee commence review and analysis of the organisation.	PRI	First meeting held.
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 achieve. Rule of law; transparency; responsiveness; consensus orientated; equity and inclusiveness; effectiveness and efficiency; accountability; participation.	All	Good Governance principles adopted. Training delivered and attended by all.
L1.3.3	Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	EGP	Community	Number of initiatives supported.	L1.3.3.1	Develop more inclusive communication outreach to increase engagement and communication with target groups.	All	Number of engagement and communication to outreach ratio.
L1.3.4	Achieve organisational decision making which is strategic and not ad hoc.	PRI	Councillors, Council officers		L1.3.4.1	Continue to review, develop and adopt policies, strategies and plans which gives clear framework and leads to strategic decision making.	All	Number of policies reviewed and adopted.

our leadership

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



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

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

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

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

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

our leadership

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



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

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

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

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

ACTION ITEM NO.	DELIVERY PROGRAM ACTIONS	FUNCTION AREA	PARTNERS	MEASURE	CP Action Item No.	2022-23 Action	Function Area	Measure
L1.4.1	Develop and adopt strategies including Customer Service Excellence which positively influences the way we think and do business.	CS	Community	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System.	L1.4.1	Develop customer focused procedures including; Customer Service Policy; Complaints Handling; Customer Response System so that our people and systems achieve closed loop/double loop learning.	CS	Relevant documentation and policies developed.
				Deliver a long term solution to records management.	L1.4.2	Deliver a long term solution to records management.	CS	Records Management system implemented



Operational Plan Budget 2022-23

Annexure B

2022 – 23 Operational Plan

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2022/23 REGISTRATION FORM FOR

- **Season Ticket**
- **Electronic Access Key Card**

Season Ticket No.

	SEASON TICKET HOLDER	FEE	AGE
INDIVIDUAL*	Name:	\$.....
<input type="checkbox"/> Full Season [Oct - April] \$135.00	<input type="checkbox"/> Half Season [Oct - Dec] \$72.50	<input type="checkbox"/> Half Season [Jan - Apr] \$72.50	<input type="checkbox"/> Senior Card Holder \$67.50

FAMILY* Surname: \$.....

Contact Phone No

<input type="checkbox"/> Full Season [Oct - Apr] \$269.50	<input type="checkbox"/> Half Season [Oct - Dec] \$150.50	<input type="checkbox"/> Half Season [Jan - Apr] \$150.50	AGE
PERSON 1	NAME:
PERSON 2	NAME:
PERSON 3	NAME:
PERSON 4	NAME:
PERSON 5	NAME:

Contact details (in the case of an emergency)

Any allergies

See Section 1.0 for Conditions and Signature

*** Definitions**

- Family Season Tickets are for all dependent family members e.g., parent(s) or nominated legal guardian(s) and immediate children under 18 years of age (as appears on the family's Medicare Card).
- Single Parent Families may include another family adult (e.g., grandparent) within a family season ticket pass.

OFFICE USE ONLY—

PAYMENT TOTAL: RECEIPT NUMBER:



SEASON TICKET

Section 1.0 – Conditions of Season Ticket

- Season Tickets are not valid until paid in full, or patron has entered into a Payment Option Agreement with Council.
- Please report any missing cards immediately.
- Please note: that if it is found that a Season Ticket Card is being used by someone other than the owner, entry privileges may be revoked for both parties.
- Season Ticket cannot be transferred to other parties or refunded once purchased.
- All Season Ticket patrons must show their own Season Ticket Card and sign the Season Ticket Book prior to entering the pool. Failing to do so may result in entry being refused.
- Pool opening hours are subject to availability of Pool Attendants, and sessions may change to that advertised during the pool season.
- I have read and understood all conditions of purchasing a Season Ticket.

SIGNED:

DATE:

Access to the Pool During Sessions when a Pool Attendant is NOT Present

Do you require an Electronic Access Key Card **Yes / No** *(please circle)*

If **Yes** please see **Section 2.0** for Conditions of Entry Using Access Key.

OFFICE USE ONLY--

PAYMENT TOTAL: RECEIPT NUMBER:



ELECTRONIC ACCESS KEY CARD

Section 2.0 – Conditions of Access to Pool During Sessions when a Pool Attendant is NOT Present

Conditions of NO Pool Attendant Sessions

- All patrons must sign the Patrons Book upon arrival at the pool complex.
- All keys remain the property of Warrumbungle Shire Council, and are not to be duplicated or distributed by the key holder under any circumstances.
- User must be a current Season Ticket holder.
- Conditions of Season Ticket must be met at all times.
- Conditions of Entry must be adhered to at all times.

Note: Council will be conducting random inspections during No Pool Attendant sessions where you may be asked to produce your season ticket and access key for verification. This is to help Council limit access to registered users only.

Risks Associated with Use of Warrumbungle Shire Town Pools

I acknowledge that at the swimming pool complex there may be dangers posed by:

- The nature of the facility (in particular, a body of water in which persons swim, and into which they may fall);
- The condition of the swimming pool complex;
- Operations being conducted at the swimming pool complex;
- The actions, intentional or careless, of persons at the swimming pool complex, including persons not authorised to be there; and
- Weather conditions (e.g. lightning).

Supervision of Users of the Swimming Pool Complex

Further, I acknowledge that the WARRUMBUNGLE SHIRE COUNCIL ("Council") does **NOT** provide a Pool Attendant or any other form of monitoring or supervision at the swimming pool complex, and that:

- Adults must ensure their own safety while at or near the swimming pool complex.

Other Conditions of Entry & Use

I further acknowledge that:

- **NO** dogs are permitted within the centre
- Strictly **NO** alcohol and or glass are allowed within the centre
- I understand that I am required to pay a fee for any additional electronic access key cards including replacement cards. The fee for additional cards is set by Council in its fees and charges document.

Disclaimer

I understand that the Council and its employees, contractors and agents (collectively "representatives") accept no responsibility for ensuring the safety or security of persons who enter the swimming pool complex. In particular, I understand that Council and its representatives accept no contractual obligation, no general law duty and no statutory duty of care to ensure the safety of persons or their property within or near the swimming pool complex, and I accept that Council and its representatives will not be responsible to any person, under any circumstance, for:

- Death, illness or injury suffered at the swimming pool complex, or resulting from an occurrence there; or
- Loss or destruction of, or damage or injury to, the property of any person at the swimming pool complex and/or resulting from anything that occurs there.

OFFICE USE ONLY—

PAYMENT TOTAL: RECEIPT NUMBER:



Release and Indemnity

In return for being permitted to use the swimming pool complex:

1. I acknowledge that, together with those in my care, I attend and use the swimming pool complex voluntarily, fully appreciating and accepting the risk that I, and any person in my care, may suffer or sustain at the swimming pool complex, or as a result of something that occurs there; illness, injury, death, or property loss or damage, irrespective of cause.
2. I acknowledge that I have read and understood the conditions of entry to the swimming pool complex that are attached to this document and agree to abide by those terms and conditions of use whilst I attend and use this facility.
3. I release Council and its representatives from responsibility for illness, injury or death, and for property loss, destruction or damage I suffer or sustain, irrespective of cause, while at the swimming pool complex or as a result of anything that occurs there.
4. I undertake to indemnify Council and its representatives against any liability, loss or expense sustained or incurred by them or any of them through being held responsible for:
 - Illness, injury or death I suffer or sustain, or any person in my care suffers or sustains; or
 - Property loss, destruction or damage I sustain, or that is sustained by the owner of any property in my possession or under my control, or in the possession or under the control of any person in my care, at the swimming pool complex.

