



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 17 June 2026

Date: Wednesday, 17 June 2026

Time: 9.00am

**Location: Shire Chamber
Coonamble**

The Mayor and Councillors are bound by the Oath/ Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Coonamble Shire and to faithfully and impartially carry out the functions, powers, authorities, and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement. It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

**Daniel Keady
Mayor**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Wednesday, 17 June 2026 at 9.00am.

Order Of Business

1	Opening Meeting	4
2	Acknowledgement of Country	4
3	Community Consultation.....	4
4	Apologies/Applications for Leave of Absence by Councillors	4
5	Confirmation of Minutes	4
5.1	Ordinary Meeting - 13 May 2026	5
6	Disclosures of Conflicts of Interest.....	19
7	Notices of Motions/Questions with Notice/Rescission Motions	21
7.1	Code of Meeting Practice - Rescission of 2025 Code and Amendment to Order of Business.....	21
7.2	Notice of Motion -Councillor Ahmad (AI) Kranouh- Coonamble Shire Mural Art Trail: proposed mural at Smith park.....	69
7.3	Notice of Motion - Councillor Paul Wheelhouse-Capital Upgrades in 2025/26 and 2026/27 Financial Budget	73
8	Mayoral Minute	76
	Mayoral Minute.....	76
9	Finance	78
9.1	Adoption of Operational Plan 2026-27.....	78
9.2	Corporate Services - Monthly Financial Report	89
9.3	Local Government Remuneration Tribunal Determination - Councillors Fees 2026-27	93
9.4	Applications for Financial Assistance under Council's Donations Policy	184
9.5	Draft Asset Management Plan - Transport and Drainage.....	191
10	Governance and General Manager	256
10.1	Correspondence	256
10.2	Council Resolutions/Actions Update.....	259
10.3	Governance and People Monthly Report.....	273
10.4	Monthly Records System Task Management Snapshot.....	277
10.5	Minutes - ARIC Meeting 14 May 2026.....	280
10.6	Mt Magometon Quarry Operations Update.....	294
10.7	Asset Management Plan - Water and Sewer.....	297
10.8	Disposal of Assets Policy	378
10.9	Draft Saleyard Management Procedure	386

10.10	Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) - Project Update	397
11	Planning and Sustainability	410
11.1	Planning, Regulatory and Compliance Department Update	410
11.2	Waste Recycling Employment Initiatives Report	415
11.3	Establishment of Automated Return and Earn Depot at Coonamble Waste Facility	418
11.4	Economic Development & Growth Report to June 2026 meeting	430
11.5	Business Activation Fund - application for assistance	447
11.6	Sons of the Soil Hotel - Purchase Enquiries	450
12	Infrastructure	457
12.1	Infrastructure Services - Works in Progress	457
12.2	Tooraweenah Road Upgrade - Monthly Status Update	460
13	Committee Reports	462
	Nil	
14	Confidential Matters	462
14.1	Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 13 May 2026	462
14.2	COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - Construction of Bore and replacment of Bore 5 (Wingadee Street)	462
14.3	Request for Concession on Non-Residential Sewer Charges	462
14.4	Land Classification and Sale - 30 Bourbah St Gulargambone	462
14.5	Extension of Quarry Manager Engagement to 31 December 2026	462
15	Conclusion of the Meeting	463

1 OPENING MEETING

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 13 May 2026 be confirmed as a correct record of the proceedings of the meeting.



MINUTES

**Ordinary Council Meeting
Wednesday, 13 May 2026**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE SHIRE CHAMBER, COONAMBLE
ON WEDNESDAY, 13 MAY 2026 AT 9.00AM**

PRESENT: Mayor Daniel Keady, Deputy Mayor Steven Butler, Cr Karen Churchill, Cr Adam Cohen, Cr Paul Fisher, Cr Margaret Garnsey, Cr Phillipa Goldsmith, Cr Ahmad Karanouh, Cr Paul Wheelhouse

IN ATTENDANCE: Greg Hill (General Manager), Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure), Tony Payne (Director Sustainable Communities & Planning), Jenni Maundrell (Executive Manager Corporate Governance), Rebecca Payne (Executive Assistant)

1 OPENING MEETING

The Mayor opened the meeting at 9.06am, advising the attendees of the following:

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

Nil

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

5 CONFIRMATION OF MINUTES**RESOLUTION 2026/57**

Moved: Cr Margaret Garnsey

Seconded: Cr Phillipa Goldsmith

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 15 April 2026 be confirmed as a correct record of the proceedings of the meeting.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0Carried

6 DISCLOSURES OF CONFLICTS OF INTEREST

Nil

7 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS**7.1 CR AHMAD KARANOUH- NOTICE OF MOTION -RELOCATION OF HORSE TROUGH AND COBB & CO CARRIAGE****RESOLUTION 2026/58**

Moved: Cr Ahmad Karanouh

Seconded: Cr Phillipa Goldsmith

That the General Manager investigate

- 1. The relocation of the Old Horse Trough in the roundabout at the intersection of Castlereagh and Tooloon Streets, Coonamble, to a more central location in the main street precinct.**
- 2. The relocation of the replica Cobb & Co Carriage, currently housed at the Coonamble Museum to Smith Park, adjacent to the Visitor Information Centre**
- 3. A report to be presented to Council following the investigations on:**
 - a) Preferred location of both assets**
 - b) Cost to relocate both assets to their new location**
 - c) Cost to provide suitable, safe and secure housing for both assets**

d) Any perceived risks with the relocation of both assets

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0**8 MAYORAL MINUTE****MAYORAL MINUTE****RESOLUTION 2026/59**

Moved: Mayor Daniel Keady

Seconded: Cr Phillipa Goldsmith

That the Mayoral Minute for May 2026 be noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0**9 FINANCE****9.1 CORPORATE SERVICES - MONTHLY FINANCIAL REPORT****RESOLUTION 2026/60**

Moved: Cr Ahmad Karanouh

Seconded: Cr Adam Cohen

- 1. That Council receive and note the Corporate Services Monthly Financial report.**
- 2. The investments from 1 April 2026 to 30 April 2026 and that these investments comply with section 625(2) of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021 and Council's Investment Policy.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

9.2 DRAFT OPERATIONAL BUDGET 2026-27 FOR PUBLIC EXHIBITION**RESOLUTION 2026/61**

Moved: Cr Karen Churchill

Seconded: Cr Adam Cohen

Receive and note the report.

- 1. That Council places the following Draft documents for public exhibition for a minimum period of 28 days pursuant to the requirements of the Local Government Act 1993 (NSW)**
 - (a) Draft Operational Plan and Budget 2026-27**
 - (b) Draft Revenue Policy 2026-27**
 - (c) Draft Fees and Charges 2026-27**
- 2. Note that the public exhibition period will run for 28 days from Thursday 14th May 2026 with submissions closing at 5pm Thursday 11th June 2026.**
- 3. Note following the exhibition period, a report be presented to Council which outlines community submissions received for Council's consideration and adoption of the final Operational Plan and Budget 2026-27 at its Ordinary Meeting in June 2026.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

9.3 QUARTERLY BUDGET REVIEW - MARCH 2026**RESOLUTION 2026/62**

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

That Council.

- 1. Receive and note the report.**
- 2. That Adopt the variations to votes as listed in the budget review documents distributed under separate cover.**
- 3. Note that in the opinion of the Responsible Accounting Officer based on the information as presented in the September Budget review, that Council will be in a satisfactory financial position as at 30 June 2026.**
- 4. Note the classification and position of Council's estimated restricted (reserve) funds as at 31 March 2026.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

9.4 ASSETS PROGRESS REPORT

RESOLUTION 2026/63

Moved: Cr Ahmad Karanouh

Seconded: Cr Paul Wheelhouse

Receive and note the Asset Progress report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10 GOVERNANCE AND GENERAL MANAGER

10.1 CORRESPONDENCE

RESOLUTION 2026/64

Moved: Cr Paul Fisher

Seconded: Deputy Mayor Steven Butler

That the Correspondence Report for March 2026 be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.2 COUNCIL RESOLUTIONS/ACTIONS UPDATE

RESOLUTION 2026/65

Moved: Cr Karen Churchill

Seconded: Cr Margaret Garnsey

That Council receive and note the Council Resolutions report and status.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.3 REGIONAL DROUGHT RESILIENCE PLAN**RESOLUTION 2026/66**

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Fisher

Receive and note the Regional Drought Resilience Plan report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.4 COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - PROJECT UPDATE**RESOLUTION 2026/67**

Moved: Cr Ahmad Karanouh

Seconded: Cr Margaret Garnsey

Receive and note the report.

- 1. That Council note the progress of the Coonamble Artesian Bore Baths project, including land acquisition, Development Application lodgement, and water purchasing.**
- 2. That Council note that a further report will be presented to the June Ordinary Council Meeting regarding bore construction, total project cost to date, cost estimates for future expenditure and procurement options.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.5 GOVERNANCE AND PEOPLE MONTHLY REPORT**RESOLUTION 2026/68**

Moved: Cr Paul Wheelhouse

Seconded: Cr Paul Fisher

That Council receive and note the Governance and People Monthly Report for May 2026.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and

Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.6 VALUES AND PURPOSE UPDATE

RESOLUTION 2026/69

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Wheelhouse

That Council:

1.Note the outcomes of the Purpose and Values Review undertaken with Council staff; and

2.Endorse the Draft Purpose and Values Statement as presented.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

10.7 MONTHLY RECORDS SYSTEM TASK MANAGEMENT SNAPSHOT

RESOLUTION 2026/70

Moved: Cr Ahmad Karanouh

Seconded: Cr Karen Churchill

That Council receive and note the snapshot report on the records system task management for May 2026.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

11 PLANNING AND SUSTAINABILITY

11.1 PLANNING, REGULATORY AND COMPLIANCE DEPARTMENT UPDATE

RESOLUTION 2026/71

Moved: Cr Ahmad Karanouh

Seconded: Cr Margaret Garnsey

That the Planning, Regulatory and Compliance Department report be received

and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 8/0

At 10:06 am, Cr Adam Cohen left the meeting.

At 10:08 am, Cr Adam Cohen returned to the meeting.

11.2 ADOPTION OF COONAMBLE SHIRE URBAN HOUSING STRATEGY**RESOLUTION 2026/72**

Moved: Cr Karen Churchill

Seconded: Cr Paul Fisher

Receive and note the report.

- 1. That Council adopt the Coonamble Shire Urban Housing Strategy 2026 as presented.**
- 2. Note that comments from the NSW Department of Planning, Housing and Infrastructure (DPHI) will be incorporated prior to endorsement by DPHI and publication of the Strategy.**
- 3. Authorise the General Manager to implement the Strategy and commence priority actions.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0**11.3 WASTE RECYCLING EMPLOYMENT INITIATIVES REPORT****RESOLUTION 2026/73**

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Wheelhouse

That the Waste, Recycling and Employment Initiatives report be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

11.4 COMMUNITY DEVELOPMENT**RESOLUTION 2026/74**

Moved: Cr Ahmad Karanouh

Seconded: Cr Phillipa Goldsmith

That Council receive and note the Community Development report

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0**11.5 ECONOMIC DEVELOPMENT AND GROWTH REPORT****RESOLUTION 2026/75**

Moved: Cr Adam Cohen

Seconded: Cr Paul Fisher

That Council receive and note the Economic Development and Growth report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0**11.6 REGIONAL ART TRAIL PROGRESS REPORT****RESOLUTION 2026/76**

Moved: Cr Margaret Garnsey

Seconded: Cr Karen Churchill

That the Regional Art Trail Progress report be received and noted.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

12 INFRASTRUCTURE

12.1 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

RESOLUTION 2026/77

Moved: Cr Karen Churchill

Seconded: Cr Paul Fisher

Receive and note the Infrastructure Services - Works in Progress report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

12.2 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE

RESOLUTION 2026/78

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Fisher

Receive and note the Tooraweenah Road Upgrade Monthly Status report.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

The Council Meeting paused for recess at 11:07am.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

13 CONFIDENTIAL MATTERS

RESOLUTION 2026/79

Moved: Cr Adam Cohen

Seconded: Cr Phillipa Goldsmith

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

13.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 15 April 2026**13.2 Sale of Land for Unpaid Rates**

This matter is considered to be confidential under Section 10A(2) - d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a competitor of the council.

13.3 Tender T442526OROC - Consultancy - Building Services Engineering and Civil Engineering Services

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

13.4 Tender T452526OROC - Consultancy - Provision of Professional Services (Environmental Engineering)

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

13.1 CLOSED (PUBLIC EXCLUDED) COUNCIL MEETING OF THE COONAMBLE SHIRE COUNCIL - 15 APRIL 2026**RESOLUTION 2026/80**

Moved: Cr Margaret Garnsey

Seconded: Cr Phillipa Goldsmith

That the minutes of the Closed (Public Excluded) Council Meeting of the Coonamble Shire Council held on Wednesday, 15 April 2026 be confirmed as a correct record of the proceedings of the meeting.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

13.2 SALE OF LAND FOR UNPAID RATES**RESOLUTION 2026/81**

Moved: Cr Karen Churchill

Seconded: Cr Paul Wheelhouse

That Council:

- 1. Receive and note the Sale of Land for Unpaid Rates report.**
- 2. Sell each of the Designated Properties by public auction according to the terms and conditions of the Contract**
- 3. Authorise the General Manager to insert the name of the successful bidder (“the purchaser”) and the price in the Contract upon completion of the public auction pursuant to s335(b) of the Local Government Act**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

13.3 TENDER T442526OROC - CONSULTANCY - BUILDING SERVICES ENGINEERING AND CIVIL ENGINEERING SERVICES**RESOLUTION 2026/82**

Moved: Cr Phillipa Goldsmith

Seconded: Cr Adam Cohen

That Council:

- 1. Receive and note the Tender T442526OROC - Consultancy - Building Services Engineering and Civil Engineering Services report.**
- 2. Accepts all Tenderers and be awarded this contract as Panel Source Suppliers to Coonamble Shire Council for a 36-month period, from 1 July 2026 to 30 June 2029; and**
- 3. Provision be allowed for 2 x 12 - month extensions based on satisfactory supplier performance, which may take this contract through to 30 June 2031.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

13.4 TENDER T452526OROC - CONSULTANCY - PROVISION OF PROFESSIONAL SERVICES (ENVIRONMENTAL ENGINEERING)

RESOLUTION 2026/83

Moved: Cr Phillipa Goldsmith

Seconded: Cr Ahmad Karanouh

That Council:

- 1. Receive and note the Tender T452526OROC – Consultancy – Provision of Professional Services (Environmental Engineering) report.**
- 2. Accepts all Tenderers and be awarded this contract as Panel Source Suppliers to Coonamble Shire Council for a 36-month period, from 1 July 2026 to 30 June 2029; and**
- 3. Provision be allowed for 2 x 12-month extensions based on satisfactory supplier performance, which may take this contract through to 30 June 2031.**

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

RESOLUTION 2026/84

Moved: Cr Margaret Garnsey

Seconded: Cr Paul Fisher

That Council moves out of Closed Council into Open Council.

In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse

Against: Nil

CARRIED 9/0

144 CONCLUSION OF THE MEETING

The Meeting closed at 11.55am.

The minutes of this meeting were confirmed at the Council held on 17 June 2026.

.....
CHAIRPERSON

6 DISCLOSURES OF CONFLICTS OF INTEREST

CONFLICTS OF INTEREST DECLARATION FORM (COUNCILLOR)

In accordance with Council's code of Conduct for Councillors (the Code)

1. DECLARANT DETAILS			
NAME			
2. DETAILS OF THE CONFLICT OF INTEREST			
NAME OF MEETING			
MEETING ITEM NO			
REPORT TITLE			
DATE OF MEETING			
TYPE OF CONFLICT OF INTEREST (Refer to Annexure 1)		☐ Pecuniary ☐ Significant Non-Pecuniary ☐ Less than Significant Non-Pecuniary	
DESCRIPTION OF CONFLICT OF INTEREST: Include name of person and/or organisation; the relationship to you; and the reason(s) why you consider that there is (or may be) a conflict of interest or perception of a conflict of interest.			
3. ACTION TO BE TAKEN TO MANAGE THE CONFLICT OF INTEREST			
☐ I intend to leave the meeting and take no part in any debate, discussion or decision on the item.			
☐ I intend to stay in the meeting to debate and vote on the matter.			
☐ Other: Provide details _____ _____ _____			
4. DECLARATION			
<i>I hereby declare that the above details are correct to the best of my knowledge and that I will take appropriate action as I have indicated above.</i>			
SIGNATURE		DATE	

NOTE: This is not a standing Conflict of Interest declaration.

A declaration form must be completed on every relevant occasion including, but not limited to, each Council meeting and/or Councillor workshop.

Incomplete or partially completed declaration forms will not be accepted.

ANNEXURE 1

DEFINITIONS	
Conflict of Interest	Occurs where a Council Official's personal or private interests and relationships conflict, or could conflict with, the Council Official's ability to act impartially and in the best interest of Council.
Actual Conflict of Interest	Occurs where a Council Official's personal or private interests' conflict with their official duties.
Perceived Conflict of Interest	Occurs where a Council Official could be perceived by a third party to be acting in such a way that their official duties are influenced by their personal or private interests.
Potential Conflict of Interest	Occurs where a Council Official has personal or private interests that may later develop into a conflict of interest with their official duties.
Pecuniary Interest	An interest that an individual has based on a reasonable likelihood or expectation of significant financial gain or loss to themselves or to a related individual (eg spouse, direct family member, relatives or associated companies). <u>Required Action:</u> (clause 4.16 and 4.17 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.
Significant Non Pecuniary Interest	A non-pecuniary interest whereby an individual has a close relationship with an individual; a strong relationship with an organisation; a nonpecuniary financial interest or stands to gain or lose a personal benefit; is a board member and there is a conflict between Council and the organisation interests, constituting a conflict of duties. <u>Required Action:</u> (clause 5.10 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.
Less than Significant Non Pecuniary Interest	A private or personal interest that does not involve a financial gain or loss but may stem from family or personal interests and/or relationships. <u>Required Action:</u> (clause 5.11 of the Code): Make a declaration, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

7 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

7.1 CODE OF MEETING PRACTICE - RESCISSION OF 2025 CODE AND AMENDMENT TO ORDER OF BUSINESS

File Number: 75196

Author: Executive Manager Corporate Governance

Authoriser: General Manager

Annexures: 1. Code of Meeting Practice February 2025 (Amended) [↓](#)

RECOMMENDATION

That Council:

- 1. Rescind Resolution 2025/237, relating to the adoption of the 2025 Code of Meeting Practice;**
- 2. Note that, as a consequence, Council's Code of Meeting Practice adopted on 12 February 2025 (Resolution 2025/11) is reinstated; and**
- 3. Amend clause 7.1 of the reinstated Code of Meeting Practice to provide that the general order of business for ordinary Council meetings is as follows:**
 - 1. Opening Meeting**
 - 2. Acknowledgement of Country**
 - 3. Community Consultation**
 - 4. Apologies/Applications for Leave of Absence by Councillors**
 - 5. Confirmation of Minutes**
 - 6. Disclosures of Conflicts of Interest**
 - 7. Notices of Motion/Questions with Notice/Rescission Motions**
 - 8. Mayoral Minute**
 - 9. Finance**
 - 10. Governance and General Manager**
 - 11. Planning and Sustainability**
 - 12. Infrastructure**
 - 13. Confidential Matters**
 - 14. Conclusion of Meeting**

EXECUTIVE SUMMARY:

The Office of Local Government (OLG) has advised that the regulation prescribing the 2025 Model Code of Meeting Practice has been disallowed by the Legislative Council. As a result, the 2021 Model Code is reinstated as the prescribed code, and councils must ensure their codes are consistent with its mandatory provisions.

Council adopted a Code of Meeting Practice in February 2025 (Resolution 2025/11), consistent with the 2021 Model Code and within the required timeframe following the 2024 local government election.

Subsequently, Council resolved in September 2025 (Resolution 2025/237) to place a draft code based on the 2025 Model Code on public exhibition, with deemed adoption occurring in November 2025.

This report recommends:

- rescinding Resolution 2025/237;
- reinstating the February 2025 Code; and
- making a targeted amendment to clause 7.1 (order of business) to reflect Council's current meeting structure.

A copy of Council's Code of Meeting Practice adopted February 2025 (Resolution 2025/11) is attached for reference.

BACKGROUND

Council adopted a Code of Meeting Practice on 12 February 2025 (Resolution 2025/11), in accordance with statutory requirements to adopt a code within 12 months of the local government election and based on the 2021 Model Code.

In September 2025, Council further resolved (Resolution 2025/237) to place a revised draft Code of Meeting Practice, based on the 2025 Model Code, on public exhibition. That resolution provided that, if no submissions were received, the Code would be taken to be adopted.

No submissions were received and the Code was taken to be adopted following the exhibition period, with an adoption date of November 2025.

On 28 May 2026, the OLG advice that the regulation prescribing the 2025 Model Code has been disallowed. The effect of this disallowance is that the 2021 Model Code is again the prescribed code.

REPORT:

Council's currently published Code of Meeting Practice derives from Resolution 2025/237 and the deemed adoption following public exhibition.

Following the disallowance of the 2025 Regulation, that Code may contain provisions inconsistent with the mandatory provisions of the reinstated 2021 Model Code and is therefore no longer compliant.