NAME:

SIGNATURE:

DATE:

OFFICE USE ONLY--

PAYMENT TOTAL: RECEIPT NUMBER:



WSC... URBAN SERVICES - No Lifeguard - Induction				
Public Pools				
Patron's Name:-		Pool Location:		
Item Number	Date	Item	Demonstration	Patron Initials
1.1		Site Entry	Unlock gate with Electronic Tag Ensure gate is locked after entering site.	
1.2		Sign in	Show patron location of sign in book. Show patron procedure of sign in.	
1.3		Amenities	Show patron the location of amenities. Inform patron of their responsibility to unlock amenities if required. (extra key on keyring) Amenities may be left unlocked after use.	
1.4		Slips, trips, and falls	Make patron aware that there are some surfaces on the site that may cause slips, trips or falls.	
1.5		Possible hazards due to vandalism.	Make patron aware of possible hazards due to overnight vandalism. Show patron location of Occurance Book (with sign in book) Demonstrate to patron where signage is kept, and how to place 'Hazard' signs around any hazards caused form vandalism. Demonstrate to patron how to enter any vandalism into the Occurance Book. (must be done prior to pool entry)	
1.6		Turn vacuum off before entering pool.	Show patron location of vacuum power source. Demonstrate how to turn power off and disconnect power lead from outlet. (Power may be left off after pool use)	
1.7		Vacuum in pool during lap sessions.	Demonstrate to patron how to manually move vacuum to the side of the pool. Ensure patron is aware that the vacuum remains in the pool as submerged object during use.	
1.8		Fauna	Make patrons aware that snakes, spiders and bees are attracted to water, and therefore must do a visual check of pool and immediate surrounds prior to entering water.	
1.9		Water Testing	Patrons are to be informed that water testing has not been carried since the previous afternoon. Patron to be instructed to immediately vacate the pool if any skin or eye irritations, or breathing irritations occur, inform other patrons and shower immediately.	
1.10		Electrical Storms	Make patron aware that all swimmers are not to enter the water, or must vacate the water in the event of electrical storms.	
1.11		Site Exit	Press Green EXITBUTTON Ensure gate is LOCKED after exiting site.	
Include any other site specific items and demonstrations				
1.12				
1.13				
1.14				
1.15				
1.16				
1.17				
1.18				
1.19				
Patrons Signature:			Staff Member Signature:	

OFFICE USE ONLY –

PAYMENT TOTAL: RECEIPT NUMBER:



Conditions of Entry 2022/23

<p>Access to Facilities</p> <p>Council reserves the right to adjust the availability and access to facilities within the complex without notice.</p>
<p>Entry</p> <ul style="list-style-type: none"> • Children under the age of 10 years shall not enter either facility unless under the active supervision of a person 16 years or older. • All children under the age of 5 years must be accompanied by a responsible adult, who stays in the pool and within arm's reach of the child at all times. • All children 6-10 years of age must be kept in continuous, unobstructed at all times by a responsible adult. • Persons under the influence of alcohol or drugs will not be permitted entry to the pool. • Season passes must be produced on request to pool staff. • Where a pool attendant is present, all persons entering the pool shall be under the control of Council's Pool Staff. • The relevant entry fee shall be paid by all persons entering the facility. • Council pool staff reserve the right to remove any patron from the pool complex deemed to be behaving in a manner that is unsafe or affects other patrons. • No persons shall enter the water unless wearing appropriate swimwear e.g. swimmers, rash shirt or board shorts. • Approved swim nappies must be worn in the water by children that are not toilet trainer or those who suffer incontinence.
<p>Risk and Liability</p> <ul style="list-style-type: none"> • Customers are reminded that at any such time as they are on premises or its surrounds, loss or damage to both property and person shall be at their own risk. • Warrumbungle Shire Council, its employees or agents, are not liable for any injury or loss of property however caused, whether negligent or not.
<p>Notice to Patrons</p> <ul style="list-style-type: none"> • Please ensure all valuables and personal belongings are not left unattended • Use of mobile camera phones or any camera is considered inappropriate and not allowed in the change rooms. • Please respect the facility and report cleaning or maintenance problems to pool staff • Gum chewing is not permitted anywhere in the pool area for health and safety reasons. • All patrons must behave in a manner which keeps children safe from physical, sexual or emotional abuse, or the fear or apprehension of such abuse.
<p>Admission for school age children during school terms (school days)</p> <ul style="list-style-type: none"> • School age children are generally prohibited to enter pools between 9am – 2.30pm on school days unless: <ul style="list-style-type: none"> ○ Students are on an organised group visit with teachers or parents accompanying them. ○ Students are accompanied by parents/carers within the guidelines of Conditions of Entry. ○ Students have signed permission authority and ID that permits them to access this facility by school or parents. Staff are permitted to verify this with a phone call to the relevant parent/school. ○ Schools have indicated that they are not operating normal class times at a specific period and students are not required at school.

OFFICE USE ONLY--

PAYMENT TOTAL: RECEIPT NUMBER:



Guidance Notes

**Swimming Pool Operations & User Agreement -
Version 4 July 2019**



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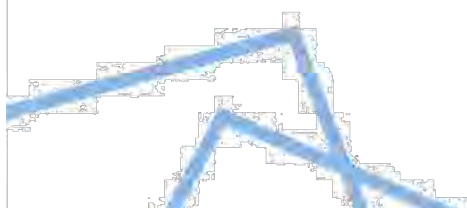
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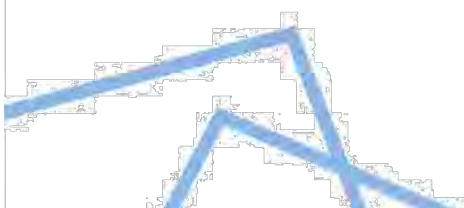
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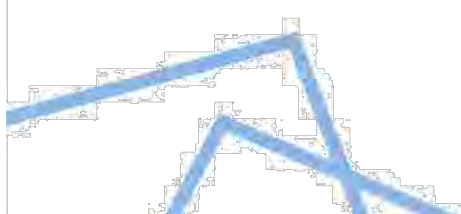
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DOCUMENT CONTROL

VERSION NO.	DETAILS	ENDORSEMENT
Version 1	<ul style="list-style-type: none"> Created 	July 2007
Version 2	<ul style="list-style-type: none"> Inclusion of Attachment 1 Swimming Pool Agreement Reference to NHMRC Guidelines for Managing Risks in Recreational Water General Editing 	October 2009
Version 3	<ul style="list-style-type: none"> Reference to new Risk Management Standard 	Feb 2011
Version 4	<ul style="list-style-type: none"> Changes to Disclaimer, Proprietary Nature of Disposal, Copyright, Update reference to new Risk Management Standard, Update references to RLSSA GSPO, minor formatting 	July 2019



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INTRODUCTION

This document has been written from the perspective that councils already own and operate or contract out the management of an existing swimming facility.

For councils wishing to construct a new public swimming facility, this should be undertaken in accordance with Australian Standards, Building Codes and Guidelines as outlined in the Reference section of this document.

Costs of operating a swimming facility may significantly exceed any revenues received, councils must not reduce the level or quality of service provided, potentially increasing the risk to staff and/or the public.