The OLG has advised that councils should rescind adoption of the 2025 Code at their next meeting to ensure compliance and avoid procedural uncertainty.

Rescinding Resolution 2025/237 will remove the basis for the current Code and reinstate the Code adopted on 12 February 2025 (Resolution 2025/11), which was made in accordance with the 2021 Model Code.

The February 2025 Code is attached for councillors' reference.

In addition, it is proposed to amend clause 7.1 of the reinstated Code to update the order of business for ordinary meetings. The current clause provides for a different sequencing of agenda items, including placement of notices of motion later in the meeting.

The proposed amendment will:

- bring forward Notices of Motion and related items;
- introduce Community Consultation as a defined agenda item; and
- better align the structure of business papers with operational reporting streams.

Clause 7.1 already allows the order of business to be altered by resolution for individual meetings, however a permanent amendment provides clarity and consistency.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	N/A
Our Country	N/A
Our Leadership	Our Integrity

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	N/A
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

There are no direct financial implications associated with this report.

Policy / Legal and Statutory Implications:

Section 360 of the *Local Government Act 1993* (NSW) requires that a council's code of meeting practice must not be inconsistent with the mandatory provisions of the prescribed Model Code.

Following disallowance of the 2025 Regulation, the 2021 Model Code is once again the prescribed code.

Clause 16.3 of Council's Code requires that a resolution may only be rescinded by a motion of which notice has been given.

Rescinding Resolution 2025/237 ensures that Council's Code aligns with the current legislative framework.

The proposed amendment to clause 7.1 is a permissible amendment to Council's Code, provided it remains consistent with the mandatory provisions of the Model Code.

Risk Management – Business Risk/Work Health and Safety / Public:

- Business Risk
 - Risk of non-compliance if Council continues operating under an inconsistent code.
 - Risk of challenge to meeting procedures or decisions.
 - Risk of confusion in meeting conduct.
- WHS Risk
 - No direct WHS risks identified.
- Public Risk
 - Reputational risk if Council is perceived not to comply with OLG guidelines.
 - Transparency risk if meeting procedures lack clarity.

Options:**Option 1 (Recommended)**

Rescind Resolution 2025/237, reinstate the February 2025 Code, and amend clause 7.1

- Ensures compliance.
- Maintains governance clarity.
- Implements updated meeting structure.

Option 2

Rescind Resolution 2025/237 only

- Restores compliance.
- Does not address order of business updates.

Option 3

Take no action

- Not recommended.
- Would result in potential non-compliance and governance risk.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

This is primarily a compliance-driven matter. The proposed amendment to clause 7.1 is administrative in nature and does not alter mandatory provisions of the Model Code.

COONAMBLE SHIRE COUNCIL

CODE OF MEETING PRACTICE

2025

Draft to Council:	8 May 2019
Public Exhibition:	8 May to 5 June 2019
Adopted by Council:	12 June 2019
Minute No: 4394	
Amended: 4432	July 2020
Amended: 2021/54	14 April 2021
Amended: 2025/11	12 February 2025

Table of Contents

1	INTRODUCTION	3
2	MEETING PRINCIPLES	3
3	BEFORE THE MEETING.....	3
4	PUBLIC FORUMS.....	8
5	COMING TOGETHER.....	10
6	THE CHAIRPERSON.....	16
7	ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS	17
8	CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS.....	17
9	RULES OF DEBATE.....	19
10	VOTING.....	22
11	COMMITTEE OF THE WHOLE.....	23
12	DEALING WITH ITEMS BY EXCEPTION.....	23
13	CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC	24
14	KEEPING ORDER AT MEETINGS.....	28
15	CONFLICTS OF INTEREST.....	30
16	DECISIONS OF THE COUNCIL	31
17	AFTER THE MEETING.....	33
18	COUNCIL COMMITTEES.....	34
19	IRREGULARITIES	37
20	DEFINITIONS	38
21	APPENDIX “A” – NOTICE OF MOTION TEMPLATE	40
22	APPENDIX “B” – THE ROLE OF THE CHAIRPERSON	41
23	APPENDIX “C” – MOTIONS, AMENDMENTS AND FORESHADOWED MOTIONS	42
24	APPENDIX “D” – CALLING A POINT OF ORDER	44

1 INTRODUCTION

This Code of Meeting Practice for Coonamble Shire Council is made under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This Code applies to all meetings of Council and Committees of Council of which all the members are councillors (Committees of Council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless Council determines otherwise.

Council must adopt a Code of Meeting Practice that incorporates the mandatory provisions of the Model Meeting Code.

Council's adopted Code of Meeting Practice incorporates some non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, this Code does not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Respectful: Councillors, staff and meeting attendees treat each other with respect.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 BEFORE THE MEETING

Timing of ordinary Council meetings

3.1 Council shall, by resolution, set the frequency, time, date and place of its ordinary meetings. However, ordinary meetings of Council will generally be held on the second Wednesday of each month, commencing at 9:00am at the Coonamble Shire Council Chambers, 80 Castlereagh Street, Coonamble,

NSW, 2829. There is no meeting in January and the March meeting is held at Gulargambone and the August meeting is held at Quambone.

Extraordinary meetings

- 3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of Council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

Notice to the public of Council meetings

- 3.3 Council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of Committees of Council.

Note: Clause 3.3 reflects section 9(1) of the Act.

- 3.4 For the purposes of clause 3.3, notice of a meeting of Council and of a Committee of Council is to be published before the meeting takes place. The notice must be published on Council's website, and in such other manner that Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.5 For the purposes of clause 3.3, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary Council meetings

- 3.6 The general manager must send to each councillor, at least four (4) business days before each meeting of Council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.6 reflects section 367(1) of the Act.

- 3.7 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.7 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

- 3.8 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of Council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at Council meetings

- 3.9 A councillor may give notice of any business they wish to be considered by Council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted seven (7) business days before the meeting is to be held.

Note: Refer Appendix “A” for Notice of Motion template.

- 3.10 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of Council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by Council.
- 3.12 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by Council, or
 - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by Council to such a date specified in the notice, pending the preparation of such a report.

Questions with notice

- 3.13 A councillor may, by way of a notice submitted under clause 3.9, ask a question for response by the general manager about the performance or operations of Council.
- 3.14 A councillor is not permitted to ask a question with notice under clause 3.13 that comprises a complaint against the general manager or a member of staff of Council, or a question that implies wrongdoing by the general manager or a member of staff of Council.
- 3.15 The general manager or their nominee may respond to a question with notice submitted under clause 3.13 by way of a report included in the business papers for the relevant meeting of Council or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.16 The general manager must cause the agenda for a meeting of Council or a Committee of Council to be prepared as soon as practicable before the meeting.
- 3.17 The general manager must ensure that the agenda for an ordinary meeting of Council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of Council, and
 - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under clause 3.9.
- 3.18 Nothing in clause 3.17 limits the powers of the mayor to put a mayoral minute to a meeting under clause 8.6.
- 3.19 The general manager must not include in the agenda for a meeting of Council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of Council.
- 3.20 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.20 reflects section 9(2A)(a) of the Act.

- 3.21 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

- 3.22 Business papers for all ordinary and extraordinary meetings of Council and Committees of Council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their

obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

- 3.23 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of Council and Committees of Council, are to be published on Council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of Council, at the relevant meeting and at such other venues determined by Council.

Note: Clause 3.23 reflects section 9(2) and (4) of the Act.

- 3.24 Clause 3.23 does not apply to the business papers for items of business that the general manager has identified under clause 3.20 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.24 reflects section 9(2A)(b) of the Act.

- 3.25 For the purposes of clause 3.23, copies of agendas and business papers must be published on Council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.25 reflects section 9(3) of the Act.

- 3.26 A copy of an agenda, or of an associated business paper made available under clause 3.23, may in addition be given or made available in electronic form.

Note: Clause 3.26 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

- 3.27. The general manager must ensure that the agenda for an extraordinary meeting of Council deals only with the matters stated in the notice of the meeting.

- 3.28 Despite clause 3.27, business may be considered at an extraordinary meeting of Council, even though due notice of the business has not been given, if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by Council before the next scheduled ordinary meeting of Council.

- 3.29 A motion moved under clause 3.28(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.

- 3.30 Despite clauses 9.20–9.30, only the mover of a motion moved under clause 3.28(a) can speak to the motion before it is put.

- 3.31 A motion of dissent cannot be moved against a ruling of the chairperson under

clause 3.28(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

- 3.32 Prior to each ordinary meeting of Council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of Council and meetings of Committees of Council.
- 3.33 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.34 Pre-meeting briefing sessions may be held by audio-visual link.
- 3.35 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.36 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal Council or Committee meeting at which the item of business is to be considered.
- 3.37 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a Council or Committee meeting. Council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.

4 PUBLIC FORUMS

- 4.1 Council may hold a public forum prior to each ordinary meeting of Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting or community business that falls under the jurisdiction of Council. Public forums may also be held prior to extraordinary Council meetings and meetings of Committees of Council.
- 4.2 Public forums are to be chaired by the mayor or their nominee.
- 4.3 To speak at a public forum, a person must first make an application in writing (eg email or at front counter) to Council. Applications to speak at the public forum must be received by 9:00am one (1) day before the date on which the public forum is to be held, and must identify the item of business the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.4 A person may apply to speak on no more than four (4) items of business.
- 4.5 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

- 4.6 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.7 No more than four (4) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting.
- 4.8 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address Council on the item of business. If the speakers are not able to agree on whom to nominate to address Council, the general manager or their delegate is to determine who will address Council at the public forum.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow Council to hear a fuller range of views on the relevant item of business.
- 4.10 Approved speakers at the public forum are to register with Council any written, visual or audio material to be presented in support of their address to Council at the public forum, and to identify any equipment needs no more than one day before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11 The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.12 Each speaker will be allowed five (5) minutes to address Council. This time is to be strictly enforced by the chairperson.
- 4.13 Speakers at public forums must not digress from the item of business they have applied to address Council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.14 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.15 Speakers are under no obligation to answer a question put under clause 4.14. Answers by the speaker, to each question are to be limited to five (5) minutes.
- 4.16 Speakers at public forums cannot ask questions of Council, councillors, or Council staff.
- 4.17 The general manager or their nominee may, with the concurrence of the chairperson, address Council for up to five (5) minutes in response to an address to Council at a public forum after the address and any subsequent questions and answers have been finalised.

- 4.18 Where an address made at a public forum raises matters that require further consideration by Council staff, the general manager may recommend that Council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.19 When addressing Council, speakers at public forums must comply with this code and all other relevant Council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of Council's Code of Conduct or making other potentially defamatory statements.
- 4.20 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.21 Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.
- 4.22 Where a speaker engages in conduct of the type referred to in clause 4.19, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.23 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council or Committee meeting. Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

Note: Public forums should not be held as part of a Council or Committee meeting. Council or Committee meetings should be reserved for decision-making by Council or Committee of Council. Where a public forum is held as part of a Council or Committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of Council and Committee meetings.

5 COMING TOGETHER

Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of Council and of Committees of Council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of Council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

- 5.2 A councillor cannot participate in a meeting of Council or of a Committee of Council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.3 Where a councillor is unable to attend one or more ordinary meetings of Council, the councillor should request that Council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.4 A councillor's request for leave of absence from Council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5 Council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.6 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of Council without prior leave of Council, or leave granted by Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.6 reflects section 234(1)(d) of the Act.

- 5.7 A councillor who intends to attend a meeting of Council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.8 The quorum for a meeting of Council is a majority of the councillors of Council who hold office at that time and are not suspended from office.

Note: Clause 5.8 reflects section 368(1) of the Act.

- 5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of Council.

Note: Clause 5.9 reflects section 368(2) of the Act.

- 5.10 A meeting of Council must be adjourned if a quorum is not present:
 - (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.

- 5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
 - (b) in the chairperson's absence, by the majority of the councillors present, or
 - (c) failing that, by the general manager.
- 5.12 The general manager must record in Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of Council, together with the names of the councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, Council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on Council's website and in such other manner that Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of Council or at an extraordinary meeting called under clause 3.2.

Meetings held by audio-visual link

- 5.15 A meeting of Council or a Committee of Council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.
- 5.16 Where the mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the general manager must:
- (a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
 - (b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
 - (c) cause a notice to be published on Council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.17 This code applies to a meeting held by audio-visual link under clause 5.15 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.15, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link

- 5.18 Councillors may attend and participate in meetings of Council and committees of council by audio-visual link with the approval of Council or the relevant committee.
- 5.19 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the General Manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.
- 5.20 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.16.
- 5.21 Council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.
- 5.22 A councillor who has requested approval to attend a meeting of council or a committee of Council by audio-visual link may participate in the meeting by audio-visual link until Council or the committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.23 A decision whether to approve a request by a councillor to attend a meeting of Council or a committee of Council by audio-visual link must be made by a resolution of Council or the committee concerned. The resolution must state:
 - (a) the meetings the resolution applies to. And
 - (b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.24 If Council or the committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.25 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at Council's or the relevant committee's discretion. Council and committees of Council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. However, Council and committees of Council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.

- 5.26 Council and committees of Council may refuse a councillor's request to attend a meeting by audio-visual link where Council or the committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of Council or a committee of Council by audio-visual link.
- 5.27 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.28 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.29 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend Council meetings

- 5.30 Everyone is entitled to attend a meeting of Council and Committees of Council. Council must ensure that all meetings of Council and Committees of Council are open to the public.

Note: Clause 5.30 reflects section 10(1) of the Act.

- 5.31 Clause 5.18 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.32 A person (whether a councillor or another person) is not entitled to be present at a meeting of Council or a Committee of Council if expelled from the meeting:
 - (a) by a resolution of the meeting, or
 - (b) by the person presiding at the meeting if Council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.32 reflects section 10(2) of the Act.

Webcasting of meetings

- 5.33 Each meeting of Council or a Committee of Council is to be recorded by means of an audio or audio-visual device.
- 5.34 At the start of each meeting of Council or a Committee of Council, the chairperson must inform the persons attending the meeting that:

- (a) the meeting is being recorded and made publicly available on Council's website, and
 - (b) persons attending the meeting should refrain from making any defamatory statements.
 - 5.35 The recording of a meeting is to be made publicly available on Council's website:
 - (a) at the same time as the meeting is taking place, or
 - (b) as soon as practicable after the meeting.
 - 5.36 The recording of a meeting is to be made publicly available on Council's website for at least 12 months after the meeting.
 - 5.37 Clauses 5.35 and 5.36 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.
- Note: Clauses 5.33 – 5.37 reflect section 236 of the Regulation.**
- 5.38 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the general manager and other staff at meetings

- 5.39 The general manager is entitled to attend, but not to vote at, a meeting of Council or a meeting of a Committee of Council of which all of the members are councillors.
- Note: Clause 5.39 reflects section 376(1) of the Act.**
- 5.40 The general manager is entitled to attend a meeting of any other Committee of Council and may, if a member of the committee, exercise a vote.
- Note: Clause 5.40 reflects section 376(2) of the Act.**
- 5.41 The general manager may be excluded from a meeting of Council or a committee while Council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.
- Note: Clause 5.41 reflects section 376(3) of the Act.**
- 5.42 The attendance of other Council staff at a meeting, (other than as members of the public) shall be with the approval of the general manager.
 - 5.43 The general manager and other council staff may attend meetings of Council and Committees of Council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

6 THE CHAIRPERSON

The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of Council.

Note: Clause 6.1 reflects section 369(1) of the Act.

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of Council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the general manager or, in their absence, an employee of Council designated by the general manager to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6 For the purposes of clause 6.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of Council:

- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
- (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

7.1 The general order of business for an ordinary meeting of Council shall be:

- 01 Opening meeting
- 02 Acknowledgement of ~~traditional owners of the land~~ Country
- 03 Community consultation
- ~~034~~ Apologies/~~and~~ applications for ~~a~~ leave of absence by councillors
- ~~045~~ Confirmation of minutes
- ~~056~~ Disclosures of interests
- 07 Notices of motion/questions with notice/rescission motions
- ~~068~~ Mayoral minute(s)
- ~~079~~ Reports of committees Finance
- ~~0810~~ Reports to council Governance and General Manager
- ~~0911~~ Notices of motions/Questions with notice/Rescission motions Planning and Sustainability
- 12 Infrastructure
- ~~103~~ Confidential matters
- ~~144~~ Conclusion of the meeting

7.2 The order of business as fixed under clause 7.1 may be altered for a particular meeting of Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

7.3 Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 7.2 may speak to the motion before it is put.

8 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a council meeting

8.1 Council must not consider business at a meeting of Council:

- (a) unless a councillor has given notice of the business, as required by clause 3.9, and
- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.6 in the case of an ordinary meeting or clause 3.8 in the case of an extraordinary meeting called in an emergency.

8.2 Clause 8.1 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before Council, or
- (b) is the election of a chairperson to preside at the meeting, or
- (c) subject to clause 8.9, is a matter or topic put to the meeting by way of a mayoral minute, or
- (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a Committee of Council.

8.3 Despite clause 8.1, business may be considered at a meeting of Council even though due notice of the business has not been given to the councillors if:

- (a) a motion is passed to have the business considered at the meeting, and
 - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by Council before the next scheduled ordinary meeting of Council.
- 8.4 A motion moved under clause 8.3(a) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 8.3(a) can speak to the motion before it is put.
- 8.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 8.3(b).

Mayoral minutes

- 8.6 Subject to clause 8.9, if the mayor is the chairperson at a meeting of Council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of Council, or of which Council has official knowledge.
- 8.7 A mayoral minute, when put to a meeting, takes precedence over all business on Council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 8.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by Council, a resolution of Council.
- 8.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by Council before the next scheduled ordinary meeting of Council.
- 8.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, Council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

- 8.11 A recommendation made in a staff report is, so far as it is adopted by Council, a resolution of Council.

Reports of committees of council

- 8.12 The recommendations of a Committee of Council are, so far as they are adopted by Council, resolutions of Council.
- 8.13 If in a report of a Committee of Council distinct recommendations are made, Council may make separate decisions on each recommendation.

Questions

- 8.14 A question must not be asked at a meeting of Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.9 and 3.13.
- 8.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 8.16 A councillor may, through the general manager, put a question to a Council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 8.17 A councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or Council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of Council.
- 8.18 Councillors must put questions directly, succinctly, respectfully and without argument.
- 8.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or Council employee.

9 RULES OF DEBATE

Motions to be seconded

- 9.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 9.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 9.3 If a councillor who has submitted a notice of motion under clause 3.9 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before Council.
- 9.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of Council:
 - (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
 - (b) the chairperson may defer consideration of the motion until the next meeting of Council.

Chairperson's duties with respect to motions

- 9.5 It is the duty of the chairperson at a meeting of Council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 9.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 9.7 Before ruling out of order a motion or an amendment to a motion under clause 9.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 9.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

Motions requiring the expenditure of funds

- 9.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, Council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 9.10 An amendment to a motion must be moved and seconded before it can be debated.
- 9.11 An amendment to a motion must relate to the matter being dealt with in the original motion before Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 9.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 9.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before Council at any one time.
- 9.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 9.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

- 9.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

- 9.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before Council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 9.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before Council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 9.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 9.20 A councillor who, during a debate at a meeting of Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 9.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.22 A councillor must not, without the consent of Council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 9.23 Despite clause 9.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 9.24 Despite clause 9.22, Council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 9.25 Despite clauses 9.20 and 9.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or

- (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 9.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 9.25. A seconder is not required for such a motion.
- 9.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 9.20.
- 9.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 9.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 9.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10 VOTING

Voting entitlements of councillors

- 10.1 Each councillor is entitled to one (1) vote.

Note: Clause 10.1 reflects section 370(1) of the Act.
- 10.2 The person presiding at a meeting of Council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 10.2 reflects section 370(2) of the Act.
- 10.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at Council meetings

- 10.4 A councillor who is present at a meeting of Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 10.5 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, Council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.
- 10.6 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

Voting on planning decisions

- 10.7 The general manager must keep a register containing, for each planning decision made at a meeting of Council or a Council committee (including, but not limited to a Committee of Council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 10.8 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 10.9 Clauses 10.7–10.8 apply also to meetings that are closed to the public.

Note: Clauses 10.7–10.19 reflect section 375A of the Act.

Note: The requirements of clause 10.7 may be satisfied by maintaining a register of the minutes of each planning decision.

11 COMMITTEE OF THE WHOLE

- 11.1 Council may resolve itself into a committee to consider any matter before Council.

Note: Clause 11.1 reflects section 373 of the Act.

- 11.2 All the provisions of this code relating to meetings of Council, so far as they are applicable, extend to and govern the proceedings of Council when in committee of the whole, except the provisions limiting the number and duration of speeches.

Note: Clauses 9.20–9.30 limit the number and duration of speeches.

- 11.3 The general manager or, in the absence of the general manager, an employee of Council designated by the general manager, is responsible for reporting to Council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.
- 11.4 Council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in Council's minutes. However, Council is not taken to have adopted the report until a motion for adoption has been made and passed.

12 DEALING WITH ITEMS BY EXCEPTION

- 12.1 Council or a Committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 12.2 Before Council or the committee resolves to adopt multiple items of business on the agenda together under clause 12.1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the

recommendation made in the business paper or that they wish to speak on.

- 12.3 Council or the committee must not resolve to adopt any item of business under clause 12.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 12.4 Where the consideration of multiple items of business together under clause 12.1 involves a variation to the order of business for the meeting, Council or the committee must resolve to alter the order of business in accordance with clause 8.3.
- 12.5 A motion to adopt multiple items of business together under clause 12.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 12.6 Items of business adopted under clause 12.1 are to be taken to have been adopted unanimously.
- 12.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 12.1 in accordance with the requirements of Council's Code of Conduct.

13 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

- 13.1 Council or a Committee of Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
 - (a) personnel matters concerning particular individuals (other than councillors),
 - (b) the personal hardship of any resident or ratepayer,
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
 - (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
 - (e) information that would, if disclosed, prejudice the maintenance of law,
 - (f) matters affecting the security of the council, councillors, council staff or council property,
 - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
 - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
 - (i) alleged contraventions of the council's code of conduct.

Note: Clause 13.1 reflects section 10A(1) and (2) of the Act.

- 13.2 Council or a Committee of Council may also close to the public so much of its

meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 13.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

13.3 A meeting is not to remain closed during the discussion of anything referred to in clause 13.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless Council or the committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 13.3 reflects section 10B(1) of the Act.

13.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 13.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which Council or the committee is involved, and
- (b) are clearly identified in the advice, and
- (c) are fully discussed in that advice.

Note: Clause 13.4 reflects section 10B(2) of the Act.

13.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 13.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 13.1.

Note: Clause 13.5 reflects section 10B(3) of the Act.

13.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
 - (i) cause embarrassment to Council or the committee concerned, or to councillors or to employees of Council, or
 - (ii) cause a loss of confidence in Council or the committee.

Note: Clause 13.6 reflects section 10B(4) of the Act.

13.7 In deciding whether part of a meeting is to be closed to the public, Council or the committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 13.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 13.8 Part of a meeting of Council, or of a Committee of Council, may be closed to the public while Council or the committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 13.1, and
 - (b) Council or the committee, after considering any representations made under clause 13.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 13.8 reflects section 10C of the Act.

Representations by members of the public

- 13.9 Council, or a Committee of Council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 13.9 reflects section 10A(4) of the Act.

- 13.10 A representation under clause 13.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 13.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 13.9, members of the public must first make an application to Council in the approved form. Applications must be received by 4:30pm the day before the meeting at which the matter is to be considered.
- 13.12 The general manager (or their delegate) may refuse an application made under clause 13.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 13.13 No more than three (3) speakers are to be permitted to make representations under clause 13.9.
- 13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to Council. If the speakers are not able to agree on whom to nominate to make representations under clause 13.9, the general manager or their delegate is to determine who will make representations to Council.
- 13.15 The general manager (or their delegate) is to determine the order of speakers.

- 13.16 Where Council or a Committee of Council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 13.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than three (3) speakers to make representations in such order as determined by the chairperson.
- 13.17 Each speaker will be allowed five (5) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

- 13.18 If a meeting or part of a meeting of Council or a Committee of Council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 13.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Information to be disclosed in resolutions closing meetings to the public

- 13.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 13.20 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 13.21 If Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended,

and the resolution must be recorded in the publicly available minutes of the meeting.

- 13.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 13.21 during a part of the meeting that is webcast.

14 KEEPING ORDER AT MEETINGS

Points of order

- 14.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 14.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 14.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 14.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 14.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 14.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of Council.
- 14.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 14.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 14.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

- 14.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

- 14.11 A councillor commits an act of disorder if the councillor, at a meeting of Council or a Committee of Council:

- (a) contravenes the Act, the Regulation or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of Council or the committee, or addresses or attempts to address Council or the committee on such a motion, amendment or matter, or
- (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other Council official, or alleges a breach of Council's Code of Conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring Council or the committee into disrepute.

Note: Clause 14.11 reflects section 182 of the Regulation.

- 14.12 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 14.11(a), (b), or (e), or
- (b) to withdraw a motion or an amendment referred to in clause 14.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 14.11(d) and (e).

Note: Clause 15.12 reflects section 233 of the Regulation.

How disorder at a meeting may be dealt with

- 14.13 If disorder occurs at a meeting of Council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. Council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

- 14.14 All chairpersons of meetings of Council and Committees of Council are authorised under this code to expel any person, including any councillor, from a Council or committee meeting, for the purposes of section 10(2)(b) of the Act.
- 14.15 Clause 14.14 does not limit the ability of Council or a Committee of Council to resolve to expel a person, including a councillor, from a Council or committee meeting, under section 10(2)(a) of the Act.

- 14.16 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for having failed to comply with a requirement under clause 14.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 14.16 reflects section 233(2) of the Regulation.

- 14.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for engaging in or having engaged in disorderly conduct at the meeting.
- 14.18 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 14.19 If a councillor or a member of the public fails to leave the place where a meeting of Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 14.20 Councillors, Council staff and members of the public must ensure that mobile phones are turned to silent during meetings of Council and Committees of Council.
- 14.21 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of Council or a Committee of Council without the prior authorisation of Council or the committee.
- 14.22 Without limiting clause 14.17, a contravention of clause 14.21 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 14.17. Any person who contravenes or attempts to contravene clause 14.21, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 14.23 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

15 CONFLICTS OF INTEREST

- 15.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of Council and Committees of Council in accordance with Council's

Code of Conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.

16 DECISIONS OF THE COUNCIL

Council decisions

- 16.1 A decision supported by a majority of the votes at a meeting of Council at which a quorum is present is a decision of Council.

Note: Clause 16.1 reflects section 371 of the Act.

- 16.2 Decisions made by Council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering Council decisions

- 16.3 A resolution passed by Council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.9.

Note: Clause 16.3 reflects section 372(1) of the Act.

- 16.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 16.4 reflects section 372(2) of the Act.

- 16.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.9.

Note: Clause 16.5 reflects section 372(3) of the Act.

- 16.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 16.6 reflects section 372(4) of the Act.

- 16.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 16.7 reflects section 372(5) of the Act.

- 16.8 The provisions of clauses 16.5–16.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 16.8 reflects section 372(7) of the Act.

- 16.9 A notice of motion submitted in accordance with clause 16.6 may only be withdrawn under clause 3.10 with the consent of all signatories to the notice of motion.
- 16.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than thirty (30) minutes after the meeting at which the resolution was adopted.
- 16.11 A motion to alter or rescind a resolution of Council may be moved on the report of a Committee of Council and any such report must be recorded in the minutes of the meeting of Council.

Note: Clause 16.11 reflects section 372(6) of the Act.

- 16.12 Subject to clause 16.7, in cases of urgency, a motion to alter or rescind a resolution of Council may be moved at the same meeting at which the resolution was adopted, where:
 - (a) a notice of motion signed by three councillors is submitted to the chairperson, and
 - (b) a motion to have the motion considered at the meeting is passed, and
 - (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by Council before the next scheduled ordinary meeting of Council.
- 16.13 A motion moved under clause 16.12(b) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.12(b) can speak to the motion before it is put.
- 16.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.12(c).

Recommitting resolutions to correct an error

- 16.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
 - (a) to correct any error, ambiguity or imprecision in Council's resolution, or
 - (b) to confirm the voting on the resolution.
- 16.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 16.15(a), the councillor is to propose alternative wording for the resolution.
- 16.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 16.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 16.18 A motion moved under clause 16.15 can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.15 can speak to the motion before it is put.
- 16.19 A motion of dissent cannot be moved against a ruling by the chairperson under

clause 16.15.

- 16.20 A motion moved under clause 16.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

17 AFTER THE MEETING

Minutes of meetings

- 17.1 Council is to keep full and accurate minutes of the proceedings of meetings of Council.

Note: Clause 17.1 reflects section 375(1) of the Act.

- 17.2 At a minimum, the general manager must ensure that the following matters are recorded in Council's minutes:

- (a) the names of councillors attending a Council meeting,
- (b) details of each motion moved at a Council meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

- 17.3 The minutes of a Council meeting must be confirmed at a subsequent meeting of Council.

Note: Clause 17.3 reflects section 375(2) of the Act.

- 17.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 17.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

Note: Clause 17.5 reflects section 375(2) of the Act.

- 17.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 17.7 The confirmed minutes of a Council meeting must be published on Council's website. This clause does not prevent Council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 17.8 Council and Committees of Council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 17.8 reflects section 11(1) of the Act.

- 17.9 Clause 17.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 17.9 reflects section 11(2) of the Act.

- 17.10 Clause 17.8 does not apply if Council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 17.10 reflects section 11(3) of the Act.

- 17.11 Correspondence or reports to which clauses 17.9 and 17.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of Council

- 17.12 The general manager is to implement, without undue delay, lawful decisions of Council.

Note: Clause 17.12 reflects section 335(b) of the Act.

18 COUNCIL COMMITTEES

Application of this Part

- 18.1 This Part only applies to Committees of Council whose members are all councillors.

Council committees whose members are all councillors

- 18.2 Council may, by resolution, establish such committees as it considers necessary.
- 18.3 A Committee of Council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by Council.
- 18.4 The quorum for a meeting of a Committee of Council is to be:
- (a) such number of members as Council decides, or
 - (b) if Council has not decided a number – a majority of the members of the committee.

Functions of committees

- 18.5 Council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

18.6 The general manager must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

18.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

18.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.

18.9 Clause 18.8 does not apply if all of the members of Council are members of the committee.

Non-members entitled to attend committee meetings

18.10 A councillor who is not a member of a Committee of Council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

Chairperson and deputy chairperson of Council committees

18.11 The chairperson of each Committee of Council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by Council, or
- (c) if Council does not elect such a member, a member of the committee elected by the committee.

18.12 Council may elect a member of a Committee of Council as deputy chairperson of the committee. If Council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

18.13 If neither the chairperson nor the deputy chairperson of a Committee of Council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

- 18.14 The chairperson is to preside at a meeting of a Committee of Council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 18.15 Subject to any specific requirements of this code, each Committee of Council may regulate its own procedure. The provisions of this code are to be taken to apply to all Committees of Council unless Council or the committee determines otherwise in accordance with this clause.
- 18.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless Council or the committee determines otherwise in accordance with clause 18.15.
- 18.17 Voting at a Council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

- 18.18 The provisions of the Act and Part 14 of this code apply to the closure of meetings of Committees of Council to the public in the same way they apply to the closure of meetings of Council to the public.
- 18.19 If a Committee of Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 18.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 18.19 during a part of the meeting that is webcast.

Disorder in committee meetings

- 18.21 The provisions of the Act and this code relating to the maintenance of order in Council meetings apply to meetings of Committees of Council in the same way as they apply to meetings of Council.

Minutes of Council committee meetings

- 18.22 Each Committee of Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,

- (b) details of each motion moved at a meeting and of any amendments moved to it,
 - (c) the names of the mover and seconder of the motion or amendment,
 - (d) whether the motion or amendment was passed or lost, and
 - (e) such other matters specifically required under this code.
- 18.23 All voting at meetings of Committees of Council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.
- 18.24 The minutes of meetings of each Committee of Council must be confirmed at a subsequent meeting of the committee.
- 18.25 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 18.26 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 18.27 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 18.28 The confirmed minutes of a meeting of a Committee of Council must be published on Council's website. This clause does not prevent Council from also publishing unconfirmed minutes of meetings of Committees of Council on its website prior to their confirmation.

19 IRREGULARITIES

- 19.1 Proceedings at a meeting of Council or a Council committee are not invalidated because of:
 - (a) a vacancy in a civic office, or
 - (b) a failure to give notice of the meeting to any councillor or committee member, or
 - (c) any defect in the election or appointment of a councillor or committee member, or
 - (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or committee meeting in accordance with Council's Code of Conduct, or
 - (e) a failure to comply with this code.

Note: Clause 19.1 reflects section 374 of the Act.

20 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 14.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of Council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 18.11 of this code
this code	means Council's adopted Code of Meeting Practice
committee of council	means a committee established by Council in accordance with clause 18.2 of this code (being a committee consisting only of councillors) or Council when it has resolved itself into committee of the whole under clause 11.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 9.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 9.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act

quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

21 APPENDIX “A” – NOTICE OF MOTION TEMPLATE

Subject Heading:

Background:

Issues:

Relevance to Integrated Planning and Reporting Framework:

Financial Considerations:

Legal/Policy Implications:

Attachments:

Recommendation:

22 APPENDIX “B” – THE ROLE OF THE CHAIRPERSON

1. The Chairperson shall insist upon the proper conduct of debate.
2. The Chairperson should be impartial and consistent in rulings on all occasions regardless of their personal views and beliefs on the subject being discussed whether or not they have made their view known.
3. The Chairperson shall receive and put to the meeting any motion which is brought before the meeting in accordance with the Act, Regulation and Code of Meeting Practice.
4. The Chairperson should not permit discussion unless there is a motion before the meeting.
5. The Chairperson shall have no power to adjourn the meeting of his or her own accord except, but not limiting the provisions of the Act or the Regulation, the Chair can adjourn when the meeting lacks a quorum and when disorder arises.
6. The Chairperson shall have the right to rule out of order motions that do not relate to the business before Council and motions that are “ultra vires”.
7. The Chairperson may refuse to put motions and amendments that are not clear.
8. The Chairperson has the authority to advise and counsel the meeting.
9. The Chairperson shall preserve order and endeavour to prevent interference with speakers by private talk or heckling remarks, offensive statements and the imputation of improper motives. In the event of such occurrences, the Chairperson may call upon speakers to withdraw and apologise.
10. The Chairperson of Council Meeting or Committees of which all Councillors are members shall have the right to exercise a casting vote.

23 APPENDIX “C” – MOTIONS, AMENDMENTS AND FORESHADOWED MOTIONS

Motions:

1. A motion is a proposal, moved by one Councillor and seconded by another, calling for a specific action to be taken or a decision to be made on the particular matter before the Committee or Council.
2. If that motion is passed it becomes a resolution of the Council or the Committee (within the Committee’s delegation).

The mover of a motion may be given the opportunity to explain the motion before a seconder is called for, if considered necessary by the Chairperson.
3. Once a motion is moved and seconded the meeting can then try and reach a decision by considering the specific proposal with speakers supporting it, opposing it or suggesting changes to it.
4. If there is no objection to a motion before Council or Committee, there shall be no right of reply and the Chair shall put the motion.
5. Where there is a motion and an amendment, following debate on the amendment and then the motion, the mover of the motion has a right of reply prior to voting on the amendment taking place.
6. A motion should be very specific in its intention and must be capable of being implemented.
7. If possible, a motion should be qualified by referring to a timetable, financial implications, person required to take the necessary action, etc.
8. The motion should be simple and easy to understand so that there is no doubt about its meaning – it should be well structured and if it involves a number of different aspects then there should be different parts to the motion.
9. A Councillor seconding the motion is in effect saying “I support this proposal”. If no person present is prepared to second the motion it then lapses and should not be discussed further.
10. When a motion is complex in its wording and intent, to assist other Councillors of the Committee/Council, a Council shall submit the motion in writing so that it can be circulated to all members present and the minute taker either electronically or in hard copy format. This will remove any doubt in the minds of Councillors as to what exactly is being moved. Likewise, the Chairperson should ensure that any motion/amendment is clearly understood by all Councillors present prior to voting.
11. A motion should start with the word “THAT”, for example “THAT the road be closed”.
12. Motions should be written in a positive sense so that a “yes” vote indicates support for the action and a “no” vote indicates that no action should be taken.

13. The mover of the motion has the right to speak first and a general “right of reply” at the end of the debate. No new information or material should be argued during the “right of reply”.
14. The seconder of the motion speaks after the mover, but may choose to hold over their speaking rights until later in the debate.
15. At the end of the debate, the Chairperson puts the motion to the meeting for voting by Councillors.

Amendments

1. An Amendment to a motion requires a mover and a seconder to put it forward.
2. The Amendment must be dealt with before voting on the main motion. Debate is allowed only in relation to the amendment and not the main motion – which is suspended while the amendment is considered.
3. If the Amendment is passed, it becomes the motion and this new motion can be debated. If the Amendment is not supported, the main motion stays in its original form.
4. There should only be one Amendment to a Motion before Council at any time. If several amendments are proposed, each should be moved, seconded, debated and voted upon before the next.
5. Amendments may be in the form of additional words to a motion and/or the removal of words. Any such Amendment to a Motion must not alter the Motion to the extent that it effectively reverses the motion. In any case, an Amendment to a Motion will need to be made with the concurrence of the mover and seconder of the Motion.

Foreshadowed Motions/Amendments

1. It is possible to advise the Council of a foreshadowed Motion/Amendment that relates to the business currently before Council.
2. The Chairperson cannot accept the foreshadowed Motion/Amendment until the current Motion/Amendment has been determined.

7.2 NOTICE OF MOTION – COUNCILLOR AHMAD (AL) KRANOUGH – COONAMBLE SHIRE MURAL ART TRAIL: PROPOSED MURAL AT SMITH PARK

File Number:

Annexures:

RECOMMENDATION

That Council endorse the following:

1. The painting of a mural on the bore shed at Smith Park during the 2026/27 financial year.
2. The mural depicts Novelle Owen taking a photograph of children playing at the Warrana Creek Water Recreational Reserve near the weir.
3. An information sign accompany the mural explaining the significance and history behind the artwork.
4. The General Manager provide a report back to Council detailing:
 - a. the proposed mural design;
 - b. the wording and information to be included on the signage and
 - c. estimated project costs

SUBJECT HEADING

Notice of Motion – Councillor Ahmad (Al) Kranouh – Coonamble Shire Mural Art Trail – Proposed Mural at Smith Park

BACKGROUND

For some time now, I have been advocating for the painting of a mural on the bore shed located at Smith Park as part of the continued development of the Coonamble Shire Mural Art Trail.

The mural I am proposing would portray Novelle Owen taking a photograph of children playing at the Warrana Creek Water Recreational Reserve near the weir. I believe this image captures an important part of Coonamble's social history and reflects the strong community connection many residents have with Warrana Creek and the river environment.

I would also like to see an interpretive sign installed with the mural to explain the story behind the artwork and its significance to the local community.

Council currently has an allocation of \$100,000 within the 2025/26 Budget for community artwork projects under the “Coonamble Shire Mural Art Trail – Council Funded” program. To date, no expenditure has occurred against this allocation. Importantly, this funding is separate from the Regional Art Trail project and will not impact the delivery of those works.

In discussions with the General Manager, I have been advised that approximately \$70,000 is proposed to be carried forward into the 2026/27 financial year for continued mural and public art projects across the Shire.

During my time as an elected member and Mayor, I have strongly supported public art projects within Coonamble, including the commissioning of the mural on the Sports Ground water tower and other murals throughout the town. These projects have added character, tourism appeal and community pride to our Shire.

I believe this proposed mural would become another significant feature within Smith Park and contribute positively to the visual identity and tourism appeal of Coonamble.

Based on previous mural projects, I estimate the cost to engage a suitable artist and complete the mural, including materials, would be in the vicinity of \$25,000.

I am therefore seeking the support of my fellow Councillors for this project to proceed during the 2026/27 financial year.

ISSUES

The General Manager notes that the existing bore at Smith Park is currently experiencing structural issues associated with the deterioration of the internal bore casing, resulting in the ingress of sand and clay into the bore system.

The Smith Park bore is a critical asset for Council, supplying irrigation water to the Sports Ground precinct and also providing an important backup source to the town's potable water supply network during periods of operational demand or emergency.

Based on current assessments, Council may be required in the future to drill and commission a replacement bore either adjacent to, or within close proximity of, the existing bore and Sports Ground precinct. Council has recently raised this matter with the NSW Government and sought financial assistance for the replacement of the bore infrastructure during discussions with the Minister for Water, the Hon. Rose Jackson.

Notwithstanding these potential future infrastructure requirements, it is considered that the proposed mural project can still proceed. Should the existing bore be decommissioned at a later date, a number of options may remain available to preserve the artwork, including retaining the existing shed structure for storage purposes, relocating the structure to another suitable location, repurposing the structure for housing the Cobb & Co carriage display, or relocating the structure over a replacement bore if appropriate.

Alternatively, Council may consider reproducing the mural through other delivery methods, including digital imaging, printed wraps or mounted display panels, should removal or relocation of the existing bore shed become necessary in the future.

LEGAL/POLICY IMPLICATIONS

At the time of writing this Notice of Motion, it is believed there are no legal or policy implications associated with the proposal.

FINANCIAL IMPLICATIONS

It is believed there are no additional financial implications for Council, provided the project is delivered within the proposed 2026/27 budget allocation for the Coonamble Shire Mural Art Trail – Council Funded program.



7.3 NOTICE OF MOTION - COUNCILLOR PAUL WHEELHOUSE-CAPITAL UPGRADES IN 2025/26 AND 2026/27 FINANCIAL BUDGET**File Number:** -**Annexures:** Nil**RECOMMENDATION****That**

- 1. Defer the Council Depot Upgrade projects currently budgeted in the 2025/26 Financial Year, comprising:**
 - a. Council Depot Security Fence Renewal – \$233,120; and**
 - b. Fuel Bowser Relocation and New Fuel System – \$248,500;****and, subject to the availability of funds at the conclusion of the 2025/26 Financial Year, allocate any unexpended funds towards Stage 1 of the Coonamble Artesian Bore Baths Project in the 2026/27 Financial Year.**
- 2. Reallocate the proposed 2026/27 Financial Year budget allocation of \$300,000 for the construction and bitumen sealing of the rear car park servicing the Coonamble Swimming Pool and MacDonald Park towards Stage 1 of the Coonamble Artesian Bore Baths Project.**

SUBJECT HEADING

Notice of Motion – Councillor Paul Wheelhouse – Capital Upgrades in 2025/26 and 2026/27 Financial Years.