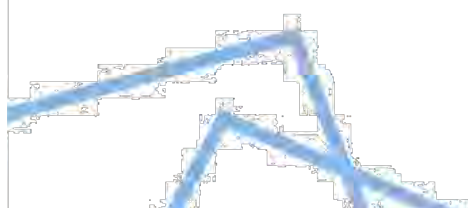
Council, as the asset owner may consider transferring the operational management to a contracted third party, however must ensure the facility is managed appropriately and the level of care and service provided shall at least meet minimum standards applicable.

Council should conduct annual risk assessments on each facility to identify all potential hazards/risks and put in place controls to either eliminate or mitigate those identified risks. ISO 31000:2018 Risk Management – Guidelines clearly set out the risk assessment process. Statewide supports the engagement of Royal Life Saving Australia to conduct site specific audits of all swimming facilities.

Council should ensure detailed records are completed and stored in councils' corporate record system to provide a comprehensive audit trail of decision making, maintenance, inspection and management of the facility.

It is not the purpose of this document to replace information already addressed in other industry based publications such as the OLG Practice Note 15 – Water Safety, or the Royal Life Saving Society Australia Guidelines for Safe Pool Operations.

This Guidance Note has been written to provide councils with practical assistance to manage their public liability risks.



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BACKGROUND

NSW Local Government Act 1993 empowers councils to "provide facilities appropriate to the current and future needs of the local community and the wider public" (Section 24) and to "manage public land" (Part 2, Chapter 6).

Public swimming facilities can be managed by council or by another person or group by way of a lease, licence or other arrangement. If the latter applies, councils should ensure operators do so in a way that is clearly defined and satisfies councils' requirements.

Statewide Mutual, as the major provider of Public Liability cover for NSW Local Government, has identified swimming facilities as a major public risk exposure following a number of serious injuries to members of the public.

Every year, Royal Life Saving produces a National Drowning Report. This report examines the factors that contribute to drowning deaths in Australia by examining who, where, when and how people have drowned in Australian waterways over the last year. Royal Life Saving has produced a National Drowning Report every year since 1995. You can find all the National Drowning Reports in the searchable database at: <https://www.royallifesaving.com.au/facts-and-figures/research-and-reports/drowning-reports>

There is an expectation from the public that, when using public swimming facilities, they will not be placed in harm. Councils and contracted managers should have systems and procedures in place to ensure this expectation is met.

Practice Note 15 – Water Safety was developed by the NSW Department of Local Government, in 1998, to assist councils in exercising their water safety functions. This document is regularly updated to ensure it reflects current knowledge levels, training standards and legislative requirements. Councils should ensure application of the most current requirements at all times.

RLSSA initially released Guidelines for Safe Pool Operations in August 1991 and has revised them constantly to keep pace with changing legislation, standards and knowledge. As at the date of this publication the following categories of guidelines have been developed:

1. General Operations.
2. Technical Operations.
3. First Aid.
4. Facility Design.
5. Supervision.
6. Low Patronage Pools.
7. Programs.

Reference should be made to the RLSSA website for up to date Information regarding the Guidelines.

RLSA is able to conduct audits of swimming facilities against the Guidelines for Safe Pool Operation. RLSA can be contacted at <https://www.royallifesaving.com.au/>

Practice Note 15 – Water Safety, Guidelines for Safe Pool Operation and the Statewide Mutual Best Practice Manuals and CIP - Self Audit are the principal documents used to develop this Guidance Note.

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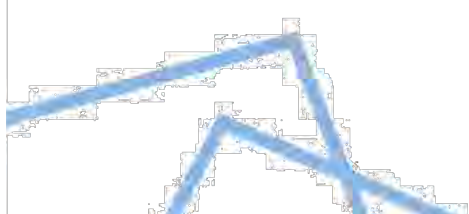


GENERAL PRINCIPLES

Statewide Mutual is the major provider of public liability cover for NSW Local Government, as such the focus of these guidelines is principally from a public liability perspective. To support this reference to other documents has been included to demonstrate application of a systems approach to managing associated risks.

This document assists in identifying key elements required to manage associated risks of swimming facilities. This does not preclude councils from adopting controls above that which is considered minimum requirements.

Council should adopt a systematic and comprehensive risk management approach to the management of all risks. This is especially relevant when dealing with water safety risks and strategies developed and implemented to control these risks. This is demonstrated in the International Standard ISO 31000:2018 Risk Management – Guidelines.



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PROCEDURAL APPROACH

Understanding the Facility

In managing any facility, it is important to know exactly what it is you are managing.

Council or a contracted swimming facility manager should select and document an appropriate methodology to determine key factors that could impact on its operations.

According to Practice Note 15 – Water Safety, some factors to be considered are:

- Number of patrons.
- Characteristics of patrons, for example, age and swimming ability.
- Design of the facility and the impacts this has on visual surveillance of patrons.
- Size and shape of pools
- Nature of activities available such as diving towers and water slides, aqua aerobics, and learn to swim classes.
- Work health and safety considerations for employees, volunteers and contractors.

This information is similarly addressed in Statewide Mutual Best Practice Manual – Signs as Remote Supervision, where reference is made to the development of Frequency of Use and Population Ratings, which result in calculation of a Facility Visitation Rating (FVR).

Facility Visitation Rate is extremely useful in determining staffing levels and signage requirements.

It is important this information is recorded and kept in councils' corporate records system and regularly reviewed to ensure it remains current and relevant.

(See also Statewide Mutual Best Practice Manual – Gathering Information for Incident Management)

Supervision Staffing and Resourcing

Section 5.4 of the Practice Note 15 – Water Safety covers the "Number of trained water safety personnel" that should be on hand. Councils must carefully determine their own level of staffing requirements for each facility.

RLSA Guidelines for Safe Pool Operations makes recommendations in relation to minimum supervision requirements. It suggests possible ratios for lifeguards to people in the water, taking into account such issues as line of sight, pool shapes and sizes and patronage numbers. It also recommends a risk assessment should be conducted before establishing appropriate lifeguard ratios.

If councils opt to provide unsupervised or limited supervision at facilities, it must be vigilant to ensure implementation of a risk management approach and has considered all relevant factors.

It should be noted it is not the preferred option of Statewide Mutual or the RLSSA for councils to provide unsupervised facilities.

See also Signage section

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RLSSA Guidelines for Safe Pool Operation – Aquatic Supervision – Aquatic Supervision Planning SV1 – SV7.

Documentation and Record Keeping

Accurate and detailed records should be maintained for each facility and stored in councils' corporate record system. This includes records from any third party involvement.

Records to be kept may include but are not limited to the following:

- External and internal training records.
- Operational inspections.
- Accident/incident reports.
- Maintenance records.
- Water quality testing records.
- Lease agreements with facility management, kiosk and swimming clubs.
- Hire agreements with schools, professional coaches and community groups.
- Risk assessments.
- Operations manual, procedures and policies.
- Timesheets.
- Attendance records including number of patrons in facility and number of patrons in the water.

Training and Qualifications

Refer to Practice Note 15 – Water Safety – Section 5 for minimum standards for the training of water safety personnel. It is the responsibility of management of the swimming facility to ensure the currency of each staff members' qualification and to arrange subsequent re-training as required.

It may be necessary for staff to receive additional internal or external training to assist in fulfilling their responsibilities. Records should be kept for all training completed, together with any expiry dates and refresher training requirements.

Internal training may include such things as how to follow internal procedure documents, operating manuals or standard operating procedures for various plant and equipment used at the facility.

Inspections

Regular inspections should be conducted and records kept. It is recommended a checklist be developed to ensure relevant items are noted and inspected. Frequency of inspection should also be determined in line with all regulatory requirements and the Facility Visitation Rating.