BACKGROUND

Councillor Paul Wheelhouse has submitted a Notice of Motion seeking Council's consideration to redirect funding from several capital works projects included in the 2025/26 and 2026/27 Financial Years towards Stage 1 of the Coonamble Artesian Bore Baths Project.

The proposal seeks to defer the Council Depot Security Fence Renewal and Fuel Bowser Relocation projects currently budgeted in the 2025/26 Financial Year and redirect those funds, together with the proposed 2026/27 budget allocation for the construction and bitumen sealing of the rear car park servicing the Coonamble Swimming Pool and MacDonald Park, to assist in funding the Artesian Bore Baths Project.

The total value of the proposed funding reallocation is \$781,620.

The following information is provided by the General Manager to assist Council in considering the Notice of Motion.

The Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) Project is a major tourism and community infrastructure initiative for the Shire. The project has secured \$5.5 million in funding through the NSW Government's Regional

Tourism Activation Fund (RTAF), together with Council's co-contribution of \$1.25 million, providing a total available project budget of \$6.75 million.

Preliminary quantity surveying undertaken as part of the concept design process has identified that Stage 1 Option A1 of the project may require funding significantly above the current available project budget. Council is presently reviewing staging options and funding opportunities to determine the most appropriate pathway forward.

The Council Works Depot has experienced several security breaches over recent years, resulting in the theft of tools, equipment and a Council vehicle. The proposed security fence renewal project is intended to improve site security and reduce the risk of future theft and vandalism. The proposed fence is a tubular steel security fence incorporating a rock-ballasted footing system designed to prevent unauthorised access beneath the fence line.

The Security Fence Renewal Project has a budget allocation of \$233,120 in the 2025/26 Financial Year.

The Fuel Bowser Relocation and New Fuel System Project has a budget allocation of \$248,500 in the 2025/26 Financial Year. The project is intended to improve vehicle movements and workplace safety within the Depot by reducing conflicts between staff movements and plant operations. Council is currently undertaking a tender process for these works and, at the time of preparing this report, no tender submissions had been received.

The proposed construction and bitumen sealing of the rear car park servicing the Coonamble Swimming Pool and MacDonald Park has a budget allocation of \$300,000 in the proposed 2026/27 Financial Year budget.

The project is intended to:

- Improve parking availability during peak usage periods;
- Reduce traffic congestion at the front entrance of the swimming pool;
- Improve traffic movement along the Castlereagh Highway; and
- Improve pedestrian safety by reducing the need for children and families to cross the highway when accessing the facility.

The combined value of the three projects identified in the Notice of Motion is \$781,620.

ISSUES

I (Councillor Paul Wheelhouse) have significant concerns regarding Council's ability to fully fund and deliver Stage 1 of the Artesian Bore Baths Project based on the preliminary quantity survey estimates prepared to date.

The Artesian Bore Baths Project represents a once-in-a-generation opportunity for Coonamble and has the potential to deliver substantial long-term tourism, economic and community benefits for our Shire. Given the importance of this project, I believe Council should consider redirecting funding from lower-priority capital works projects to assist in ensuring Stage 1 can proceed.

The proposed funding reallocation would provide an additional \$781,620 towards the delivery of Stage 1 works. In my view, these funds could be directed towards essential project components such as access road construction, bitumen sealing,

fencing and other associated site infrastructure required for the operation of the facility.

I acknowledge that, should Council support this Notice of Motion, the identified projects would either be deferred or removed from the current capital works program and would need to be reconsidered as part of future budget deliberations.

I also acknowledge that deferral of the Depot Security Fence Renewal may increase the ongoing risk of theft, vandalism and unauthorised access to Council assets.

Similarly, deferral of the Fuel Bowser Relocation and New Fuel System Project may delay planned workplace safety improvements and operational efficiencies within the Depot.

Deferral of the rear swimming pool and MacDonald Park car park project may also delay traffic management and pedestrian safety improvements associated with that facility.

Notwithstanding these considerations, I believe the strategic importance of the Artesian Bore Baths Project justifies Council giving serious consideration to reallocating these funds to support the delivery of Stage 1 works.

LEGAL/POLICY IMPLICATIONS

There are no known legal or policy implications arising directly from this Notice of Motion.

Should Council resolve to reallocate funding from adopted capital works projects, the necessary budget adjustments would be incorporated into Council's budget review process and future Operational Plans.

FINANCIAL IMPLICATIONS

The following budget allocations would be affected should Council endorse the Notice of Motion:

Project	Financial Year	Budget Allocation
Council Depot Security Fence Renewal	2025/26	\$233,120
Fuel Bowser Relocation and New Fuel System	2025/26	\$248,500
Rear Swimming Pool and MacDonald Park Car Park	2026/27	\$300,000
Total Potential Reallocation		\$781,620

It should be noted that the availability of any unexpended funds from the 2025/26 Financial Year projects will be dependent upon Council's final financial position at the conclusion of the financial year.

Should Council endorse the Notice of Motion, the reallocated funds would contribute towards the delivery of Stage 1 of the Coonamble Artesian Bore Baths Project and reduce the level of additional funding required to complete the proposed works

8 MAYORAL MINUTE

MAYORAL MINUTE

File Number: -
Author: Mayor
Authoriser: Mayor
Annexures: Nil

RECOMMENDATION

That the Mayoral Minute for May 2026 be noted.

I am pleased to deliver the Mayoral report for June 2026, covering a period since our last meeting in May.

REPORT:

Coonamble rodeo

I would like to congratulate the organising committee of the Coonamble rodeo and Campdraft for a very successful rodeo event held over the June long weekend.

We witnessed the largest ever turnout and record nominations over the three days.

For our business community and local community groups, this event provides a financial windfall for the town like no other.

I believe the Coonamble Rodeo and Campdraft has become a destination event for the June long weekend and council should continue to support its growth in any way we can.

Coonamble Show

Congratulations to the Coonamble Show Society for successfully running the local show in wet conditions. After choosing not to run in 2025, it was pleasing to see the hard work from committee and community members paid off, and the show was able to run with good crowds on the Tuesday night in particular.

Sale of Land

As advertised, Coonamble Shire Council conducted a sale of land for unpaid rates on 21 May 2026. All lots sold well with healthy competition throughout.

Welcome rain

The Coonamble Shire has recorded some good falls of rain since our last meeting. Some farmers have received over 100mm, allowing crops to be sown and much needed feed to germinate. While the district will be looking for good follow up rain, the wet weather has certainly lifted the spirits in the community after a prolonged dry period.

Bore drilling commences

Council has engaged The Impax Group to commence the construction of the Artesian bore on site at the racecourse and golf club reserve. This is a landmark first step in the construction cycle of the Coonamble Artesian experience.

While there is much to do in regards to planning and construction, it is exciting to see this project finally get under way, with drilling due to commence around 10 June.

Once completed, the driller will move onto Wingadee Street to commence construction of the new no5 bore.

9 FINANCE

9.1 ADOPTION OF OPERATIONAL PLAN 2026-27

File Number: C8

Author: Manager Finance & Procurement

Authoriser: Director Corporate Services

Annexures: 1. 2026.06.17 Council Meeting Attachment - Submissions Received [↓](#)

RECOMMENDATION

Receive and note the Adoption of Operational Plan 2026-27 report.

1. That Council adopt the following documents to the requirements of the Local Government Act 1993 (NSW)

(a) Operational Plan and Budget 2026-27

(b) Revenue Policy 2026-27

(c) Fees and Charges 2026-27

2. Note and endorse that four community submissions received during the public exhibition period to date.

3. Note that any statutory fees and charges that have not yet been updated for 2026-27 will be updated and implemented once notification is received.

4. Formally make rates and charges for the 2026-27 financial year as follows:

Rates

Rating Categories	Minimum p.a.	Cents in \$
Coonamble Residential Ordinary	\$590.00	1.36444
Gulargambone Residential Ordinary	\$590.00	0.95744
Village Residential Ordinary	\$580.00	1.21176
Farmland	\$470.00	0.20608
Small Rural Holdings	\$610.00	0.72596
Rural Residential Ordinary	\$580.00	0.59596
Business	\$640.00	1.80625

Water Supply Service Access Charge

Item	Coonamble	Gulargambone	Quambone
Access Charge (20mm)	\$510.00	\$570.00	\$570.00
Access Charge (25mm)	\$800.00	\$895.00	\$895.00
Access Charge (32mm)	\$1,306.00	\$1,460.00	\$1,460.00
Access Charge (40mm)	\$2,040.00	\$2,280.00	\$2,280.00
Access Charge (50mm)	\$3,188.00	\$3,565.00	\$3,565.00
Access Charge (65mm)	\$5,390.00	\$6,025.00	\$6,025.00
Access Charge (75mm)	\$7,171.00	\$8,015.00	\$8,015.00
Access Charge (80mm)	\$8,160.00	\$9,120.00	\$9,120.00

Access Charge (100mm)	\$12,750.00	\$14,250.00	\$14,250.00
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Water Consumption Charge

Town/Village	Usage Charge – 1st Tier (c/kl)	2nd Tier Pricing Limit (kl)	Usage Charge 2nd Tier (c/kl)
Coonamble	190	450	290
Gulargambone	140	450	220
Quambone	170	430	280

Sewerage Access Charge

Description	Annual Charge
Coonamble Residential	\$940.00
Gulargambone Residential	\$940.00
Coonamble Flats	\$730.00
Gulargambone Flats	\$850.00
Non-Residential Sewer Charge	\$940.00 (min)

- Non-residential services are also subject to sewer discharge factor (usage charge) related to water consumption. The treatment charge to be applied is 410 cents per kilolitre.

Waste Service Charges

Service	Charge per service
Coonamble Domestic	\$660.00
Coonamble Domestic – additional service	\$370.00
Gulargambone Domestic	\$660.00
Gulargambone Domestic – additional service	\$370.00
Quambone Domestic	\$660.00
Quambone Domestic – additional service	\$370.00
Coonamble Vacant Land	\$130.00
Gulargambone Vacant Land	\$130.00
Quambone Vacant Land	\$130.00
Coonamble Commercial	\$660.00
Gulargambone Commercial	\$660.00
Quambone Commercial	\$660.00
Coonamble Commercial – additional service	\$370.00
Gulargambone Commercial – additional service	\$370.00
Quambone Commercial – additional service	\$370.00
Coonamble Biweekly Service	\$1,030.00
Rural Waste Management Charge	\$50.00

5. That pursuant to Section 566(3) of the Local Government Act 1993 (NSW), Council set the maximum rate of interest payable

on overdue rates and charges determined by the Office of Local Government at 10.5% per annum

EXECUTIVE SUMMARY:

In accordance with Council resolution 2026/61, Council's draft Operational Plan 2026-27 was placed on public exhibition for the required 28 days, from Wednesday, 13 May 2026 until close of business on Wednesday 10th June 2026 at which time submissions also closed.

Further, community consultation meetings were held in Gulargambone, Coonamble and Quambone throughout the Public Exhibition period to allow for community consultation of the Plan and proposed Revenue Policy.

At the time of the writing of this report four (4) submissions have been received from the public. Should any further submissions be received prior to the closing date, being Wednesday 10th June 2026, they will be forwarded to Councillors by email and considered in conjunction with this report at the meeting.

BACKGROUND

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

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

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

REPORT:

The Operational Plan and Budget 2026-27 details the works and services that Council intends to undertake during the next financial year. The actions contained in the Operational Plan have been compiled following extensive discussions and workshops with Council Staff and Councillors and have been tested against the

Delivery Program 2025-2029 and the goals and strategies of the Strategic Community Plan 2025-2034.

The 2026-27 Budget is incorporated into the Operational Plan and details the proposed revenue and resourcing allocations to support Council's operational and capital activities.

Operating Budget Details

This year the detail of the operating budget was developed in two parts.; the development of an income and expenditure base line and a detailed schedule of short-term projects. his approach enables a clear distinction between "business-as-usual" activities and ad hoc operating projects, providing greater transparency in how resources are allocated and managed.

The 2026-27 budget as presented, shows Council with an operational surplus of \$23,375, including \$340,000 in operational projects. This consolidated surplus is made up of a deficit result for Council's General Fund (\$557,392) with a surplus in Council's Water Fund \$502,941 and the Sewer Fund \$417,826.

Capital Budget Details

The 2026-27 capital program was developed by identifying critical works, projects that had pre-existing commitments, grant dependent projects and a level of asset renewal.

Council will allocate \$8.9M towards capital renewal and \$25.9M towards new capital and upgrades. Approximately \$26M will be grant funded works with the remaining funded from Council own source funding and reserves. \$1.9M will be spend on the water network, while \$1.2M will be spent on the sewerage network.

The delivery of the proposed capital works program will result in increased ongoing operating costs for Council in future years. New and upgraded assets will give rise to higher depreciation expenses as well as additional maintenance, renewal and operational costs. While these projects represent an expansion or enhancement of service levels to the community, they also create a recurrent funding obligation that must be sustainably supported. Without corresponding increases in revenue or reprioritisation of existing services, these additional costs will place further pressure on Council's future operating results and long-term financial sustainability.

Revenue Policy

Council has included the Revenue Policy 2026-27 and Fees and Charges 2026-27 as required by legislation. These documents outline the rates, charges and fees necessary to raise the funding required to support the budget position and proposed activities outlined in the Operational Plan.

Assumptions

In preparing the 2026–27 budget, projected income and expenditure have been based on a series of core financial assumptions informed by historical performance, current trends, and staff analysis. In relation to Council's income streams, the following key assumptions have been applied:

- The full rate peg increase of **3.5%** has been applied to Council's general rate revenue.
- Based on the current pricing structures and associated system costs, Council's water access charges have increased Coonamble 10.87% and

Gulargambone and Quambone 5.56%. User charges have been increased Coonamble 11.76%, Gulargambone 7.69% and Quambone 6.25%.

- Based on the current pricing structure and associated system costs, Council's Sewer Access charges for Coonamble and Gulargambone have been increased by 5.6%, with the standard annual Sewer Access Charge being \$940 for both
- With the continuing increasing costs related to Council's Solid Waste Management service provision, Council has been required to increase the fees charged for the service by 20%.
- The income from Financial Assistance Grants has been increased by CPI of 3.5%
- The income from interest earned on Council's investments has been modelled on an average interest rate of 4.8% for the 2026-27 financial year with an average amount of \$22M invested in compliance with the Investment Policy.

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

- Insurance premium expenses were increased by 4%.
- Electricity expenses were based on the 2025-26 spend and increased by CPI
- Salaries and wages are based on a likely 4% rate increase. However, reductions of \$485,000 have also been included for positions that are unlikely to be filled for the full year.

Community Consultation

As well as posting the 2026-27 draft Operational Plan and budget on Council's website and having a hard copy available in the Coonamble Library and Main Office, Council staff again hosted three (3) community briefings on the draft Operational Plan and budget. These sessions were held in Coonamble, Gulargambone and Quambone and were actively advertised prior to the sessions being held.

At the time of writing this report, four (4) formal submission have been received. Should any further submission be received prior to the closing date, Wednesday 10th June 2026, they will be forwarded to Councillors by email and considered in conjunction with this report at the meeting.

Submission Summary

Submission	Relevant Section	Summary
1	Fees and Charges	Free use of sporting facilities for Schools. <i>"We should be promoting schools using the facility in the community, rather than encouraging them to use elsewhere. When a school runs an event, you are looking at bringing the community together, promoting physical activity and encouraging young children to do something different. By putting a charge to it, money that could be used to support education is being used on something that should be free"</i>
2	Fees and Charges	Hire Fee for Annual Show <i>"question why the show society pays the same amount as the rodeo when the rodeo uses the entire showground and the show society only uses portions of the grounds. I appreciate the 7 day</i>

		<i>hire, however, this does not change the fee charged and ensuring it is fair."</i>
3	Building Maintenance	Paining of Mechanic Hall Additional budget allocation to paint Mechanic Hall in Gulargambone
4	Pool Facilities	Pool Cleaner Additional budget allocation for new Pool Cleaner at Quambone

Council Review of submissions

Submission	Relevant Section	Council Review
1	Fees and Charges	In the draft Fees and Charges, Council has revised the fee structure for schools. Under the new arrangement, schools will pay an annual fee for the hire of facilities. This approach allows schools unlimited access to sporting facilities throughout the year. While schools are important community partners, their regular use of Council facilities generates ongoing maintenance and operational costs. An annual hire fee ensures a fair contribution toward these costs, maintains equity with other users, and supports the long-term sustainability of Council assets, while still providing schools with flexible and cost-effective access. Where line marking is required, this will incur an additional charge in line with the fees and charges schedule. Recommended Outcome: No changes required
2	Fees and Charges	In the draft Fees and Charges, Council has revised the fee structure for regular users of the Showground. Under the proposed arrangement, both the Show Committee and the Rodeo user groups are granted exclusive use of the Showground facilities for their respective booking periods. During these periods, other users will not be permitted to access or book any unused facilities while the site is under exclusive hire. Key user groups typically invest significantly in planning and expect a secure, uninterrupted environment. Exclusivity ensures they can deliver a consistent, high-quality event experience without interference from unrelated activities or bookings. Recommended Outcome: No changes required
3	Building Maintenance	Not a priority per Council workplan Recommended Outcome: No changes required at this time. Can be reviewed as part of Quarterly Budget Review process
4	Pool Facilities	Not a priority per Council equipment renewal plan Recommended Outcome: No changes required at this time. Can be reviewed as part of Quarterly Budget Review process.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community

Our Economy	Cultivating Our Wealth
Our Assets	Our Assets
Our Country	Sustainable Care for Country
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	Positive
Economic	Positive
Governance	Positive

Financial Resource Implications:

There are economic and asset management related action items included within the Operational Plan 2026-27 and these can be found in the 'Our Economy' and 'Our Infrastructure' sections.

Policy / Legal and Statutory Implications:

The Operational Plan 2026-27 action items were prepared in line with the Integrated Planning and Reporting Framework Guidelines (2021) and the Integrated Planning and Reporting Framework Handbook (2021).

Risk Management – Business Risk/Work Health and Safety / Public:

Council has a responsibility to its community to produce an Operational Plan 2026-27 and to ensure Council themselves are aware and understand the actions and measures. Failure to produce and note the Operational Plan 2026-27 would risk compliance with the OLG's IP&R requirements, and a failure to meet its commitment made to its community to deliver the overarching CSP and DP

Options:

It is recommended that the Operational Plan and budget 2026-27 is endorsed by Council.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes



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

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

Coonamble Shire Council DRAFT Budget Submission Form

First Name: [REDACTED]

Last Name: [REDACTED]

Email: [REDACTED]

Address: [REDACTED]

Phone: [REDACTED]

Subject: General

Feedback / Comments

- Lack of notice for consultation for draft budget. - Flyers at local shop and group email list a minimum week prior please.
- ✓ • For Quambone - need to budget for pool cleaner. ↳ Marg can help with this.
- There needs to be a review of how SR Law operates. There appears to be a gap in communication between CSC and SR Law processes, causing unnecessary grief to ratepayers. Please feel free to call me for further information on this issue.



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

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

Coonamble Shire Council DRAFT Budget Submission Form

First Name: 

Last Name:

Email:

Address:

Phone:

Subject:

Mechanic Hall Presentation Rm
 Education Program

Feedback / Comments

- Painting of front Hall & Presentation of
 Hall Library.
 Change of footpath / window

- Education on what can go in Sewer / Soil
 media / Radio

2 WEB. ??

Standard Service Request Form

Document Id: 35854
Date of Contact: 01/06/2026

Requestor Details:

Title / Given / Surname: [REDACTED]
Address Line 1: [REDACTED]
Address Line 2:
Address Line 3:
Town: Coonamble State: NSW Postcode: 2829
Phone No: Mobile: [REDACTED]
Email Address: [REDACTED]

Request Details: Organization: Coonamble Public School The fee charged for schools is ridiculous. We should be promoting schools using the facility in the community, rather than encouraging them to use elsewhere. When a school runs an event, you are looking at bringing the community together, promoting physical activity and encouraging young children to do something different.

Location Details: By putting a charge to it, money that could be used to support education is being used on something that should be free.

Street:
Town: State: NSW Postcode:

Standard Service Request Form

Document Id: 35856
Date of Contact: 01/06/2026

Requestor Details:

Title / Given / Surname: [REDACTED]

Address Line 1:

Address Line 2:

Address Line 3:

Town: State: NSW Postcode: 2829

Phone No: Mobile: [REDACTED]

Email Address: [REDACTED]

Request Details: Organization: Coonamble Show Society I would like to question why the show society pays the same amount as the rodeo when the rodeo uses the entire showground and the show society only uses portions of the grounds. I appreciate the 7 day hire, however, this does not change the fee charged and ensuring it is fair.

Location Details:

Street:

Town: State: NSW Postcode:

9.2 CORPORATE SERVICES - MONTHLY FINANCIAL REPORT

File Number: Corporate Services - 20411
Author: Director Corporate Services
Authoriser: General Manager
Annexures: Nil

RECOMMENDATION

- 1. That Council receive and note the Corporate Services Monthly Financial report.**
- 2. The investments from 1 May 2026 to 31 May 2026 and that these investments comply with section 625 (2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.**

EXECUTIVE SUMMARY:

This report provides updated information from the operations of the Corporate Services Department for Council's information.