For example minimum inspection frequencies as per existing guidelines state change rooms and toilets should be checked and inspected at a minimum of 30 to 60 minutes at random intervals – *Guidelines for Safe Pool Operation – Aquatic Supervision – SV27 – Supervising Isolated Areas.*

Items to be inspected, with records maintained of those inspections and the frequency of inspection could include the following:

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- Water surveillance.
- Plant room.
- Concourse.
- Change rooms and toilets.
- First aid room.
- Grounds.
- Kiosk.
- Reception.
- Signs.
- Storage rooms.
- Recreational equipment.
- Office area.
- Emergency equipment.

Checklists should clearly identify the location of the facility, date, time of inspection, item inspected, condition and any proposed actions. Completed checklists should be signed off by the Pool Manager.

Signage

Councils are encouraged to refer to Statewide Mutual's Best Practice Manual – Signs as Remote Supervision to assist in development of appropriate signage.

It is recommended councils adopt a signs policy which clearly states its position in relation to style, type and size of signage to be applied.

Councils should ensure signage at the entrances to facilities are appropriate and accurately inform patrons of potential hazards and their responsibilities.

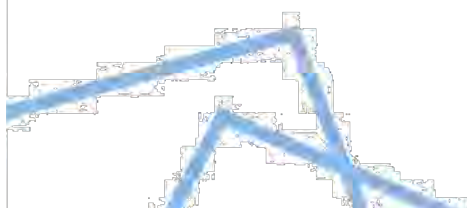
Items to be included on entry signs may include the following:

- Name of the facility.
- Address of the facility.
- Hours of operation.
- Supervision offered at the facility.
- If restricted supervision, then hours of supervision should be clearly conveyed.
- Emergency contact arrangements (if unsupervised location).
- Supervision of Children i.e.: Children under the age of 10 should not be allowed entry unless under the active supervision of a person 16 years or older.
- Hazards and prohibition symbols identified by risk assessment.
- Patrons' responsibilities.

Council should assess requirements for additional signage placements including pool grounds, change rooms and pool concourse, to ensure patrons are reminded of their expected behaviour.

It is recommended signage details for each swimming facility is maintained within a signage register. This will ensure staffs are aware of how many signs should be in place and the detail of each sign. Signage requirements, just like procedures and risk assessments, should be routinely reviewed to ensure they are current in content, and are effective.

(Refer Statewide Mutual Website www.statewidemutual.com.au for examples of signage)



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Depth Markers

Water depth should be indicated on the face of the pool, above water, at each end and where depth varies over the length of the pool, or within close proximity and visibility of the pool. Where pool design does not allow for this, depth markers should be located as close as possible to the edge of the pool and be visible from the pool surrounds and from in the water.

All water depths must be recorded and displayed in metric measurements.

Diving

Due to the potential for injury by diving in shallow water, RLSSA, as part of their Guidelines for Safe Pool Operations, has developed the following guidelines specific for diving:

- Swimming, Water Safety and Aquatic Exercise Programs - SV 12 – Supervision for Safe Water Entry for Competitions.
- Swimming, Water Safety and Aquatic Exercise Programs – SV13 – Supervision of Safe Water Entry for Recreational Swimming.
- Aquatic Supervision – SV26 – Supervision of Diving Towers and Springboards.

In relation to recreational swimming, diving must not be permitted in water depth of less than 1.8m from the side of the pool, or 2.0m if from starting blocks.

Diving may only be permitted in depths less than 2.0m for competition or training squads, provided all participants have received instruction and been warned of the depths (*Refer SV12 for more detail*). To assist with management of this, signage, with words to the effect, “*Warning: Dive Entries Permitted by Trained Swimmers under Supervision Only*”, should be erected.

Where the pool has been sectioned off to separate recreational from competition, training or learn to swim groups, the pool should be managed as a pool where diving shall not be permitted in water depth of less than 1.8m from the side of the pool, or 2.0m if from starting blocks. It is not desirable to have one group diving and the other not diving at the same time.

It is strongly recommended that competition entry forms, lease and hire agreements be amended to contain reference to diving restrictions.

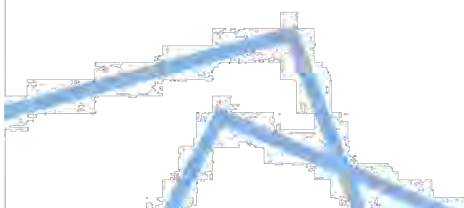
Lease and Hire Agreements

Lease agreements should be completed for any lease arrangement relating to the facility.

Such leases may be for the management and operation of the facility, kiosk or other associated part thereof.

This lease should clearly cover the scope of the arrangement, including the allocation of the operational responsibility and authority, and the measures to monitor performance and compliance to the agreement.

Some things to consider within the scope of the lease for the management and operation of the facility include:



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- Minimum staffing numbers.
- Responsibility for and frequency of maintenance, inspection and water testing activities.
- Compliance with legislation, standards, industry guidelines, including audits.
- Administration - insurance, bookings, record keeping.
- Operating manuals and other documentation requirements.
- Hours of operation.

Where a third party has operational management responsibility of the facility it is recommended a condition be written into the lease requiring the contractor to submit to a regular audit of their operating systems. This audit could be undertaken by council or an independent third party such as RLSSA.

A lease agreement should also be considered for swimming clubs. They may have club rooms allocated to them and may store their own records, trophies and equipment on site.

Hire agreements should be completed and signed in relation to one off and regular users such as schools, professional coaches and community groups. This should also stipulate their responsibility, authority and accountability in relation to participants under their control and in relation to the facility itself (litter control, supervision, diving etc). An example of a hire agreement is incorporated in this document as Attachment 1.

Insurance requirements should be clearly stipulated and required for both lease and hire agreements (check with your JLT Account Manager for recommended minimum coverage requirements).

Councils should seek legal advice regarding final wording of any lease or hire agreements.

Water Quality Testing

For chlorinated public swimming pools, councils must ensure the quality of pool water is maintained within the required parameters.

A systematic and regimented program of testing must be in place. This program should be well documented, and staff trained in how to take and interpret samples and how and where to record results.

Where the water in a swimming facility is not chlorinated, such as an ocean pool relying on tidal refreshing of the water, or an enclosure in a river or other natural feature, Council should develop and implement a process of monitoring and testing, in order to be satisfied that the water quality is consistent with standards for human contact. Guidance can be sought from the National Health and Medical Research Council's Guidelines for Managing Risks in Recreational Water 2008, in particular from Chapters 5, 6 and 7.

Councils should ensure procedures are in place to enable staff to respond appropriately to unacceptable test results. In situations where the swimming facility relies on natural process to maintain the quality of the water, and impacts on those natural processes are causing the deterioration of water quality it may be necessary to close the swimming facility until water quality returns to an acceptable level. This will require monitoring and testing to establish when the water is suitable for human contact.

Practice Note 15 – Water Safety and NSW Health - Public Swimming Pool and Spa Advisory Document 2013 provide advice and assistance in the management of water testing.

(Refer also to Emergency Procedures section below).

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Water Slides, Diving Boards and Floating Recreational Items

Water Slides are required to be registered as amusement devices, under the Amusement Devices Regulations, unless they are dry. Councils will be required to maintain evidence of registration at all times.

Development of operational procedures, together with direct supervision of a water slide whilst operational, is considered the minimum requirement.

Operational procedures should be in place and staff trained in the correct installation, management and removal of floating recreational items. This includes correct anchoring in accordance with manufacturers specifications.

All water slides, diving boards and floating recreational items should be subject to regular inspection and maintenance, in accordance with manufacturer's instructions. Councils should keep and maintain appropriate records to demonstrate the existence of a system. If manufacturer's instructions are unavailable, then a risk management approach based on local risk factors should be used to determine inspection and maintenance schedules.

Refer also to Supervision (Staffing/Resourcing) and RLSSA Guidelines for Safe Pool Operations:

- Aquatic Supervision – SV20 – Supervision of Floating Play Equipment
- Aquatic Supervision – SV 21 – Supervision of Inflatable Play Equipment
- Aquatic Supervision – SV24 – Supervision of Interactive Water Play Areas
- Aquatic Supervision – SV27 – Supervision of Wave Pools
- Aquatic Supervision – SV28 – Supervision of Lazy Rivers

Aquatic Supervision – SV29 – Supervision of Waterslides

Emergency Procedures

Staff should be aware of the obligations to maintain a safe environment and be trained in emergency procedures. Where the facility has multiple staff on duty, each should clearly know who assumes the various roles in any given situation. This may extend to include kiosk staff.

Where you have only one staff member, they must ensure when dealing with one situation, they do not create another. Procedures should clearly spell out what action should be taken and when.

Types of emergency situations may include (but not be limited to) the following:

- Natural Disasters – lightning, hail, storm.
- Contamination of water.
- Drowning and rescue.
- Spinal injury or death.
- Heart attack or medical emergency.
- Equipment failure plant room, pump.
- Fire or robbery.
- Electrical failure.
- Major Chemical spill or gas leak.
- Bomb threat.

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Emergency plans should be reviewed and tested annually.

Training records, team minutes etc should be kept to record staff qualifications and understanding of current procedures.

Refer RLSSA Guidelines for Safe Pool Operation – Emergency Planning

Playgrounds, BBQ and Picnic Areas

Where facilities contain playground equipment, BBQs or picnic areas, pool staff should ensure these items are captured and recorded. It is recommended these items be included within councils' asset inventory. Alternatively, the asset inventory for these items could be included in the Facility Operations Manual if values do not warrant inclusion on councils' overall asset management system.

Regular inspections should be carried out by appropriately trained staff and routine maintenance should be conducted in accordance with manufacturer's instructions. Pool staff may be trained to conduct basic visual inspections of playground equipment and other assets, in addition to those regular scheduled inspections.

Records must be kept for all types of inspections and maintenance in council's record system

Disabled Access

Where disabled access is provided to the pool, then the appropriate legislation and standard dealing with the issue needs to be addressed. If mechanical devices are used to lift disabled persons into or out of the pool, then records should be kept concerning any maintenance and inspections undertaken.

Refer to RLSSA Guidelines for Safe Pool Operations – Aquatic Supervision – SV17 – Supervision of People with Disabilities

AS 3979:2006 Hydrotherapy Pools

AS 1428 (Set) 2010 – Design for Access and Mobility SET.

Shade

All swimming facilities should provide sufficient shaded areas for patrons, such as grandstands, change rooms and shelters.

Council may also wish to erect shade over toddlers pools and playground equipment. Consideration should be given to any potential loss of supervisory vision in any construction.

Council should refer to the NSW Cancer Council publications: Guidelines to Shade.

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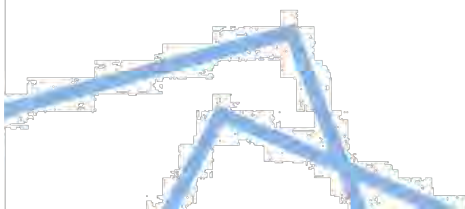
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First Aid

The RLSSA Guidelines for Safe Pool Operation – Safety Equipment – SE4 – First Aid Kits and SE8 – First Aid Facilities provides details which are above the minimum required under the WHS Regulations 2017. It is recommended that councils adopt the RLSSA list.



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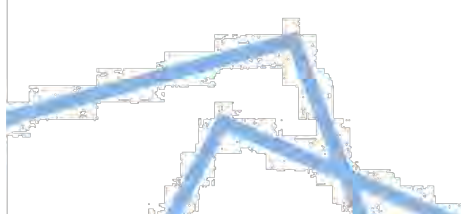
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REFERENCES

- Civil Liability Act 2002
- Local Government Act 1993
- WHS Regulations 2017
- ISO 31000:2018 Risk Management - Guidelines
- AS 2416:2010 – Water safety signs and beach safety flags
- AS 3979:2006 – Hydrotherapy Pools
- AS 1428 (Set) 2010 – Design for Access and Mobility SET
- NSW Health - Swimming Pool and Spa Advisory Document
- RLSSA - Guidelines for Safe Pool Operation:
 - Aquatic Signage
 - Aquatic Supervision
 - Asset Management
 - Emergency Planning
 - Facility Design
 - Incident Management
 - Risk Management
 - Safe Design
 - Safety Equipment
 - Swimming Pool Design
 - Swimming, Water Safety and Aquatic Exercise Programs
- Guidelines for Managing Risks in Recreational Water (National Health and Medical Research Council) 2008



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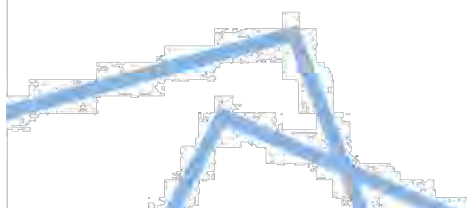
First Aid

RLSSA – Guidelines for Safe Pool Operations – Safety Equipment

- SE4 – First Aid Kits
- SE8 – First Aid Facilities

Supervision

- RLSSA Guidelines for Safe Pool Operation – Aquatic Supervision
 - Supervision of Aquatic Users
 - SV13 – Supervision of children (under 10)
 - SV14 – Supervision of older persons
 - SV15 – Supervision of non and weak swimmers
 - SV16 – Supervision of people with disabilities
 - Supervision of Aquatic Environments
 - SV20 – Supervision of Floating Play Equipment
 - SV21 – Supervision of Inflatable Play Equipment
 - SV23 – Supervision of Pool Concourse Areas
 - SV24 – Supervision of Interactive Water Play Areas
 - SV25 – Supervision of Diving Towers and Springboards
 - SV26 – Supervising Isolated Areas
 - SV27 – Supervision of Wave Pools
 - SV28 – Supervision of Lazy Rivers
 - SV29 – Supervision of Waterslides
 - Swimming, Water Safety and Aquatic Exercise Programs
 - SV12 – Supervision for Safe Water Entry for Competitions
 - SV13 – Supervision for Safe Water Entry for Recreational Swimming
- NSW Cancer Council – Guidelines to Shade



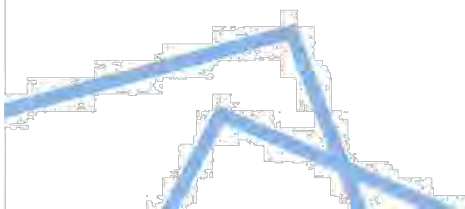
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- Practice Note 15 – Water Safety (Office of Local Government)
- Statewide Mutual Best Practice Manual – Signs as Remote Supervision
- Statewide Mutual Best Practice Manual – Gathering Information for Incident Management