BACKGROUND:

The progress report focuses on the performance of Council's Investment portfolio and its efforts in the collection of outstanding rates and charges for the past month.

REPORT:**Investment Status May 2026**

The attached Investment Report was calculated on 31 May 2026 after all maturing dates for investments had passed.

Cash And Investment Account Summary

Account	Interest Rate	Current Month Interest Received	YTD Interest Received	Prior Month Balance	Movement	Current Month Balance
Operating Account*	3.35%pa	\$ 3,869.00	\$ 35,687.30	\$ 1,965,477.41	\$382,705.70	\$ 2,348,183.11
Online Saving Account	4.25%pa	\$ -	\$ 36,220.23	\$ -	\$3,000,000.00	\$ 3,000,000.00
Term Deposits	4.57%pa (avg)	\$85,593.68	\$876,583.55	\$21,250,000.00	-\$1,000,000.00	\$ 20,250,000.00
Total Interest Received 31 May 2026			\$948,491.08	Total Cash at Bank 31 May 2026		\$25,598,183.11

*Balances exclude overdraft facility

Interest Rate

The average interest rate on Council's investments is currently approximately 4.57%. With rates set by the Reserve Bank of Australia expected to remain steady over the coming months, Council will seek to invest additional funds at higher returns as suitable opportunities arise.

Available Working Funds

	Actual YTD (000's)
Total Cash and Investments	25,598
Externally Restricted	
Unexpended Specific Purpose Grants / Loans	7,003
Water Supplies	3,564
Sewerage Services	4,884
Domestic Waste Management	63
Total Externally Restricted	15,514
Internal Restrictions	
Building and Premises	498
Community Development	141
Corporate	1,615
General	384
Housing & Community	100
Mines (Quarry)	1,242
Public	43
Recreation	76
Transport	3,682
Governance	658
Total Internally Restricted	8,439
Total Restricted	23,953
Unrestricted Cash	1,645

Government Recievables owing to Council

Community Grants	-
Infrastructure Grants (Transport, Water Sewer)	2,310
Recreational & Culture Grants	490
Total	2,800

Restricted funds are monies set aside for specific future purposes, while unrestricted funds are available to meet Council's general operational needs. Where working funds fall into a negative position, as identified above, a transfer from internal

reserves will be undertaken to support working funds. This adjustment will be considered and formalised as part of the next Quarterly Budget Review recommendations.

Council will note a summary of the money owed to Council by government agencies as at 31 May 2026 has been included at the bottom of the table above. This has been provided to give Council a clearer picture of some of the major factors influencing Council's unrestricted cash position. Management will continue to actively follow up these amounts to ensure they are received as soon as possible.

Cash Outflows

The below table shows the outflows for the month:

Cash Outflows	
Materials, Contracts and Consumables	\$3,297,892.92
Wages	\$757,042.00
Total outflow as at 31 May 2026	\$4,054,934.92

Rates and Charges Collections – May 2026

The below table summarises the Rates and Charges levied and paid which provides a total amount which remains outstanding at the end of the reporting period. This is compared to the same period last year.

	31 May 2026	31 May 2025
Rates & charges levied and arrears for 2025/26	11,134,665.83	10,089,141.05
Less - Pension Concession	- 101,134.80	- 102,038.44
- Amounts collected as at 31 May 2026	- 8,935,065.61	- 8,360.732.57
Total Rates and Charges Outstanding	2,098,465.42	1,626,370.04

The amount levied for rates and charges for 2025 / 26 includes the current year's annual rates and charges and any interest added since the date the rates notices were issued. The amount received as of 31 May 2026 includes receipts for both arrears and the current year's amounts outstanding.

It should be noted that the rates and charges 2025 / 26 levied amount is reduced by the pensioner concession of \$101,134.80; reducing the amount of income derived from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$45,510.66.

The rates and charges as of 31 May 2026 represent 18.85% of the total annual rates and charges levied and outstanding (compared with 16.12% on 31 May 2025).

Water Consumption Charges

	31 May 2026	31 May 2025
Water Consumption Charges and arrears for 2025/26	2,172,419.20	1,646,799.74
Less - Amounts collected as at 31 May 2026	- 1,618,558.16	- 764,309.98
Total Water Consumption Charges Outstanding	553,861.04	882,489.76

The water consumption charges as of 31 May 2026 represents 25.50% of the total water consumption charges outstanding (compared to 53.59% on 31 May 2025). Council will note the main variation between the two financial years is directly associated with the delay in generation of the water consumption charges for the 2025 / 26 year.

Debt Recovery Agency

Council staff have continued to consult with Council's debt recovery agency with a view to continuing Council's process outlined within Council adopted Debt recovery policy. For Council's information during May,

- 31 cases were closed due to full payment or being below recovery threshold.
- 145 cases remain under various stages of debt recovery action; including
 - 63 Payment Arrangements or awaiting promised payments through Debt Recovery Agency
 - 81 Rates/Water Cases in progress
 - 1 Sundry Debtor Cases in progress

Sale of Land for Unpaid Rates Update

The Sale of Land Auction for unpaid rates was conducted on Thursday, 21 May 2026. A total of 25 properties were offered at auction, with all properties successfully sold.

Settlement of the contracts will occur within 28 days of the auction, at which time Council will apply the sale proceeds against the outstanding rates and charges for each property.

Council purchased one property at the auction, being 30 Bourbah Street, Gulargambone.

Initial estimates indicate that Council will recover approximately \$423,000 to be applied toward outstanding debts. Final recovery amounts will be confirmed in the coming weeks once all legal costs and sale-related expenses have been finalised and allocated to each property.

In instances where the sale price exceeded the amount owed to Council, the surplus funds will be held in trust. Former property owners are entitled to apply to Council to claim any remaining balance of these funds.

9.3 LOCAL GOVERNMENT REMUNERATION TRIBUNAL DETERMINATION - COUNCILLORS FEES 2026-27

File Number: c-13

Author: Director Corporate Services

Authoriser: General Manager

Annexures:

1. Circular 26-05 2026-27 Determination of the Local Government Remuneration Tribunal [↓](#)
2. Local Government Remuneration Tribunal Annual Determination [↓](#)

RECOMMENDATION

Receive and note the report.

1. **That Council increases Councillor fees for the 2026-27 financial year by 3.70%, with effect from 1 July 2026, noting that the fees will be as follows:**
 - **Mayor: \$12,680 plus \$24,060 being a total of \$36,740 per annum.**
 - **Councillor: \$12,680 each per annum.**

EXECUTIVE SUMMARY:

The purpose of this report is to inform Council of the Local Government Remuneration Tribunal determination regarding councillor and mayoral fees for the 2026-27 financial year and to seek Council's adoption of the applicable fees.

BACKGROUND

Under Section 241 of the *Local Government Act 1993*, the Local Government Remuneration Tribunal is required to report annually to the Minister for Local Government, by 1 May, on its determination of the categories of councils and the maximum and minimum fees payable to mayors, councillors, and chairpersons and members of county councils.

Each determination sets the allowable fee ranges for the forthcoming financial year, within which individual councils must fix their annual mayoral and councillor fees.

Council has received advice that the Local Government Remuneration Tribunal has determined an increase of three per cent (3.7%) to the applicable mayoral and councillor fee ranges for the 2026–27 financial year, effective from 1 July 2026.

A copy of the Tribunal's determination and the accompanying circular advising councils of the outcome are attached for reference.

REPORT:

The Tribunal has determined that there will be a 3.7% increase in the setting of the minimum or maximum mayoral and councillor fees for the 2026-27 financial year. The following tables outlines the determination from the Tribunal.

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	21,900	38,050
Major Strategic Area	21,900	38,050
Regional Strategic Area	21,900	36,110
Regional Centre	16,420	28,890
Regional Rural	10,920	24,080
Rural Large	10,920	19,590
Rural	10,920	14,450

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	46,500	118,530
Major Strategic Area	46,500	118,530
Regional Strategic Area	46,500	105,220
Regional Centre	34,160	71,350
Regional Rural	23,250	52,560
Rural Large	17,440	42,030
Rural	11,620	31,510

Council currently pays councillors an annual fee of \$12,230 with the mayor receiving an additional annual fee of \$23,200. These fees, as currently adopted, sit within the mid to upper range of fees payable for the Rural Council category, of which Coonamble Shire Council is currently classified.

A 3.7 % increase in these fees, would increase the fees to the following amounts:

- Councillor annual fee of \$12,680.
- Mayoral annual fee of \$24,060, noting the payment of this fee is additional to the Councillor fee.

The increased fees as outlined above will remain in the approved range of fees for the Rural Council category, in which Coonamble Shire Council is currently classified.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	N/A

Our Country	N/A
Our Leadership	Our Integrity

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive
Governance	Positive

Financial Resource Implications:

The proposed increase to the councillor and mayoral fees has been incorporated into the Draft 2026-2027 Operational Budget, as such no additional funding is required.

Policy / Legal and Statutory Implications:

A Council cannot fix a fee higher than the maximum amount determined by the Tribunal. If a Council does not fix a fee, the Council must pay the minimum fee determined by the Tribunal.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no risk implications directly attached to this report.

Options:**Option 1 :****As per the report recommendation**

This is the recommended course of action as a 3.7% increase in councillor fees seeks to ensure remuneration for councillors remains fair and reflective of the growing responsibilities and expectations placed on elected members.

Option 2:**Adopt an alternative level of payment for councillor and mayoral Fees within the Rural Category.**

In accordance with the legislative provisions Council may elect to set an alternative fee within the range of the Rural Council Category.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

Department of Planning, Housing and Infrastructure
Office of Local Government



Circular to Councils

Subject/title	2026/27 Determination of the Local Government Remuneration Tribunal
Circular Details	Circular 26-05 / 15 May 2026 / A1005478
Previous Circular	Circular 25-10 - 21-05 2025/26 Determination of the Local Government Remuneration Tribunal
Who should read this	Councillors / General Managers / Council Governance Staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

What's new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3.7% to mayoral and councillor fees for the 2026-27 financial year, with effect from 1 July 2026.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the *Local Government Act 1993* (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination.
- In undertaking its review this year, the Tribunal concluded that it was necessary to rectify a criteria anomaly identified in the 'Regional Strategic' category established by the 2023 annual determination, and to adjust the population criteria for the 'Major Strategic Area' category, from 300,000 to 200,000.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received. However, the Tribunal has reclassified Dungog Shire Council as 'Rural Large' due to population growth.
- The Tribunal has indicated it will undertake a further review of the categories of councils as part of its 2027 determination.

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What will this mean for council?

- Section 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2026 based on the Tribunal's determination for the 2026-27 financial year.

Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

Where to go for further information

- The Tribunal's report and determination is available at:
<https://www.remtribunals.nsw.gov.au/local-government/current-lgrt-determinations>.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

A handwritten signature in blue ink, appearing to read "Brett Whitworth".

Brett Whitworth PSM
Deputy Secretary, Office of Local Government

Local Government Remuneration Tribunal

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

23 April 2026



Contents

Executive Summary	5
Functions of the Tribunal	5
Fees	6
Categories	8
2027 Annual Review	9
Section 1 – Introduction	11
Methodology	11
Summary of submissions	12
Section 2 – 2025 Determinations	15
2025 Annual Determination	15
2025 Special Determination	15
Section 3 – 2026 Review	17
The relevant history	17
2026 Annual Review process - Fees	21
Conclusions about general fee increase in 2026	26
Fees for Deputy Mayors	27
Setting of Fees by Councils	29
2026 Annual Review process – category review	29
Correction of an identified anomaly	33
Proposed renaming of “Principal CBD” as the “Principal City”	33
Proposed reclassification of City of Parramatta Council from Major CBD to Principal CBD	34
Proposed new Metropolitan Major – High Growth Category	37
Metropolitan Major	40
Metropolitan Large	41
Metropolitan Medium	43
Proposed new Metropolitan Small – Fast Growing category	44
Metropolitan Small	46
Major Regional City	46
The proposed change to the Major Strategic Area criteria	47
Regional Strategic Area	51
Regional Centre	53
Local Government Remuneration Tribunal – 2026 Annual Report and Determination	2

Contents

Regional Rural	54
Rural Large	56
Rural	57
County Councils	57
County Councils – Water	60
County Councils – Other	60
Section 4 – The 2027 Annual Review	62
Structure and fee considerations	62
The conduct of the 2027 Annual Review	65
Section 5 – Determinations	69
Determination No. 1 – Allocation of Councils into each of the categories as per section 239 of the Act effective 1 July 2026	69
General Purpose Councils – Metropolitan	69
General Purpose Councils - Non-Metropolitan	70
County Councils	72
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the Act effective from 1 July 2026	73
General Purpose Councils – Metropolitan	73
General Purpose Councils - Non-Metropolitan	74
County Councils	74
Determination No. 3 - Fees for appointed Councillors and Chairperson as per clause 12(c), Schedule 11 of the Act effective from 1 July 2026	76
Councils designated as ‘rural and remote Councils’	76
Appendices	77
Appendix 1 Criteria that apply to categories	77
Principal CBD	77
Major CBD	78
Metropolitan Major	79
Metropolitan Large	79
Metropolitan Medium	80
Metropolitan Small	81
Major Regional City	82
Local Government Remuneration Tribunal – 2026 Annual Report and Determination	3

Contents

Major Strategic Area	82
Regional Strategic Area	83
Regional Centre	84
Regional Rural	85
Rural Large	85
Rural	86
County Councils - Water	86
County Councils - Other	86

Executive Summary

Functions of the Tribunal

1. Section 241 of the *Local Government Act 1993* (**the Act**) requires the Local Government Remuneration Tribunal (**the Tribunal**), by 1 May each year, to determine for each of the categories of Councils determined under s 239, the maximum and minimum fees to be paid to Mayors and Councillors in the following year. As well as those of Chairpersons and members of County Councils: s 400. The Tribunal may also amend a determination it has made for fees to be paid to the appointed Chairperson and appointed Councillors of a council designated as a Rural and Remote Council: c 12(c), sch 11.
2. Section 239(1) of the Act requires the Tribunal to determine the categories of Councils and mayoral offices at least once every three years. It must then also place each Council and mayoral office into one of those categories. There are presently 135 Councils in the State, including County Councils, which are allocated into 15 different categories, with Central Darling Council being the subject of a 2025 Special Determination.
3. The Tribunal must also report its determination to the Minister within seven days: s 244. The Tribunal's Annual Determination takes effect from 1 July each year.
4. All of the Tribunal's functions must be undertaken in accordance with the purposes of the Act, specified in s 7 to be:
 - (a) *to provide the legal framework for the system of local government for New South Wales,*
 - (b) *to set out the responsibilities and powers of Councils, Councillors and other persons and bodies that constitute the system of local government,*
 - (c) *to provide for governing bodies of Councils that are democratically elected, or for certain rural and remote Councils, part elected and part appointed,*

Executive Summary

(d) to facilitate engagement with the local community by Councils, Councillors and other persons and bodies that constitute the system of local government,

(e) to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.

Fees

5. For reasons explained below, the Tribunal has determined that from 1 July 2026 there must be a **3.7%** increase in the current minimum and maximum fees applicable to each category of Council, as well in the fees of the appointed Chairperson and appointed Councillors of Central Darling Shire Council. That reflecting increases in the cost of living. Relevant indicators since the 2025 adjustment, including:
- Consumer Price Index for the 12 months to February 2026 of 3.7%;
 - Wage Price Index for the 12 months to December 2025 of 3.4%;
 - Full-time average weekly ordinary time earnings for the 12 months to November 2025;
 - NSW Public Sector Salaries increases for FY 2025/26 of 3%;
 - Local Government State Award increases for FY 2025/26 of 3%;
 - IPART Rate Peg Base Cost Change for FY 2025/26 of 3.6%;
 - The 2025 Public Service Senior Executive remuneration determinations of the Statutory and Other Offices Remuneration Tribunal; and
 - The 2025 State Members of Parliament Basic Salary remuneration determination of the Parliamentary Remuneration Tribunal.
6. The Tribunal has also taken note of the current war in the Middle East, which is likely having an adverse impact on the cost of living. But takes the view that its effects and their potential impact on fee adjustment, cannot reliably be determined at this point.

Executive Summary

7. What was advanced in submissions included that not only should there be a cost of living increase in 2026. But that there should be a much more significant increase in fees, to reflect that current fees no longer adequately reflect the challenging work which Mayors and Councillors must undertake in their important elected offices. With the result that fees should be increased to reflect those determined by the Tribunal for the Chairperson and appointed Councillors of the Central Darling Council in its 2025 Special Determination. As well as the remuneration and allowances paid to Mayors and Councillors in Queensland and Victoria.
8. The Tribunal accepts that it has the discretion to determine that fees should justly be increased, by more than a cost of living adjustment, as was urged. That permitting its consideration of the adequacy of current fees, given the work which Mayors and Councillors are elected to perform and how that has changed over time.
9. That is because while s 242A of the Act requires the Tribunal to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under s 146C of the *Industrial Relations Act 1996* (NSW) when making or varying awards or orders relating to the conditions of employment of public sector employees. That section has now been repealed, that removing the prior fetter on the Tribunal's discretion to adjust fees in the way urged on this review.
10. The Tribunal also accepts that a greater increase than that which it has determined, may be warranted. But has concluded that the amount of any such increase requires further consideration in light of changes which have taken place over time. Not merely in the amount of the fees fixed by past Determinations, but also in the work Mayors and Councillors have to perform in their elected offices.
11. Understandably, some submissions sought to draw comparisons with the fees fixed by the 2025 Special Determination for the appointed Councillors and Chairperson for the Central Darling Shire Council and those fixed for other Mayors, as well as with payments made to Councillors and Mayors in other States.

Executive Summary

12. When such comparisons are drawn, consideration can not only be given to the amount of such fees and remuneration. It must also be given to matters such as the nature of the appointments, the work required and the hours and nature of the work performed as a result. As well as to how that compares to what is required of Mayors and Councillors of Local and County Councils in this State and the fees which they receive, as a result. That also requiring an understanding of the applicable statutory schemes and the reasons for the past fixation of the fees and remuneration relied on.
13. The Tribunal was provided with little information or submissions about such matters and so is unable to come to conclusions about whether increases based on the comparisons sought to be drawn, can be entertained.
14. Other submissions about desirable fee adjustment depend on the NSW Parliament amending the Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
15. Even if such comparisons are presently available to be made, the differences in the statutory regimes, which were not addressed, as well as similarities and differences in the work being compared, would have to be considered. Conclusions about such matters cannot rest merely on opinions advanced in submissions.

Categories

16. In its 2026 Annual Review, as it has done in past three yearly reviews, the Tribunal undertook a s 239 determination, having invited and received submissions about proposed changes. As a result, it has concluded that it is necessary to rectify a criteria anomaly identified in the Regional Strategic category established by the 2023 Annual Determination, as well as adjusting the population criteria for the Major Strategic Area category, from 300,000 to 200,000.

Executive Summary

17. The Tribunal also identified that Dungog Shire Council has met the population threshold and Councillor to population ratio criteria for Rural Large and will, as a result, be placed in the Rural Large category.
18. The Tribunal also concluded that in 2026 there should be no other change to the present categories, which will thus continue to be:

Metropolitan	Non-Metropolitan	County Councils
Principal CBD	Major Regional City	Water
Major CBD	Major Strategic Area	Other
Metropolitan Major	Regional Strategic Area	
Metropolitan Large	Regional Centre	
Metropolitan Medium	Regional Rural	
Metropolitan Small	Rural Large	
	Rural	

2027 Annual Review

19. For reasons explained further below, in the 2027 Annual Review the Tribunal will invite further submissions from every Council, Local Government NSW and the Minister, about the current categories, criteria and fee structure and whether they remain fit for their statutory purpose. That will provide an opportunity for reliable information and submissions to be provided about claimed changes and available comparisons.
20. The Tribunal will then give further consideration to the current structure of the categories by reference to which it must fix minimum and maximum fees. That consideration may also have an impact on further fee adjustment in 2027, given that the submissions advanced on this review have raised the question of whether the current system of categories and the criteria by which Councils are allocated to them, remain fit for their purpose.

Executive Summary

21. The new structure and criteria will reflect the requirements of the Act, as will the new criteria adopted and Councils' allocation to the revised categories. The Tribunal will also determine which criteria individual Councils satisfy, which they will have an opportunity to address, having been invited to provide the Tribunal with the relevant, reliable information.

Section 1 – Introduction

Methodology

22. The Tribunal's inquiries are regulated by s 243 of the Act, which permit it to make such inquiry as it thinks necessary, before making a determination.
23. Section 248 requires Councils to pay Councillors fees which are fixed by reference to the minimum and maximum fees determined by the Tribunal. Section 239 also requires the Tribunal, at least once every 3 years, to determine categories for Councils and mayoral office and to place Councils into those categories.
24. The Tribunal's 2026 Annual Review commenced in October 2025 with the assistance of its Secretariat, when all Councils and the Association were invited to provide submissions about fees and categorisation. Its invitation asked that submissions be endorsed by Councils. All submissions received from Councils were endorsed. The Tribunal also received a submission from some individual Councillors and the Association.
25. Some twenty-five submissions were received from Councils, only some of which addressed fee increases. In its submissions the Association addressed proposed fee increases, as well as problems with the Determination flowing from the operation of the Act, proposed alterations to Council categories and the criteria by which they are allocated.
26. The Tribunal later met with representatives of 19 Councils, seven Councillors and the Association, who addressed written submissions and, in some cases, provided further data to support the submissions advanced. Not all of that provided was sourced from publicly available sources such as the Australian Bureau of Statistics and its reliability was thus not able to be assessed.
27. The Tribunal also had regard to the other information referred to in this report.