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SAMPLE DOCUMENT LINKS

Statewide Mutual Website: www.statewidemutual.com.au

Division of Local Government Website: www.olg.nsw.gov.au

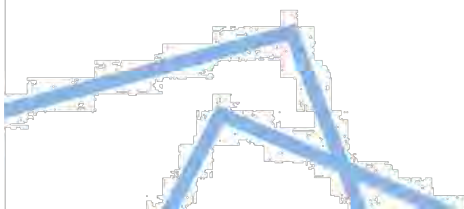
Royal Life Saving Society Australia: www.nsw.royallifesaving.com.au

Aquatic and Recreation Institute <http://arinsw.com.au/>

NSW Cancer Council: www.cancercouncil.com.au

Australasian Legal Information Institute: www.austlii.edu.au

National Health and Medical Research Council: www.nhmrc.gov.au/index.htm



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APPENDICES

Appendix 1 Swimming Pool User Agreement Template

Swimming Pool User Agreement

Parties

xxx Council

ABN Number xxx

Address xxx

And

xxx User

ABN Number xxx

Address xxx

Dated

xxx

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1. Introduction

- 1.1 Council is the owner and operator (amend: contractor is engaged) for the swimming pool complex known as xxx and is situated at xxx
- 1.2 The user wishes to use the xxx pool
- 1.3 Council has consented to the user using the xxx pool on the following terms and conditions specified to the users members (staff/ pupils) and activities.
- 1.4 Included user times and pool space during the stated times. (Appendix A & B),
- 1.5 Specified Council staff authorised to give directions

2. User/ Hirer Warrants

The user warrants to Council that all certificates, registrations and accreditations claimed as being held by the user/ hirer which relate to any swimming, diving or other water based activities, are valid, held and current and will remain so throughout the term of this agreement, the term of this agreement and any extensions thereof. The user/ hirer acknowledge any breach of this warranty is a breach of the fundamental terms of this agreement, such a breach will allow Council to terminate this Agreement without notice.

3. Responsible and Contact Person

The user/ hirer shall nominate in writing to the xxx Council a "Responsible Person(s)" who will be assigned to ensure that the terms and conditions of this agreement are adhered to.

For the purpose of administering this agreement, the user/ hirer shall nominate in writing to the xxx Council a person(s) able to be contacted at all times by xxx Council, together with all reasonable contact details requested by xxx Council. The user/ hirer shall be entitled to vary those nominated or their details from time to time by further notice.

For the purpose of this agreement the contact person for xxx Council shall be the xxx Council Pool Manager in most cases and, in the event that the Pool Manager is unavailable, the General Manager of xxx Council will be contactable.

4. Insurances and Indemnities

The user/ hirer shall at its own cost, effect and at all times during the terms of this agreement and any extension thereof keep in full force a policy of Public Risk Insurance (with an authorised Underwriter) with respect to the xxx pool and the activities carried out at the xxx pool for a minimum amount of \$xxx. The relevant policy or policies shall name xxx Council as owner and any persons designated by Council as mortgagee or otherwise and the user. The user/ hirer shall deliver to xxx Council on demand a copy of the relevant policy and a current certificate of insurance. The user/ hirer unconditionally releases xxx Council from all claims, suits, demands, actions or proceedings (whether at law, in equity or arising under any statute) arising out of or in connection with an act, default or omission of the user/ hirer or any of the user/ hirer's agents. The user/ hirer agrees not to sue or make any claim or demand against council in respect to matters covered by this release.

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- 4.2 The user/ hirer indemnifies **xxx Council** from and against all actions, claims, costs, losses, expenses and damages (including the costs of defending or settling any action or claim) in respect to:
 - 4.2.1 Loss of, or damage to property of Council; or
 - 4.2.2 Personal injury (including death) or illness to any person or loss of/ loss of use of, or damage to any property,
 - 4.2.3 Resulting from or by reason of anything done or omitted to be done by the user/ hirer arising out of the user/ hirer 's activities undertaken at or near the **xxx pool**.
- 4.3 The user/ hirers' liability to indemnify **xxx Council** is reduced proportionally to the extent that any negligent act or omission of Council or its employees has contributed to the injury, damage or loss.

5. User Obligations (Pool Rules) – the user shall:

- 5.1 Ensure the terms and conditions of this agreement has been made known to all persons, and where required their parents/ guardian/ hirer/ responsible persons prior to entering the xxx pool complex.
 - 5.1.1 Ensure that all persons swimming at the **xxx pool** during the time of the User's use under this agreement, pay the usual entrance fee charged by Council to patrons of the **xxx pool**.
 - 5.1.2 Not erect any structure or permanent fixture at the **xxx pool** without the written consent of **xxx Council**
- 5.2 Not permit any persons to dive into the pool except in accordance with Royal Lifesaving Society Guidelines
- 5.3 Persons enter the xxx pool complex at their own risk.
- 5.4 Ensure that all persons using the xxx pool do so in an orderly and well behaved manner including; No running, No jumping, No bombing, No alcohol/ drugs, No smoking, No glass, No food or drink in the pool, No animals are permitted in the xxx pool complex and swimming in suitable swimming attire. (add others as applicable)
- 5.5 Remove, or cause to be removed, any persons from the xxx pool whose behaviour is inappropriate, disruptive or causes any danger or threat to any other person or property who is affected by alcohol or drugs.
- 5.6 Keep the xxx pool including all grounds and surrounds and other parts of the xxx pool of which the User has use under this agreement, clean and tidy and shall not place, leave or permit to be placed or left any debris or rubbish in any part of the xxx pool complex.
- 5.7 Keep trade waste, trash and garbage in proper receptacles and shall not allow such waste, trash and garbage to accumulate at or near the xxx pool.
- 5.8 Ensure after each use, the xxx pool is appropriately and adequately secured and that all security devices installed are properly engaged unless the pool is scheduled to remain open to the public.

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- 5.9 Upon demand, in writing from **xxx Council** return all keys held by or on behalf of the User to Council.
- 5.10 Comply with all reasonable directions of authorised Council staff in its use of the **xxx pool**.
- 5.11 Comply with all Council's requirements in relation to the use of any barbecues and gas appliances.
- 5.12 Children must be accompanied by an adult. Responsibility for behaviour and safety of children is that of parents/ supervisors or carers in attendance.

6. The User, Hirer, Responsible Persons acknowledge and understands the following:

- 6.1 The **xxx pool** may not provide any lifeguard services at the time of the intended use by the hirer.
- 6.2 Lifeguard staff that may be present within the Pool complex are not able to provide training, instructions or supervision of persons brought in to the **xxx pool** by the Responsible Person;
- 6.3 Responsibility for the supervision and care of persons brought into the **xxx pool** by the responsible persons rests with that person(s)
- 6.4 It is the responsibility of the User/ responsible person to obtain information regarding the skills of the persons it brings into the **xxx pool** and to instruct/ supervise those persons according to their skill set.
- 6.5 Obtaining and maintaining any permissions or consents required for the use of the **xxx pool** by persons to be brought in to the **xxx pool** by the responsible persons, is the responsibility of the hirer and/or responsible persons.
- 6.6 Use of the pool is subject to a number of risks, including drowning and the responsibility for supervision and instruction of persons brought in to the **xxx pool** by the hirer/ responsible persons of those risks rests with the hirer and/or responsible persons.
- 6.7 Responsibility for administering first aid in the event of an emergency rests with the hirer and/or responsible persons, though lifeguard assistance will be provided, where available.
- 6.8 First aid equipment is located within the **xxx pool** complex. It is the responsibility of the hirer and/or responsible persons to ensure they identify the location of that equipment upon entry to the **xxx pool** complex.
- 6.9 The pool terms and conditions of entry may be amended or added to from time to time and any alterations to such will be displayed at the entry point of the **xxx pool**.
- 6.10 Unless hired exclusively, the **xxx pool** and **xxx pool** complex may be utilised by other members of the public at the time as the hirer.