Section 1 – Introduction

Summary of submissions

28. Most of the submissions received focused on the inadequacies of the fees and the statutory system which requires them to be fixed as they are. Issues raised including that:
- The remuneration which the fees generate being grossly inadequate, not adequately compensating for the skills, knowledge and responsibilities the Act requires Councillors and Mayors in urban, regional and rural contexts to have and exercise;
 - There has been significant, increasing complexity in the work which has to be undertaken, as well as an increase in the time it requires, without a change in remuneration to compensate for these changes;
 - That including as the result of changes to the Code of Meeting Practice which Councils have to observe, which has resulted in increased expenses having to be born, for which there is no compensation;
 - There is a need for a Deputy Mayor fee to be implemented, to reflect what this role now requires;
 - That the current fee structure and meeting requirements act as a barrier to desirable skilled representation in local government, as well as to desirable diversity in that representation;
 - It has also driven the loss of able and experienced representatives;
 - The existing differences in fees received by Councillors and Mayors in Metropolitan Councils, by comparison to those received by those in Regional and Rural Councils, did not reflect the similarities in their roles and responsibilities. Nor the additional responsibilities which have to be undertaken in Regional and Rural Councils;
 - The Determination drives politicisation of Councils, by requiring them to set their own fees within the minimum and maximum set by the Tribunal, which also put them into an undesirable position of conflict: ss 239 and 248; and

Section 1 – Introduction

- Fees were out of step with those which are paid to Board members and those who accept appointments to advisory committees, with which comparisons were also sought to be drawn, but no concrete information was provided about.
29. On this review the Tribunal was urged to undertake a similar assessment of fees to that undertaken in 1995 and not to limit its consideration of what fee increase a cost of living adjustment would warrant. It was also urged to also consider the range of factors it has taken into account in the past, in determining what a cost of living adjustment should be.
30. Various submissions also urged the desirability of various other proposed legislative changes. For example:
- Introducing a new model of remuneration for Mayors and Councillors to replace the current fee based structure;
 - Removing the Tribunal's obligations to fix maximum and minimum fees for Mayors and Councillors;
 - Introducing a separate fixed fee for the Deputy Mayor position;
 - Deputy Mayors receiving mayoral fees while acting as Mayor, but Mayors still continuing to be paid their Mayoral fees;
 - Indexed pro rata remuneration; and
 - Recognition that the work of Mayors and Councillors involves a full time job. As to which, it must be noted, no information provided to the Tribunal established this to be the case.
31. These matters are not within the Tribunal's control, but they will be drawn to the attention of the Minister.
32. The Tribunal accepting the importance of the various views raised by Councils, Councillors and the Association and as a result, will draw them to the attention of the Minister. But that

Section 1 – Introduction

it has power to act on some of them on this review, has not been established, given the current statutory scheme.

33. The Tribunal also notes that consideration of future expected developments when Councils are categorised was also urged by some submissions. While others expressed satisfaction with the Council's current categorisation, as the basis for fixing its fees, while not addressing whether it still satisfied the applicable criteria. This will have to be revisited in the 2027 Annual Review.
34. If further submissions are then advanced, which provide a basis for different conclusions being arrived at about any of the above matters, they will of course be considered by the Tribunal. And if the Act is amended in response to what has been urged, the Tribunal will then undertake whatever statutory tasks it is given.

Section 2 – 2025 Determinations

2025 Annual Determination

35. In 2025, the Tribunal received sixteen written submissions, which included two requests for re-categorisation. As a result, it reviewed population and other data relating to those Councils, to ensure categorisation was consistent with the applicable criteria.
36. The Tribunal found that the then current allocation of the Councils remained appropriate, with the exception of Mid Coast Council. As a result of it meeting the population benchmark, it was re-categorised from Regional Centre to Regional Strategic Area: 2025 Annual Determination report at [58]-[59].
37. The Tribunal also determined that the minimum and maximum fees applicable to each category would increase by 3% from 1 July 2025.

2025 Special Determination

38. The Tribunal also made a Special Determination in 2025, following the introduction of the *Local Government Amendment (Rural and Remote Councils) Act 2024* and the *Local Government (General) Amendment (Rural and Remote Councils) Regulation 2025*. Having on 6 June 2025 received a direction from the Minister for Local Government under s 242 of the Act, to determine the maximum and minimum fees for Appointed Councillors and the Chairperson for Central Darling Shire Council.
39. The effect of the legislation was to insert Schedule 11 into the Act, cl 3 permitting a Council to be designated as a Rural and Remote Council by regulation, as the Central Darling Shire Council was, when the Minister recommended that it met criteria specified by the regulation: cl 3(2). The Regulations now provide that a Council may be designated as a Rural and Remote Council if, at the time of designation, its area has a population of 5,000 persons or fewer as recorded in data series 1410.0–Data by Region published by the Australian Bureau of Statistics: r 413F.

Section 2 – 2025 Determinations

40. Central Darling Shire Council is designated as a Rural and Remote Council for 10 years: r 413G. With the result that it must have six Councillors, one elected from each ward, as well as three appointed by the Minister r 413G(3).
41. The Minister must also appoint an appointed Councillor as chairperson of the Council: cl 10(1) sch 11. The Tribunal's determinations under s 241 do not apply to appointed Councillors: cl 12(2)(a) sch 11. But it must determine their maximum and minimum fees and may at any time amend such a determination: cl 12(2)(b) and (c) sch 11.
42. In its Special Determination the Tribunal determined a minimum fee of \$13,830 and a maximum of \$13,930 for appointed Councillors and a minimum of \$72,080 and a maximum of \$72,180 for the appointed Chairperson.
43. This Determination was relied on in this review to advance the Association's submissions that the functions of the appointed chairperson of Central Darling Shire Council are substantially the same as those of Mayors of other Rural Councils. With the result that their fees should be increased to similar amounts. That was supported by submissions advanced by some Councils.

Section 3 – 2026 Review

The relevant history

44. The submissions advanced require not only a consideration of the current fees and what the statutory scheme provides for, but also of the history by which they have been arrived at. As well as the impact of changes which have occurred.
45. The history was not addressed by the submissions advanced.
46. Relevantly, it includes that in 1994 the Tribunal undertook wide ranging consultations to establish what was then involved in the roles and functions of elected representatives of local government, conducting public hearings to obtain a representative cross section across the State.
47. It then examined matters such as Councillors' backgrounds and experience; community activities engaged in before and after election; time spent on meetings as well as preparation time; Council's functions and the issues and problems they had to deal with. As well as remuneration levels and ratios between Councillors and Mayors. The Tribunal having received submissions from 66 Councils, 7 County Councils, associations and the public: at page 3 – 5 of the 1994 Determination.
48. The functions of Councils and the roles of their elected officials under the Act were explained, with contrasts drawn with the predecessor 1919 legislation. Under which members of Councils "*were regarded in effect, as performing honorary community roles, with some provision for recompense for prescribed incurred expenses*": at 11 of the 1995 Determination.
49. Existing fees were then found not to adequately recompense those elected for the performance of their duties at regular Council meetings, special community and committee meetings, communication with the community and representing Council at functions: at 11

Section 3 – 2026 Review

of the 1995 Determination. That requiring lengthy periods to be spent on Council business and associated interviewing, reading and preparation: at 12 of the 1995 Determination.

50. The Tribunal had regard to all such activities in setting fees under the 1993 Act, at a time when they were performed in addition to Mayors and Councillor's normal occupations: at 12 of the 1995 Determination. It then being the common experience that the substantial majority of Councillors and Mayors were involved in some other employment or engagement, either full-time or part-time.
51. The fees then fixed were based on an assumption that Councillors would also be recompensed for expenditure reasonably incurred in relation to their Council duties. That being a matter of discretion for each Council, according to the particular circumstances of that Council. That allowing them to determine the extent of any absorption of expenses in fees: at 16 of the 1995 Determination.
52. The minimum fees were determined on the basis that Councillors and Mayors were *"performing a community service in addition to their normal occupations"*: at 16 of the 1995 Determination. The usual practice being *"to programme the attendance of councillors and mayors outside normal business hours for meetings and other activities to accommodate their other time commitments. Their duties not requiring continuous attendance during the course of each working day."*: at 16 – 17 of the 1995 Determination.
53. And that *"The duties performed as mayor attract an additional fee for extra delegated duties and functions actually performed"*: at 17 of the 1995 Determination. It was further explained at 19 of the 1995 Determination:

"The minimum fees determined provide the statutory minimum payment for councillors and mayors. They are based on an assessment of the average council in each category. As - with any averaging, the fees may be generous for some councils but modest for others. The maximum fees provide the necessary ambit of discretion to enable each council to assess its performance compared with other councils in its category. Such discretion

Section 3 – 2026 Review

enables each council to determine whether its performance as a whole compared with the other councils justifies a payment in excess of the minimum to its councillors and/or mayor. It is conceivable that because of significant delegations by a council to the mayor, this situation may warrant a fee greater than the minimum for the mayor, but not for councillors. The reverse situation could also apply.”

54. What was then being evaluated by the Tribunal being “*the knowledge, skills and community interests of councillors and mayors*”: at 19 of the 1995 Annual Determination.
55. This Determination also explained, in detail, how the categories were then arrived at. With various distinctions drawn between Metropolitan and Non-metropolitan Councils, with consideration of matters such as their size, population, assets and expenditure, amongst other factors. Consideration also then being given to the unique position of the Council of the City of Sydney.
56. It also explained how this related to the fees determined, given the relevant history. Which included a change from the original position under the 1919 Act, that Local Government elected officials had traditionally been seen as civic minded citizens providing a voluntary service to the community, being born in mind. As well as what had been recognised when the *Local Government (Payment of Fees) Amendment Act 1993* (NSW) was introduced. It recognising payment of a fee for attending to Council business, i.e., meetings, inspections, etc, which did not involve the payment of salaries: at 64-66 of the 1995 Annual Determination.
57. Consideration was also given to the statutory roles and responsibilities of Councils in other States and overseas, as well as of comparisons then sought to be drawn with members of Parliament.
58. It was not then accepted that local government representation had progressed to the status of an independent career. Even though some elected officers chose to spend their time, full time, on Council duties: at 69-70 of the 1995 Determination.

Section 3 – 2026 Review

59. It was also explained that the minimum and maximum fee range fixed required Councils to each evaluate the functions and responsibilities which were actually performed by their Councillors: at 76 of the 1995 Determination.
60. After 1995, over time the fees fixed by the Determination have been increased by the Tribunal, to reflect changes it made to the categories of Councils which the Act required it to review regularly, in order to fix appropriate maximum and minimum fees.
61. In 2017 the Tribunal noted that what the Act required was “a categorisation model in which Councils with the largest number of features in common can be grouped together for remuneration purposes. This is not straightforward, as each Council has challenges and issues which are unique”: at [16].
62. It then found that while the then existing criteria continued to provide an equitable and transparent model by which to differentiate Councils for the purposes of determining remuneration, there was some scope to refine the criteria to address a number of anomalies and to better reflect the composition of Councils after amalgamations: at [18] – [19] 2017 Annual Report.
63. It also sought to improve consistency and transparency in the allocation of Councils into categories, with the result that a number were either recategorised into an existing category, or a new category: at [19].
64. Fees were determined for the new categories, having regard to relativities between the existing groups: [54].
65. Fees were later increased to reflect not only cost of living increases, but also changes which the Tribunal made to Council categories and the applicable criteria. But for a time, the Tribunal’s powers to increase fees were frozen and at other times available fee increases were capped, as the result of steps taken by Governments.

Section 3 – 2026 Review

66. These changes to its discretions were explained in the Tribunal's various Annual Determinations. They help explain the complaints received on this review about the current fees, which it must be accepted, as a result, do not reflect all increases in the cost of living over time.
67. On the Association's approach, this has resulted in fees which no longer accurately reflect what the Tribunal first assessed, independently, in 1995.
68. In 2020 the Tribunal considered recategorisation proposals it received in 2019, about which it sought and received submissions: at [13]-[19] 2020 Annual Report. Then creating the new category of Regional Centre; renaming Regional City to Major Regional City and also adopting some changed criteria. As well as reordering the Regional Strategic Area criteria, considering that it warranted further differentiation.
69. It also altered the criteria for Metropolitan Medium and Metropolitan Large categories, with resulting changes for other categories: at [23]-[30]. In some cases, additional criteria being significant enough to warrant some Councils' categorisation into a group with a higher population: at [30]. Fees were set to reflect resulting activities: at [69].
70. In 2023 the Tribunal sought to improve consistency of the criteria and also adopted non-resident population criteria for some categories, with resulting reclassification of some Councils: at [23]-[25] 2023 Annual Report. As well as creating two new categories, Rural Large and Metropolitan Major, to bridge identified gaps: [26]-[36].

2026 Annual Review process - Fees

71. As explained, this year's submissions pursued various concerns about the current fees. They not being considered to adequately compensate for the skills and knowledge Councillors and Mayors are required to exercise, or the time they have to spend in performing the duties of their offices, given considerable changes over time. In

Section 3 – 2026 Review

considerable part this having been driven by population increases and changes introduced by Governments.

72. The view repeatedly urged being that current fees result in a considerable barrier to desirable diversity in representation in local government, as well as problems in attracting and retaining suitably qualified people to stand for and remain in office, when elected.
73. The Tribunal accepts that there are such problems, given the information and submissions it has received.
74. There were various submissions that an increase was necessary, given the increased cost of living. But few submissions addressed the quantum of the increase. Narrabri Council urging a 10% increase and Lake Macquarie a 3-4% increase. Another that fees should be doubled. Other submissions urging that Mayoral fees be increased substantially to reflect the 2025 Special Determination. The Association and some Councils also seeking increases which resulted in fees similar to the remuneration paid in Queensland and Victoria.
75. The City of Sydney Council did not seek such increase in the fees payable to the Lord Mayor, but urged very substantial increases for Councillors. Some Councillors also providing, late, further information which the Tribunal did not have the opportunity to give adequate consideration to, given all they have raised and the time frame in which this review must be completed.
76. Some submissions also urged an increase in fees of rural and regional Councillors and Mayors, to assist in addressing low candidature numbers.
77. The Association also urged that a significant increase in fees was needed to:

“1. Ensure that Councillors and Mayors in New South Wales do not continue to experience fee erosion flowing from the former NSW Public Sector Wages Policy;

Section 3 – 2026 Review

2. Reflect the current economic climate in New South Wales and adjust fees according to recent and relevant economic data; and

3. Recognise the increasing demands and time commitment required of elected local government representatives.”

78. The Association noting that the repeal of s 146C of the *Industrial Relations Act 1996* (NSW) had the result that the Tribunal is no longer constrained by a cap when awarding fee increases. And urging that the Tribunal accept that current fees were manifestly inadequate, not properly reflecting as they needed to, the current responsibilities and role of elected Council officials. That preventing Councils’ financial stability and also deterring quality candidates, of all backgrounds, pursuing civic office, which was not in the public interest.
79. It also submitting that fees should now be assessed on the basis that the work of elected officials was valued at more than 8 hours per week, at the rate of the national minimum wage. It also advanced economic and wage data to support these arguments
80. The submissions thus drew comparisons with:
- The salary paid to members of parliament under the *Parliamentary Remuneration Act 1989* (NSW);
 - Remuneration which Mayors and Councillors of Queensland Councils are paid under the *Local Government Act 2009* (QLD) and the *Local Government Regulation 2012* (QLD); and
 - Allowances which Victorian Mayors and Councillors receive, fixed by the Victorian Independent Remuneration Tribunal under s 39 of the *Local Government Act 2020* (VIC).

Section 3 – 2026 Review

81. Specific examples were also relied on. Including, for example, that Councillors in Townsville are paid a maximum remuneration of \$135,123, while those in Liverpool are paid a maximum fee of only \$34,820. While in the case of Mayors the comparison was \$225,206 to \$136,290.
82. The difficulty with such comparisons is that the other legislative schemes relied on, do not provide for a fee based structure of the kind for which the Act provides for NSW Mayors and Councillors.
83. Parliamentarians in this State, for example, receive a basic salary and an electoral allowance payable as compensation in respect of all incidents of the performance of their parliamentary duties (other than those compensated or reimbursed by other additional entitlements): s 4 and 10(2B) of the *Parliamentary Remuneration Act 1989* (NSW).
84. Still, some submissions relied on an observation in the 2024 Parliamentary Remuneration Tribunal Annual Report, where I, in my capacity as Parliamentary Remuneration Tribunal, said at [28] that:

“Not only should Members of Parliament be fairly remunerated for their important and challenging work, within the State’s means, but it must also be remembered that such remuneration and the other conditions and entitlements provided by the Determination play a real role in attracting people of high intellect, integrity and vigour to stand for election to the Parliament. People who have the necessary skills to perform such work well and who are prepared to devote their time to serving the public interest, rather than only their own interests. Appropriate salary and conditions also help to ensure that such people are also prepared to continue seeking re-election in order to continue performing the important work of their offices.”

85. The view urged being that those observations also apply to NSW Councillors and Mayors, given the valuable, time consuming and challenging work which their roles now require them to perform.

Section 3 – 2026 Review

86. While the Tribunal was not provided with information which would provide a basis for the acceptance of these opinions, support for them can be found in s 232 of the Act, which explains the important roles which Councillors play. As well as in s 233A, which specifies the oath of office which they must take after election. By which they promise to undertake the duties of their office in the best interests of the people of their Council area and that they will faithfully and impartially carry out their functions, powers, authorities and discretions.
87. Despite this and no matter how earnestly held, it is not presently apparent how these views can be acted on by the Tribunal, given the current legislative scheme. All of them seeming to depend on the Parliament amending this State's Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.
88. As has been explained in past Annual Determinations, that is not a matter within the Tribunal's control.
89. The 20 May 1993 Second Reading speech to the Act explains how its terms were arrived at. As the result of a lengthy bipartisan reform process, following enquiry into changes required to be made to the then frequently amended predecessor 1919 legislation: Hansard p 2414. The Tribunal's 1994 Determination explains the process by which it initially fixed fees and the subsequent Annual Determinations, how they have been increased over time.
90. Tribunal Determinations have thus explained that Mayors and Councillors are paid a fee for the services which they volunteer to provide when they are elected, not a salary. Section 241 still obliges the Tribunal to fix such a fee. It follows that it does not have the power to determine that they should be paid a salary, or remuneration.
91. Little Information was provided on this review to support the submissions which urged the view that the current statutory fee model is no longer appropriate. The significantly increased and more responsible work which it is widely considered now falls to Councils

Section 3 – 2026 Review

to perform and what that requires of its Mayor and Councillors, helps explain why it is also widely considered that legislative change is now desirable.

92. Such information is relevant to the determination of an increase in fees. But the Tribunal has no power to act on the view that the current statutory fee based model no longer remains appropriate. Nor to determine that a remuneration based model such as that contained in the Queensland and Victorian legislation should be adopted in this State. Nor what such remuneration should be.

Conclusions about general fee increase in 2026

93. The Tribunal has considered all it has received, together with the other matters referred to in this report, having been assisted by its two assessors: s 236. Meeting with them to consider their views about the submissions the Tribunal received and the exercise of its functions on this review.
94. The result is the Tribunal's conclusions that:
- All fees should be adjusted from 1 July 2026 by **3.7%** to reflect changes in the cost of living, in the expectation that there will be further increases in those costs, driven by the consequences of the war in the Middle East, which is already having adverse impacts on the entire Australian community;
 - To make no other adjustments to fees on this review, but to invite the submissions further explained below, in the 2027 Annual Review. The Tribunal accepting that changes have occurred which ought to be reflected in the fees fixed by the Determination. But also considering that further information and consideration is required, before conclusions can be arrived at about how those changes can be fairly reflected by a further fee adjustment.

Section 3 – 2026 Review

95. The Tribunal thus accepts that it is time to undertake a review of the kind the Association proposed, but has concluded that it cannot be undertaken in this review. That explaining the process which the Tribunal proposes to undertake in 2027, explained in section 4.

The same fee structure for all Mayors and Councillors

96. Remuneration for a Mayor or Councillor not being based on geographical location was also urged by submissions advanced. A number contending that the role of a Mayor and Councillor was fundamentally the same, requiring the same skills, knowledge, experience and responsibilities regardless of location. With the result that the fees of Regional and Rural Mayors should be increased to that of their Metropolitan colleagues.
97. These submissions cannot be accepted. The Act requiring the Tribunal to fix appropriate categories of Council, having regard to specified criteria. The Determination's history and criteria helping to explain differences recognised by the categories. Which the Tribunal must reflect in the minimum and maximum fees fixed for each category.
98. These submissions did not pay necessary regard to these statutory requirements, which are not for the Tribunal to ignore or abandon.
99. The Act does not permit the Tribunal to fix the same fees for all Mayors and Councillors, irrespective of their category. If it were to be found that the fees for Mayors and Councillors of different categories ought to be completely the same, that would necessarily reflect that those Councils ought to fall within the same category.

Fees for Deputy Mayors

100. The Act also does not permit the Tribunal to fix a separate fee for Deputy Mayors. Despite which the issue of a distinct fee within the Determination for the role of Deputy Mayor was once again pressed, as it has been on past reviews. That being supported on this review

Section 3 – 2026 Review

by reports of Mayors being unable to perform the functions of their offices, which had to be taken on by Deputy Mayors, without receiving any resulting additional fees.

101. One submission was that Deputy Mayors undertake significant responsibilities, which the Act fails to adequately recognise or remunerate. Another that a Deputy Mayor must also step in to represent the Mayor when unavailable, chairs committees and plays a pivotal role in decision making and advocacy.
102. The submissions thus urged that the fee structure recognise the additional workload and responsibility that comes with the role of Deputy Mayor.
103. The issue of fees for the role of Deputy Mayor was explained in the 2024 Annual Determination at [53]-[55] and in the 2025 Annual Determination at [62]- [65]. What was there explained was not addressed in the submissions.
104. Section 249 (5) still permits a Council to “pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor’s annual fee.” That requires a decision of Council and cannot be dictated by either the Mayor or a Deputy.
105. The submissions advanced reveal that some Councils have chosen not to exercise this power. With the result that the Deputy Mayor who took on functions the Mayor was unable to perform for a period, received no additional fees to reflect the increased duties taken on. That is an available outcome under the Act and remains a matter for each Council to determine. It is not within the control of Mayors.
106. Still, there having been no change to the Act which would permit the Tribunal to determine a distinct fee for the position of Deputy Mayor, must result in the submissions advanced being rejected. It will, however, draw the issues raised to the Minister’s attention.

Section 3 – 2026 Review

Setting of Fees by Councils

107. Concerns regarding the setting of minimum and maximum fees by Councils, still required by s 241, was also again raised by some submissions. A number calling on the Tribunal to set only one mandatory fee for each category. Another suggesting that the Tribunal could increase the minimum fees to the same amount as the maximum fee level. Another, advocating repeal of s 241 of the Act.
108. Such change was urged because it was considered that this would result in desirable equality of fees and remove the potential for politicisation of fee setting, and potential conflicts of interest. That also enhancing relationships with the community.
109. In the same way as the Court of Appeal recently explained in *Director of Public Prosecutions (NSW) v President of the Legislative Council of New South Wales* [2026] NSWCA 20 [57], the Tribunal is satisfied that it cannot do indirectly, what the Act does not permit it to do directly.
110. It follows that these submissions must also be rejected. But this issue will also be drawn to the Minister's attention.
111. In the 2027 Annual Review, submissions will be invited about the appropriate range between the minimum and maximum fees for the categories then determined.

2026 Annual Review process – category review

112. In determining Council categories, the Tribunal is required to have regard to the matters specified in s 240 of the Act, namely:
- The size of areas;
 - The physical terrain of areas;

Section 3 – 2026 Review

- The population of areas and the distribution of the population;
 - The nature and volume of business dealt with by each Council;
 - The nature and extent of the development of areas;
 - The diversity of communities served;
 - The regional, national and international significance of the Council;
 - Such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government; and
 - Such other matters as may be prescribed by the regulations.
113. The categories of County Councils also require regard be paid to the functions of County Councils: s 240(2). They are specified in s 394 of the Act to be any one or more of the functions of a Council under the Act or any other Act, in accordance with a proclamation made for the purpose of Part 5 of the Act.
114. The Tribunal last reviewed the categories of Councils and mayoral offices in 2023. The current categories in 2026 attracting the increased minimum and maximum fees earlier explained. With the result that some of them continue to overlap considerably, others being but little different and some not readily able to be reconciled.
115. This helps explain why the Tribunal has concluded that limited change is warranted on this review, without the more extensive review of categories, criteria and resulting appropriate fees which will be undertaken in 2027. In order to ensure that the statutory intent is achieved by the Determination. On that review all Councils will be asked to provide reliable, comparable and publicly available data, on which the Tribunal's decisions can then fairly be made.
116. The purpose of the categories and the specified criteria is to enable the Tribunal to annually determine the maximum and minimum amounts of fees to be paid to Mayors and Councillors in each of the categories it determines: s 239.

Section 3 – 2026 Review

117. They having no other statutory purpose, it is difficult to see the reason for a number of current categories attracting overlapping fees; there being limited differences between the fees attracted by other categories, while fees for the Chairperson of the Darling Shire Council are very substantially higher than those paid to very many Mayors.
118. This and the submissions advanced also raise the question of whether the categories and criteria provided by the 2023 Annual Determination, adjusted in the limited way explained by this Determination, adequately reflect the requirements of the Act. As well as whether they continue to remain appropriate and fit for purpose or require further review.
119. The matters specified in s 240(1) driving the need to take into account relevant statistical and demographical data, such as that sourced from the Australian Bureau of Statistics and the Office of the Local Government and Planning NSW, to which regard has been paid in the past. As well as to data provided by Councils about their particular areas and operations, which also have to be taken into account.
120. One of the difficulties on this review was that the Tribunal had no up to date data about the position of the majority of Councils, which would enable it to determine whether the current category and criteria continue to be fit for purpose, given the requirements of s 240. As well as whether the categories into which Councils are currently placed, remain appropriate.
121. The history of the categories established by past Determinations began in 1994, when there were more Councils in existence and fees were fixed having regard to past history. In 1995, 5 categories were established, with three special categories then also continuing, S1 – Sydney City Council, S2 Newcastle and Wollongong City Councils and S3 – County Councils.
122. In the Tribunal's ongoing 3 yearly reviews since then, categories have been altered, merged and increased for various reasons, including to reflect Council mergers. A new model being adopted in 2017 when the number of Councils was reduced to 128. That

Section 3 – 2026 Review

having established 5 Metropolitan categories and 4 Non Metropolitan categories. In 2020 criteria for some categories were altered, two new categories created and one renamed.

123. In 2023 a further two new categories were created, three Councils which met the criteria thresholds for existing categories were reclassified and criteria consistency improved by the inclusion of the non-resident population, for a number of categories. A consideration permitted by s 240(1), which enables the Tribunal to have regard to such matters as it considers relevant to the provision of efficient and effective local government. The County Council categories remaining unchanged.
124. Submissions advanced in 2026:
- Sought the creation of 2 new categories;
 - Proposed recategorisation of 7 Councils - Parramatta, Lake Macquarie, Murray River, Port Macquarie-Hastings, Randwick, Shellharbour and Willoughby Councils;
 - Sought that one category revert to a previous name;
 - questioned the suitability of current criteria; and
 - Urged the Tribunal to take into account other matters which Council now consider to be relevant to the determination of categories and their categorisation. Visitor numbers, being the best example.
125. If accepted, these submissions require consideration of how these aims could properly be reflected in the category criteria, which the submissions did not address.
126. It also appears that there may, in 2026, be further Council demergers, which will also necessitate consideration of the categories and Council allocations, in order that appropriate fees are fixed for their Councillors and Mayors in 2027.

Section 3 – 2026 Review

127. This all helped drive the Tribunal's conclusion that further change is required to current categories and criteria. But that the submissions and information it has received on this review, did not enable final views to be formed about what those changes should justly be. That will be revisited in the 2027 Annual Review.

Correction of an identified anomaly

128. The current category allocations and criteria appear in the 2025 Annual Determination at Section 5 and Appendix 1 respectively.
129. One required change which has been identified results from an anomaly. The criteria for the category Regional Strategic contains the following sentence:

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

130. This is incorrect. There currently being 5 Councils classified as Regional Strategic: Lake Macquarie, Maitland, Mid-Coast, Shoalhaven, and Tweed. As a result, this erroneous statement has been removed from Appendix 1 of the 2026 Annual Determination.

Proposed renaming of “Principal CBD” as the “Principal City”

131. This change in name was urged in order to revert to a prior category name, the Council submitting that this would properly recognise its regional, national and international significance, which extended beyond the Sydney CBD. As well as reflecting significant increases in the roles and responsibilities of its Councillors, in Australia's only global city and to ensure that fees they receive appropriately reflect their responsibilities.
132. The submission explained alterations, over time, to the area which the Council covers. It now having eight distinct economic precincts, as the result of the area added to the City in

Section 3 – 2026 Review

2004: the Harbour, City North, Pyrmont, City South, Eastern Creative, Tech Centre West, Entertainment and Recreation and Southern Enterprise. That having had an impact on representation and other matters relied on to advance a proposed significant increase in Councillors' fees.

133. It was in 2017 that the name change from Principal City to Principal CBD was introduced as part of a restructure which reflected the evolving shape of local government in the State. That retaining the Council of the City of Sydney in its own category, while recognising the emergence of the second CBD in Sydney at Parramatta.
134. The Tribunal can see no disadvantage from the proposed name change. But is still not persuaded that it should now be adopted, without consideration being given to such a change within the wider review proposed for 2027.
135. No change having been proposed to either the criteria which apply to this category, or to the Major CBD category into which only the Council of the City of Parramatta falls. It recognising Parramatta to be the secondary CBD, which some submissions urged was no longer appropriate.

Proposed reclassification of City of Parramatta Council from Major CBD to Principal CBD

136. Council sought to be recategorised from the Major CBD to Principal CBD category, to better reflect its size, rate of growth, economic influence, operational budget and strategic and geographical importance.
137. Council also submitting that it plays a leading role in Greater Sydney's advancement. With factors relied on including:
 - 30% of Australia's top 500 companies have offices located in Paramatta;

Section 3 – 2026 Review

- The city is accessible to 2.3 million people within 45 minutes, by car or public transport;
- Creative and cultural institutions such as Riverside Theatre, Olympic Park and the upcoming Powerhouse Paramatta museum are located there;
- As is a large Health and research precinct which includes six (6) universities and Westmead Hospital;
- The Engineering and Innovation Hub, as well as Western Sydney Startup Hub also being located within the LGA; and
- It having the second largest economy, which generates a gross regional product of \$32.88 billion, and 33,000 businesses with over 202,000 jobs.

138. What was advanced did not accord with submissions advanced by some other Councils.

139. The Tribunal is not persuaded that the City of Parramatta Council is incorrectly categorised or satisfies the criteria of Principal CBD, which reflect the unique position of the Council of the City of Sydney. Nor did it advance any changed criteria which would fairly capture both its position and that of the Council of the City of Sydney. That the two can fairly be equated, has also not been established.

140. The Determination has long recognised the distinct role which the Council of the City of Sydney plays, with the result the higher fees its Mayor and Councillors receive, which is reflected in the current criteria:

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

Section 3 – 2026 Review

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

141. The submission and data advanced did not establish that Parramatta satisfies these criteria. Nor a basis for the conclusion that its Mayor and Councillors should receive the same fees as those received by the Mayor and Councillors of the City of Sydney.

142. The criteria which apply to its category, Major CBD, being:

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

Section 3 – 2026 Review

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

143. The assumptions reflected in these criteria were challenged by other Councils as no longer being correct. Blacktown Council relying, for example, on data which showed that its residential population in 2024 was considerably greater than that of Parramatta, 274,956 to 438, 843. As was its total population, including workers not residing within its area.
144. The data received helped drive the conclusion that the current criteria may no longer be fit for purpose. And that further consideration needs to be given to what appropriate categories now are and what criteria should apply to them.
145. But the reclassification proposed on this review, cannot be accepted.

Proposed new Metropolitan Major – High Growth Category

146. Blacktown City Council sought the creation of a new category, Metropolitan Major – High Growth, for which it did not advance either criteria, or proposed fees.
147. It is now classified as a Metropolitan Major Council, together with Canterbury Bankstown. They having both last been assessed as falling below the Major CBD category, into which only the City of Parramatta falls. The current criteria for the Metropolitan Major category are:

Section 3 – 2026 Review

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum*
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- significant industrial, commercial and residential centres and development corridors*
- high population growth.*

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

148. Blacktown contended that the proposed new category would recognise larger, more complex Councils which exceed the criteria of Metropolitan Major. It being relevant that it would continue to outstrip Parramatta in various respects, given its current and expected ongoing growth. This new category thus facilitating fair and appropriate adjustments to the remuneration payable to Mayors and Councillors.

Section 3 – 2026 Review

149. The Council relying on data such as population, budget and asset growth, as well as ‘transformational’ projects and ongoing developments which had driven further change and challenges for it and its officers, reflective of its strategic planning and economic sphere of influence. It claiming now to be the fourth largest economy in NSW, with significant plans for further growth to 2041.
150. It also relied on comparisons which it sought to draw with Canterbury-Bankstown, from which it said it is now differentiated by a range of factors, which it is not necessary to explain.
151. What was not advanced was either proposed criteria for the new category sought, nor fees which might fairly attach to it. The Council placing reliance on what parliamentarians are paid in NSW, a reliance which I have explained is not available under the current statutory scheme.
152. The difficulty with what was proposed is also revealed by the limited difference between the maximum and minimum fees for the existing categories, which reflects an assessment that the work involved cannot be significantly differentiated.
153. Nor can it be accepted that it is appropriate for criteria to be based on anticipated growth in population, infrastructure, assets or budgets, as this and some other submissions urged. That is not embraced by s 240 of the Act. Nor can anticipated developments be accepted to be a reliable basis on which decisions can fairly be made about categories or criteria, depending as they do on assumptions.
154. The basis of what is anticipated at a particular point in time being unlikely to be able to be established by independent, reliable and publicly available data, which will allow relevant comparisons to be drawn. And the adoption of such criteria giving rise to the difficulties which will result, if what is anticipated, does not come to pass.

Section 3 – 2026 Review

155. It may also not be overlooked that when the submissions were received, Major CBD Mayoral fees ranged from \$44,840 to \$126,320, while those in Metropolitan Major Councils ranged from \$44,840 to \$114,300. This helps explain why the view has to be taken that there is little purpose to be served by the adoption of the proposed new category, which would sit between the existing categories.
156. Particularly without identification of criteria which reflect its true differentiation from the existing categories. That such differentiation does not exist, is reflected in the current small differences in fees for the existing categories.
157. The result is that the Tribunal has not been persuaded that the proposed new category can be established.
158. If in the 2027 review the establishment of new categories is pursued, the Tribunal should be provided with a proposal which addresses not only the name of the proposed category, but also appropriate criteria, together with the maximum and minimum fees which are proposed. They will have to have appropriate relationships with other categories, which will also have to be explained by the submission.
159. As will the consequences of their adoption for other Councils which may be affected. Such Councils will also have to be given an opportunity to be heard, before the Tribunal comes to any conclusions about proposed new categories. That will be achieved by service of the proposed change on other affected Councils.

Metropolitan Major

160. No Council sought any alteration to the criteria or recategorisation to this category.

Section 3 – 2026 Review

Metropolitan Large

161. Both Randwick and Willoughby Councils sought to be recategorised as Metropolitan Large Councils, currently being categorised as Metropolitan Medium. Despite neither satisfying the population threshold, although Randwick does satisfy the revenue criteria. Their total populations as at 1 July 2025 being, 176,656 and 133,052 respectively, including non-resident workers.
162. Randwick City Council sought to be reclassified from Metropolitan Medium to Metropolitan relying on:
- Population estimates as at 1 July of 201,000, comprising of 156,000 residents and 45,000 non- resident working population;
 - A high population growth that regularly exceeds the Sydney average;
 - An operating revenue of \$221 million;
 - A Gross Regional Product of \$10.55 billion for the year ending June 2024;
 - The provision of reginal services, including major education, health, sporting, recreation and cultural facilities; and
 - Significant industrial, commercial and residential centres and development corridors.
163. Willoughby City Council contending that it exceeded the functions of a typical Metropolitan Medium Council, relying on:
- A population as at 30 June 2024 of 79,634 with a growth rate of 5.47% between 2022 and 2024;
 - A forecast for continued population growth due to the planned construction of additional dwellings, the likely impact being an increase of 15,000 to 20,000 people in coming years;

Section 3 – 2026 Review

- A high daily visitation rate driven by the employment and commercial hub of Chatswood with opal data showing in excess of 50,000 entries and exits per day at Chatswood station;
- Total revenue of \$187.9 million for the 2025/2026 financial year;
- A Gross Regional Product of \$13.11 billion for the year ending June 2024; and
- The provision of regional services in health, education, culture, transport and two (2) large retail precincts.

164. The current criteria are:

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- *total operating revenue exceeding \$200M per annum*
- *the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- *significant industrial, commercial and residential centres and development corridors*
- *high population growth.*

Section 3 – 2026 Review

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

165. It follows that the recategorisation sought by Randwick and Willoughby Councils cannot be accepted, given the current population requirements.
166. The data also suggested that the Inner West Council may no longer satisfy the applicable criteria, it having been reclassified in 2020 from Metropolitan Medium, but having in 2024 non-resident workers of only 43,100 and a residential population of 193,125. In the 2027 review this Council will thus be invited to establish which criteria it then satisfies.
167. The data also shows that Campbelltown Council has a total population over the threshold for the Metropolitan Large category, but that it does not satisfy the non-resident working population criteria and so it also cannot be reclassified.

Metropolitan Medium

168. No changes were sought to the criteria, which are:

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum*

Section 3 – 2026 Review

- *services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*

- *industrial, commercial and residential centres and development corridors* • *high population growth.*

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

169. Canada Bay, a Metropolitan Small Council, does satisfy the revenue criteria and has a total population of over 100,000, but it does not satisfy the non-resident working population criteria and so also cannot be recategorised.

Proposed new Metropolitan Small – Fast Growing category

170. Burwood Council, categorised as a Metropolitan Small Council, proposed the creation of this new category, in which it sought to be included. It proposing that it be 'aligned' to the Metropolitan Medium category, to recognise its scope, scale and strategic importance, given the challenges of rapid population growth and increasing service demands it faced.

171. The criteria for the Metropolitan Small Council are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- *total operating revenue less than \$150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic

Section 3 – 2026 Review

influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

172. Burwood Council pointed to the criteria for Metropolitan Major, Large and Medium categories, which were considered to have regard to population growth, economic influence and impact of services, as well as considerations such as strategic importance. While Metropolitan Small criteria were confined to population size and operating revenue. It contending that its inclusion in the proposed new category was warranted due to:
- Its recognition by the NSW Government as a designated strategic centre;
 - Increased complexity in planning, service delivery, and intergovernmental coordination;
 - A population that is expected to double in the next 10 years due to major developments in the town centre and in close proximity to the new metro station; and
 - Its economic growth and influence across Greater Sydney, specifically its night time economic initiatives.
173. The Tribunal has not concluded that the creation of this proposed new category is warranted, given the existing criteria and the resulting fees which the current categories attract.
174. Given the existing overlap in the fees of the Metropolitan Small and Medium categories and how their criteria are structured, the Tribunal is not persuaded that an intervening category is needed.
175. These submissions did help shed light on the inherent difficulties of the existing fee structures. Which has to be considered in light of the overlaps and small differences in the fee ranges between the differing categories. But that still precludes the adoption of this proposed new category.

Section 3 – 2026 Review

Metropolitan Small

176. No change to the criteria was proposed. They are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- *total operating revenue less than \$150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Major Regional City

177. This category applies to Newcastle and Wollongong, and no change was sought to the criteria, which are:

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- *are metropolitan in nature with major residential, commercial and industrial areas*
- *typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.*

Section 3 – 2026 Review

- *provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region*
- *have significant transport and freight infrastructure servicing international markets, the capital city and regional areas*
- *have significant natural and man-made assets to support diverse economic activity, trade and future investment*
- *typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.*

The proposed change to the Major Strategic Area criteria

178. Lake Macquarie Council proposed a change to the criteria of this category, which would result in its reclassification from Regional Strategic Area to the Major Strategic Area category. By reducing the population threshold from 300,000 to 200,000. That proposal not impacting any other Council.
179. The submissions it advanced were one of the few which directed required attention to matters which have to be considered by the Tribunal, when considering change to categories and criteria. Including the relevant history, the consequences of changes earlier made, relevant comparisons between positions of Councils in the affected category and the consequences of the proposed further change.
180. The current criteria for the two categories are:

Major Strategic Area

Section 3 – 2026 Review

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$250M per annum*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other Non-metropolitan Councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

Section 3 – 2026 Review

- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$250M per annum*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

181. In 2023 the Tribunal determined that the population criteria threshold for the Regional Strategic Area had to be adjusted from 200,000 down to 100,000, that resulting in Lake Macquarie Council no longer being the only Council in this category. Council reiterated its views, urged in 2024 and 2025, that this change had distorted the distinction between the Major Strategic Area and Regional Strategic Area categories, given the other Councils which now also fell into the Regional Strategic category.
182. The Council's population statistics in 2024 were of 221,859 residents, plus a non-resident working population of 23,769, totalling 246,095. It drew a comparison with that of the Central Coast Council, which has 354,803 residents, plus a non-resident working population of 11,043, totalling 365,846. While of the four other Councils categorised as Regional Strategic Areas, the greatest total population was Shoalhaven, which has 115,435.