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7. Emergency Procedures

7.1 A copy of xxx Council's xxx pool emergency procedures diagram will be given to user/ hirer at the time of signing agreement.

8. Executed as an Agreement

Executed for and on behalf of

xxx Council

By a duly authorised officer in the presence of

Signature of Witness

Signature of xxx

Name of Witness

Name of xxx

Executed for and on behalf of

xxx user/hirer

ABN

In accordance with Section 127(1) of the Corporations Act 2001,

Signature of Witness

Signature of xxx

Name of Witness

Name of xxx

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Appendix A

Times

Times are allocated at the discretion of the **xxx pool** attendant and will depend on such factors as:

- Public use has preference in times of high ambient temperature,
- Bookings for shared use of the pool approved by the Pool Manager from time to time,
- Allocation of pool to others from time to time for activities which may require exclusive use of the pool and as approved by the Pool Manager, **xxx**.

However, subject to the above conditions, allocated times are detailed in the below table

(Example)

Table 1 : Times Allocated	Exclusive use of 25m Pool	Shared use of 25m Pool/Lanes
Monday to Thursday	4:30am – 5:30am (By prior arrangement)	4:00pm – 5:00pm 7:00pm – 8:00pm

Space

Space allocation will be at the discretion of the pool attendant, or in the absence of a pool attendant, and in accordance with the provisions of this agreement, space allocation will be in accordance with Table 2.

(Example)

	Exclusive Use (By prior arrangement)	Shared Use
Lane 1	X	X
Lane 2	X	X
Lane 3	X	
Lane 4	X	
Lane 5	X	
Lane 6	X	



Appendix B

Hire Request

Business/ School _____

Contact Person _____

Contact Number _____

Date/s _____

Time _____

Estimated Total of Participants and officials _____

Estimated total of spectators _____

Any special requirements to be agreed by **xxx Council** and **xxx pool manager** (e.g. banners to be erected, car access to site to drop off equipment etc.)

(Requested by)

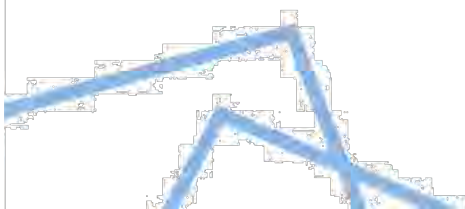
Name: _____

Signature _____

Date _____

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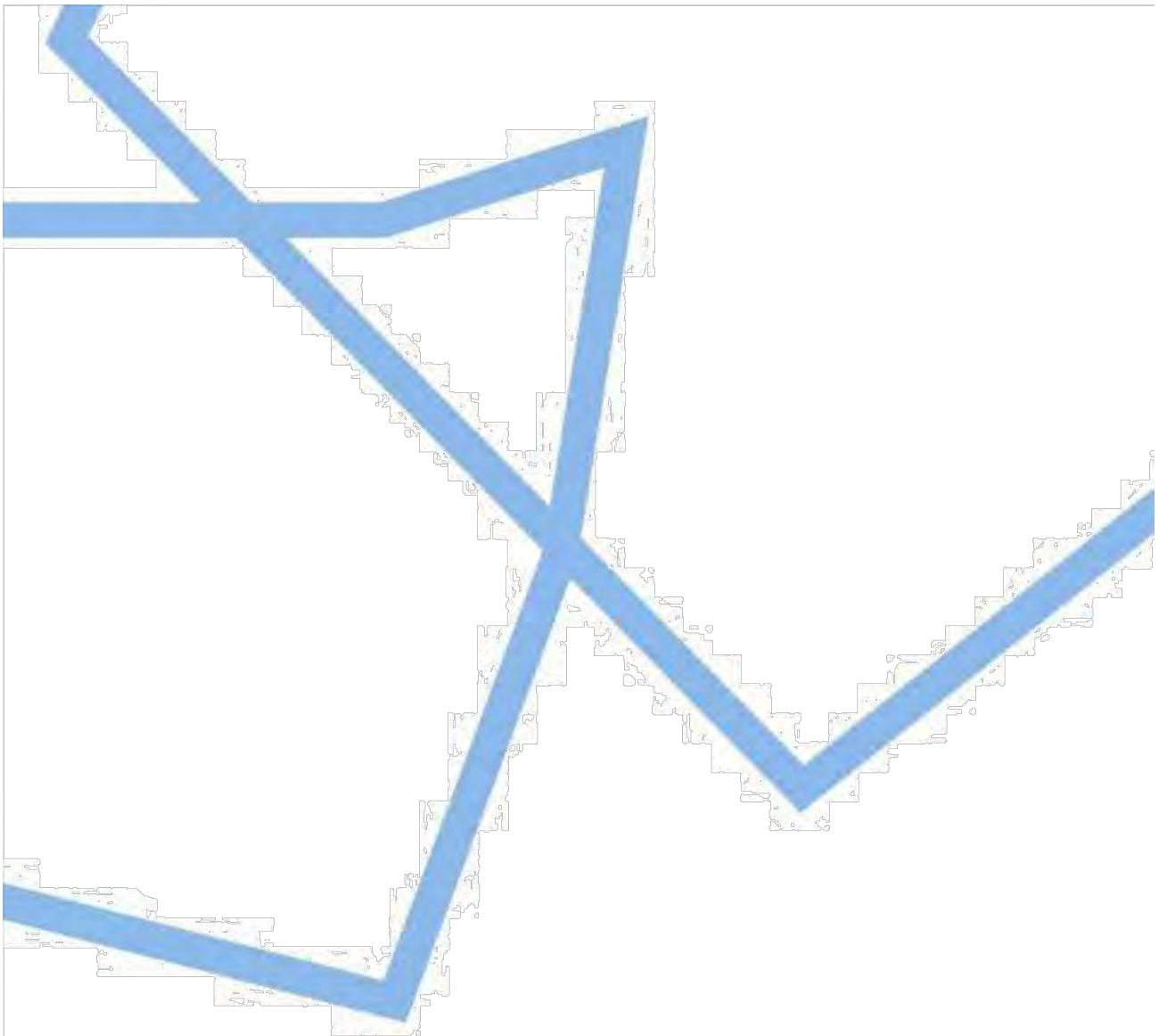
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CONTACT

**The Executive Officer
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ABN 51 644 247 443**

**Level 37, 225 George Street
SYDNEY NSW 2000**

**Tel +61 2 9320 2726
www.statewidemutual.com.au
Email: mail@statewidemutual.com.au**



SWIMMING POOLS RISK MANAGEMENT

FATAL DROWNINGS



- Between 2005 and 2015, 42 drowning deaths occurred in Communal pools and 36 occurred in Public and Commercial pools.
 - Children aged 5-9 years were the leading age group of fatal drownings.
 - Among deaths involving children 0-14 years, there was no parental or carer supervision in 78% of cases.
-

NON-FATAL DROWNINGS



- In the same 10 year period there were 257 cases of non-fatal drownings in Public and Commercial swimming pools.
 - The leading age group for non-fatal drowning was children aged 0-4 years (45%), followed by children aged 5-9 years (21%)
-

IMPACTS



- Whilst Statewide Mutual provides insurance cover to councils in the provision of soundly managed swimming facilities, the impact a drowning death or serious injury can have on the local community and Councils reputation can be devastating.
 - Potential for psychological impacts on council staff.
 - Insurance cover should always be seen as the final financial fall-back council has in its operations.
-

ROYAL LIFE SAVING AUSTRALIA



- Royal Lifesaving Australia is the premier body in providing advice and assistance to councils in how to manage risks associated with swimming facilities.
 - Services include but not limited to:
 - general advice to council;
 - site specific audits of facilities;
 - training; and
 - programs.
 - As a minimum it is suggested that council engage RLSA to undertake site specific audits of all its facilities.
 - This will not only greatly assist in the management of risks, it can also assist in displaying council efforts to meet its duty of care for patrons.
-

LIFEGUARDS



- It is proven that having qualified Lifeguards available reduce the incidents of drownings and serious injuries at swimming facilities.
- The current minimum industry requirement for a Pool Lifeguard at a swimming pool or aquatic facility is the **Royal Life Saving Pool Lifeguard Certificate**.
<https://www.royallifesaving.com.au/training/pool-lifeguard>
- A Lifeguards primary role is to avoid incidents through supervision and applying first aid. A council employee, contractor or volunteer may be used as a lifeguard on the provision they hold above qualification.
- Additional roles may include:
 - inspections of the facility to identify hazards;
 - water testing;
 - kiosk; and
 - general maintenance such as mowing.
- Additional roles should **NEVER** impede a lifeguards ability to fulfil their primary duty to provide supervision and emergency response.

MINIMUM REQUIREMENTS



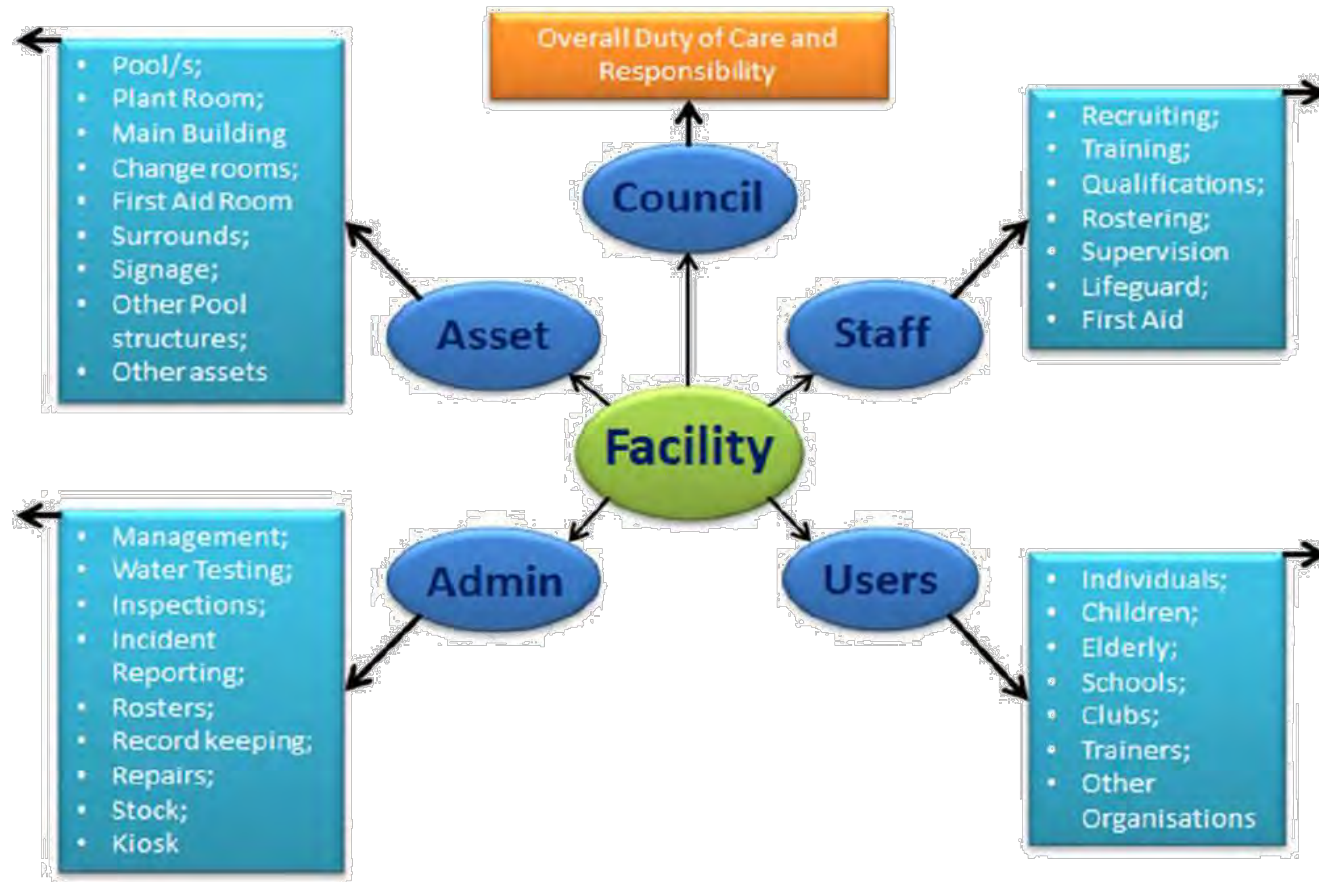
- An adopted strategy.
 - An adopted policy.
 - Adopted Operational/Managements plans for each facility.
 - Adopted annual budget for each facility.
 - Access to emergency services including First Aid.
 - An education/training plan for staff, public and organisations who use the facilities.
-

MINIMUM REQUIREMENTS



- Lease and user agreements for third parties reviewed by a legal professional.
 - Risk assessments and implemented risk control measures.
 - Site specific signage installed and maintained.
 - Pre-determined monitoring and revision undertaken.
 - Entire process recorded in council's record system.
-

SYSTEM CHART



UNSUPERVISED POOLS



- It is proven that incidents of injuries, non fatal drownings and deaths are more common in locations where no supervision is provided.
 - While some councils provide unsupervised swimming facilities such as coastal rock pools they have rigorous controls in place to reduce inherent risk.
 - Additionally:
 - entry is usually via a sloping beach hence usually no diving;
 - patrons in coastal areas are usually competent swimmers;
 - facilities are usually well patronised; and
 - there is generally a high volume of onlookers, persons in the direct vicinity that would be able to assist in the event of an emergency.
-

SIGNS AS REMOTE SUPERVISION



- Signs are a cost effective method to impart information to patrons and allow them to make an informed decision as to whether they enter and use the facility.
 - Statewide recommends use and effective application of Best Practice Manual "Signs as Remote Supervision" for a systematic risk based system to select and install appropriate signs at all council owned or operated facilities.
 - A systematic risk assessment process and installation of signage also provides council with a strong legal defence in the event of an incident.
-

SIGNS AS REMOTE SUPERVISION



SIGNS AS REMOTE SUPERVISION



SIGNS AS REMOTE SUPERVISION



COUNCIL DECISIONS



- Decisions on if and how council provides swimming facilities should:
 - always include risk management considerations and actions;
 - extensive consultation with the community and industry experts;
 - sufficient resources to meet and exceed legal and facility requirements;
 - regular auditing by competent person/s;
 - monitoring and review of all processes; and
 - all decisions and actions recorded in council's record system.
-

ASSISTANCE



- Royal Life Saving Australia – Pool Audits and advice.
 - Statewide Mutual – Signs as Remote Supervision, plans and procedures.
 - SafeWork NSW – Work Health Safety.
 - Relevant Australian Standards and Model Codes of Practice.
-



THANK YOU