Section 3 – 2026 Review

183. The Council also relied on it having similar gross regional product to Wollongong Council, a Major Regional City. As well as more than double that of the other Councils now in the Regional Strategic category. Its case that the population threshold for Major Strategic Area should be revised from 300,000 down to 200,000 also being supported by:

- Its population, now making it the second largest Non-metropolitan Council after Central Coast with proximity to Sydney and tourist numbers similar to that Council;
- Its density of some 338/sqm, being considerably more than Maitland at 245, Tweed and 76 and Shoalhaven only 24, while Central Coast was 211 and even Wollongong 324;
- Its predicted population growth to 2046, with resulting ongoing building demand;
- The impact of major NSW Government projects within its LGA, including the Low and Mid-rise Housing reform announced in February 2025;
- The Renewable energy zone and Transport Oriented Development Program;
- An annual economic output of \$30.03 billion, (approximately 20% of the Hunter economy);
- 14,768 active businesses;
- A Gross Regional Product of \$17.39 billion;
- A tourism industry that sees 1.65 million tourists per year; and
- University, shopping, airport and art facilities, as well as Australia's largest power station.

184. The Council thus urged acceptance that its output and scale of operations were now significantly greater than that of other Councils in its category and more akin to Central Coast Council, with the result that the population threshold for the Major Strategic Area category should be reviewed.

Section 3 – 2026 Review

185. The Tribunal has concluded that the Council's submissions should be accepted. The 2023 changes having had unintended consequences, which ought now to be addressed, rather than awaiting the 2027 further review.
186. The submissions which this Council and some others made, also drew attention to the considerable impact of significant daily visitor numbers, not taken into account by the criteria. This is a matter which should be addressed in the 2027 Annual Review, so that the Tribunal can consider whether and how that might sensibly be reflected in category criteria.

Regional Strategic Area

187. No change to the criteria was proposed.
188. Port Macquarie-Hastings and Shellharbour sought to be recategorised as Regional Strategic Areas, but neither satisfy the population criteria. Having populations in 2024 respectively of only 92,772 and 89,967 respectively, including non-resident workers. They both still satisfying the criteria for their current category, Regional Centre, which are:

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*

Section 3 – 2026 Review

- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding \$100M per annum* • *the highest rates of population growth in regional NSW*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

189. Port Macquarie-Hastings Council contended that it met the criteria for Regional Strategic Area, relying on:

- An expectation that Council did exceed the population threshold when non-resident working population was included;
- A projected total operating revenue of \$276 million in 2025/26;
- Gross Regional Product of \$13.287 million;
- An economic output this is underpinned by healthcare, retail, construction, education and training, tourism, professional and technical services;
- Tier 1 regional health services that services a catchment area beyond their LGA boundary;
- Four (4) tertiary education institutions;
- The Council operated Port Macquarie regional airport that services Sydney, Brisbane and Lord Howe Island and a total of 5,013 flights annually;

Section 3 – 2026 Review

- A tourism industry that attracts over 1.7 million visitors per annum and contributing \$540 million to the economy; and
- Regional commercial and cultural services that include a performing arts theatre, an art gallery, courthouse and major hospitality, entertainment and conference venues.

190. Shellharbour City Council's proposal relied on:

- A residential and non-residential working population in 2024 of approximately 90,000, with expectations that the residential population will hit 100,000 by 2035;
- An annual population growth rate in excess of 1.8%;
- An expected operating revenue of \$262 million in 2025/26;
- A Council owned and operated regional airport;
- A Council owned marina;
- A Tertiary training campus; and
- Construction of the new Shellharbour Hospital which will deliver improved health facilities for the Illawarra Shoalhaven Local Health District.

191. The criteria do not encompass categories being allocated on the basis of anticipated growth in population and revenues and so the recategorisations sought must be refused.

192. It also appears that Armidale Council does not meet the population threshold, but in earlier reviews the Tribunal concluded that it should remain in this category, for specified reasons. In the 2027 Annual Review it will be invited to make a submission about its appropriate categorisation, given the criteria which it then satisfies.

Regional Centre

193. No change to the criteria was proposed. They are:

Section 3 – 2026 Review

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment*
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- total operating revenue exceeding \$100M per annum*
- the highest rates of population growth in regional NSW*
- significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- a proximity to Sydney which generates economic opportunities.*

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

194. Broken Hill Council also no longer satisfies the criteria of this category, which it submitted it should maintain, its population in 2024 only being 17,839. In the 2027 Annual Review it

Section 3 – 2026 Review

will be invited to address its appropriate categorisation, to ensure that it is then placed into the appropriate category, given the criteria which it then satisfies.

195. The applicable criteria for this category being:

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages*
- health services, tertiary education services and regional airports which service a regional community*
- a broad range of industries including agricultural, educational, health, professional, government and retail services*
- large visitor numbers to established tourism ventures and events.*

196. Murray River Council sought to be recategorised as Regional Rural, it being currently classified as Rural Large, despite not satisfying the population criteria, its population in 2025 still only totalling 16,042. It relied on large visitor numbers to support its submissions, which had increased over time, as well as other changes. Referring to matters such as:

- An annual population growth rate of 8-11% in the main centre of Moama, with predicted population numbers reaching over 18,000 by 2046;
- A growing tourism, accommodation and food industry that supports 14.1% of the employment figures in their LGA;

Section 3 – 2026 Review

- Tourist visitation growing on average by 10% per annum, with the average number of visitors in 2023 and 2024 of 481,595; and
- Significant growth in education, training, health and retail service employment categories.

197. Despite this, the Tribunal has concluded that this submission cannot be accepted. Population is an important aspect of the categorisation system which cannot routinely be overlooked when Councils are categorised. The Act not contemplating subjective categorisation.

Rural Large

198. No changes were proposed to the criteria, which are:

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural Councils*
- *local economies based on agricultural/resource industries.*

199. The Tribunal has identified that Dungog Shire Council now has a residential population greater than 10,000 and a Councillor to resident ratio greater than 1 to 1,200. As a result,

Section 3 – 2026 Review

Dungog Shire Council will be classified as a Rural Large Council in the 2026 Annual Determination.

Rural

200. No changes were proposed to these criteria, which are limited to “Councils categorised as Rural will typically have a residential population less than 10,000”.
201. Although Glenn Innes Severn Council observed that this review provided an opportunity to “recalibrate the remuneration and categorisation system to ensure its contemporary, fair, capable of supporting the expectation and responsibilities placed on elected representatives.”

County Councils

202. A summary of County Council functions produced by the Tribunal Secretariat is:

Castlereagh Macquarie County Council

A local government authority for weed management control in the Walgett, Coonamble, Waren, Gilgandra and Warrumbungle Shire Council areas.

Central Tablelands Water

Central Tablelands Water is the trading name adopted by Central Tablelands County Council, a water supply authority constituted under NSW Local Government Legislation.

Central Tablelands County Council was first proclaimed in 1944. The county area embraces the Shires of Blayney, Cabonne and Weddin. Bulk water is also supplied to Cowra Shire Council to service rural consumers and the villages of Woodstock and Gooloogong.

Section 3 – 2026 Review

Goldenfields Water

It is responsible for water supply functions within the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai, Hilltops and Narrandera.

It also supplies water in bulk to Hilltops and Cootamundra-Gundagai Councils, which distribute the water directly to residents in parts of their local government area.

Approximately 11, 974 properties are connected directly to its drinking water supply network in Bland, Coolamon, Junee, Temora and parts of Cootamundra-Gundagai and Narrandera.

The facilities it owns and operate include:

- 34 water pumping stations (including river extraction and Jugiong Water Treatment Plant Pumping Station)*
- 72 water supply reservoir sites with approximately 115 reservoirs*
- Eight bores*
- Six re-chlorination stations*
- 2100 km of water mains*

Western Sydney Weeds Authority (formerly Hawkesbury River County Council)

Western Sydney Weeds Authority (formally Hawkesbury River County Council) is a special purpose Council, its goal being to administer the Biosecurity Act 2015 (NSW) throughout our Council areas of Blacktown, Hawkesbury, Penrith and the Hills Shire. That involving

Section 3 – 2026 Review

weed management, detection of new incursions and containment of high-risk plant species that impact on biodiversity, agriculture, and property.

Riverina Water County Council

It is responsible for the provision of safe, reliable water at the lowest sustainable cost. over an area of approximately 15,400 square kilometres with a population of more than 77,000 people.

Rous County Council

Its experts and advisors supply the Northern Rivers with water, weed biosecurity, and rural flood mitigation. It sources, stores, treats and supplies water to the Ballina, Byron, Lismore and Richmond Valley Councils, which on-sell water to their communities.

Protecting the region's biodiversity by managing and eradicating high-risk weed species. Working closely with communities and Councils in Ballina, Byron, Lismore, Richmond Valley, Kyogle and Tweed Shire regions.

And also managing the rural flood mitigation for the Richmond River floodplain. Including monitoring and managing an 80km network of levees, 750 floodgates, and 180km of drains to reduce inundation and divert flood waters.

Upper Hunter County Council

It is the registered trading name of Upper Hunter County Council a single purpose Council which is a Local Control Authority for invasive plants under the NSW Biosecurity Act, 2015 (NSW).

Its present area of operation is the local government areas of Upper Hunter, Muswellbrook and Singleton located at the northern end of the Hunter Valley, New South Wales.

Section 3 – 2026 Review

It provides weed management systems utilizing technology to prevent, contain or reduce the biosecurity risk of invasive plants to the environment, economy and community within the area of operation of the County Council.

Upper Macquarie County Council

It is a local control authority for the Biosecurity Act 2015. Two Councillors are delegated from each of four constituent Councils to form an eight Member Central Tablelands Weeds Authority Council. Its core function being to detect priority weeds and actively encourage landholders to correctly manage the identified priority weed in accordance with the Central Tablelands Local Lands Services Strategic Weed Management Plan.

It carries out its functions across Bathurst Regional Council, City of Lithgow Council, Blayney Shire Council and Oberon Council.

County Councils – Water

203. No change was proposed for the criteria, which are “County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.”
204. The current list of these Councils is accurate.

County Councils – Other

205. No change was proposed for the criteria which are “County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015 (NSW).”
206. Two County Councils – Other have been removed from the 2026 Annual Determination, being the Central Murray and the New England Tableland County Councils. The New

Section 3 – 2026 Review

England Tableland County Council was dissolved on 16 June 2025, by the *Local Government (Dissolution of New England County Council) Proclamation 2025*. The Central Murray County Council was dissolved on 1 July 2019, by a proclamation made under s 397 of the *Local Government Act*, as noted in NSW Government Gazette No 65-2205 of 27 June 2019.

207. The result is that only four Councils now fall into this classification.

Section 4 – The 2027 Annual Review

Structure and fee considerations

208. In the 2026 Annual Review, it has come to light that:

- There has been considerable change which has affected the work of those elected or appointed to Council offices, in part driven by Government decisions which have affected Councils over time. Including in the case of Metropolitan Councils those explained in the Governments draft 2026 Sydney Plan and in the case of Non-metropolitan Councils, by various regional plans;
- They and submissions advanced raise for consideration whether the current number of categories remain necessary. Reliance having been placed on Victoria, for example, where there are only 4 categories;
- The current criteria, first fixed in 2017 and amended since then in various Annual Determinations, do not accord entirely with the requirements of s 240, which specifies the matters by which the Tribunal **must** determine the categories of Councils and Mayors;
- Some of the current criteria could better assist transparent classification of Councils into categories;
- There has not for some time been an overall assessment of whether Councils continue to satisfy the criteria of the categories into which they have been placed over time;
- Changes in the fee structure, over time, have resulted in a considerable overlap between the maximum and minimum fees payable in various categories, which may no longer be appropriate, given submissions advanced;
- Some light on which was also shed by the conclusions arrived at in the 2025 Special Determination, in relation to the Central Darling Shire Council, on which reliance has been placed.

Section 4 – The 2027 Annual Review

209. The results are best explained by the following snapshot of the current categories, fees, overlaps and ratios. It having to be understood that Mayors and Chairpersons are paid both the Councillor fee, as well as the separate fee fixed for their offices. This also helps explain the Tribunal's decision to undertake the further review in 2027.

Table 1 – Table of Councillor and Mayoral fees, by Council categories

	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
Category	Min	Max	Min	Max	Min	Max
Principal CBD	\$193,650	\$254,810	\$31,640	\$46,420	6.1:1	5.5:1
Central Darling Shire Council - Appointed Chairperson	\$72,080	\$72,180	\$13,830	\$13,930	5.2:1	5.2:1
Major CBD	\$44,840	\$126,320	\$21,120	\$39,100	2.1:1	3.2:1
Metropolitan Major	\$44,840	\$114,300	\$21,120	\$36,970	2.1:1	3.1:1
Major Regional City	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Major Strategic Area	\$44,840	\$114,300	\$21,120	\$36,690	2.1:1	3.1:1
Metropolitan Large	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1

Section 4 – The 2027 Annual Review

	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
Regional Strategic Area	\$44,840	\$101,470	\$21,120	\$34,820	2.1:1	2.9:1
Metropolitan Medium	\$33,630	\$78,480	\$15,830	\$29,550	2.1:1	2.7:1
Regional Centre	\$32,940	\$68,800	\$15,830	\$27,860	2.1:1	2.5:1
Regional Rural	\$22,420	\$50,680	\$10,530	\$23,220	2.1:1	2.2:1
Metropolitan Small	\$22,420	\$50,650	\$10,530	\$23,220	2.1:1	2.2:1
Rural Large	\$16,820	\$40,530	\$10,530	\$18,890	1.6:1	2.1:1
Rural	\$11,210	\$30,390	\$10,530	\$13,930	1.1:1	2.2:1
Water	\$4,490	\$19,080	\$2,090	\$11,620	2.1:1	1.6:1
Other	\$4,490	\$12,670	\$2,090	\$6,930	2.1:1	1.8:1

Section 4 – The 2027 Annual Review

The conduct of the 2027 Annual Review

210. In 2027, the Tribunal intends to commence its review earlier than usual, in order to accommodate the detailed review of the Determination's categories which it has concluded it is necessary to pursue. Together with a consideration of appropriate criteria which reflect the requirements of s 240 of the Act. In order to facilitate the adoption of fees appropriate for the revised structure, also having regard to demonstrated change over time, as well as current responsibilities of Mayors and Councillors.
211. That will also require a review of the category into which each Council should then be placed, which s 239 of the Act requires must be undertaken at least once every three years.
212. Submissions will thus be invited in a two stage process.
213. The first, to determine how the Determination should be amended to achieve the category and criteria structure which the Act envisages, as well as the appropriate maximum and minimum fees. That, it must be observed, will not necessarily result in the current number of categories being retained.
214. In the second stage submissions about Councils' placement into the new structure will be sought.
215. The Tribunal will then ask Councils to provide reliable data to support their submissions about which category they fall into. Addressing each of the applicable criteria adopted, as well as relevant comparisons which they seek to draw with other Councils.
216. Categorisation having to be as transparent and fair as possible, the Tribunal intends to rest its decisions on reliable data such as that available from ABS statistics and budgets which Councils adopt year to year. The Tribunal will thus invite those who make submissions to provide reliable data and information, on which its decisions can be made. Not merely the expression of unsupported opinions.

Section 4 – The 2027 Annual Review

217. As it has in the past, the Tribunal will thus also ask Councils, when inviting submissions, to confirm that the information and submissions advanced have been endorsed by a Council vote.
218. It will thus invite submissions and information which will enable it to examine and determine whether the current categories and criteria remain fit for purpose. Given the requirements of the Act, the data on which the Tribunal's decisions must be based and the problems to which this report has drawn attention, which it will seek to address.
219. If it is considered that categories require adjustment, submissions should address what form the new categories and criteria should take, to reflect the statutory purpose of the categories of Councils and mayoral offices and their role in the fair determination of fees. As well as addressing proposed criteria which adhere to the requirements of s 240(1) of the Act, which will help the Tribunal to determine the maximum and minimum fees appropriate for the new structure, which should thus also be addressed.
220. At the first stage of this process, Councils will be asked to serve proposals which will affect other Councils, on all affected Councils, so that they may have a fair opportunity to address such proposals in their submissions.
221. What is proposed in order to adjust fees to reflect cost of living increases should also be identified at the first stage. As well as the final fees proposed. The submissions should also address changes relied on to warrant their adoption. With reliable information which supports the claimed changes, also being provided.
222. An example of potential revised criteria for the current Metropolitan Major category, which has regard to all of the requirements of s 240 of the Act, as well as to matters which the Tribunal has in the past identified to be relevant to the determination of the category into which Councils follows.

Section 4 – The 2027 Annual Review

223. What the Tribunal envisages in the 2027 review including the adoption of a structure which, if dollar figures are specified, may have to be adjusted over time, in order to reflect changes over time. As may specified population sizes.

224. A revised category for Metropolitan Major Councils, if it is retained, which has regard to the s 240 requirements, could thus provide:

Metropolitan Major

Councils categorised Metropolitan Major;

(1) must have a minimum residential population, or a combined residential and non-resident working population (of at least 50,000), which exceeds 400,000.

(2) will typically serve:

(a) a dense population occupying a built up physical terrain;

(b) a widely diverse community

(c) an area at least as large as those of Metropolitan Large Councils of ?,

(d) industrial, commercial and residential development which is both at least as significant and as extensive as that of Metropolitan Large Councils, with established development corridors;

(3) will also have:

(a) to manage a significant volume of business, consistent with its assets and budgets, which is at least as significant and varied as that of Metropolitan Large Councils;

Section 4 – The 2027 Annual Review

(b) operating revenue exceeding, for example, \$394,617,030 per annum, that being \$300 million adjusted by December CPI since December 2016;

(c) a sphere of economic influence and significance beyond the Council area, nationally as well as regionally, reflective of their service of:

(i) natural and/or developed attractions within the Council area, including sport, recreational and cultural facilities, which daily attracts significant tourism and/or visitors from outside the Council area; and

(ii) major health, education and other facilities which support the greater Sydney population; and

(d) a continuing high rate of population growth and development for which the Council is planning, evidenced by ?.

225. After submissions have been received in the second stage, the Tribunal will make its 2027 Annual Determination, which will include the new categories, criteria and increased fees the Tribunal has determined will take effect from 1 July 2027. As well as identifying the category into which each Council will then be placed.

Local Government Remuneration Tribunal



The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Section 5 – Determinations

Determination No. 1 – Allocation of Councils into each of the categories as per section 239 of the Act effective 1 July 2026

General Purpose Councils – Metropolitan

Principal City (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland
- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (2)

- Central Coast
- Lake Macquarie

Regional Strategic Area (4)

- Maitland
- Mid-Coast
- Shoalhaven
- Tweed

Regional Centre (22)

- | | |
|-------------------|---------------------------|
| • Albury | • Hawkesbury |
| • Armidale | • Lismore |
| • Ballina | • Orange |
| • Bathurst | • Port Macquarie-Hastings |
| • Blue Mountains | • Port Stephens |
| • Byron | • Queanbeyan-Palerang |
| • Cessnock | • Shellharbour |
| • Clarence Valley | • Tamworth |
| • Coffs Harbour | • Wagga Wagga |
| • Dubbo | • Wingecarribee |
| • Eurobodella | • Wollondilly |

Regional Rural (14)

- | | |
|---------------------|------------|
| • Bega | • Griffith |
| • Broken Hill | • Hilltops |
| • Goulburn Mulwaree | • Kempsey |

Section 5 – Determinations

- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (17)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Dungog
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (37)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling*
- Cobar
- Coolamon
- Coonamble
- Edward River
- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee

Section 5 – Determinations

- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

* Designated as a Rural and Remote Council by the *Local Government (General) Regulations 2021*

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (4)

- Castlereagh-Macquarie
- Upper Hunter
- Upper Macquarie
- Western Sydney Weeds Authority
(formerly Hawkesbury River)

Section 5 – Determinations

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the Act effective from 1 July 2026

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2026 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 1: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	32,810	48,140
Major CBD	21,900	40,550
Metropolitan Major	21,900	38,340
Metropolitan Large	21,900	36,110
Metropolitan Medium	16,420	30,640
Metropolitan Small	10,920	24,080

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Principal City	200,820	264,240
Major CBD	46,500	130,990
Metropolitan Major	46,500	118,530
Metropolitan Large	46,500	105,220
Metropolitan Medium	34,870	81,380
Metropolitan Small	23,250	52,520

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	21,900	38,050
Major Strategic Area	21,900	38,050
Regional Strategic Area	21,900	36,110
Regional Centre	16,420	28,890
Regional Rural	10,920	24,080
Rural Large	10,920	19,590
Rural	10,920	14,450

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	46,500	118,530
Major Strategic Area	46,500	118,530
Regional Strategic Area	46,500	105,220
Regional Centre	34,160	71,350
Regional Rural	23,250	52,560
Rural Large	17,440	42,030
Rural	11,620	31,510

County Councils

Councillor/Member Annual Fee (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	2,170	12,050
Other	2,170	7,190

Section 5 – Determinations

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2026

Category	Minimum	Maximum
Water	4,660	19,790
Other	4,660	13,140

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Section 5 – Determinations

Determination No. 3 - Fees for appointed Councillors and Chairperson as per clause 12(c), Schedule 11 of the Act effective from 1 July 2026

Councils designated as ‘rural and remote Councils’

The annual fees to be paid to appointed Councillors and the Chairperson of councils designated as a rural and remote Council on and from 1 July 2026, as per clause 12(c), schedule 11 of the *Local Government Act 1993* are determined as follows:

Table 2: Fees for appointed Councillors and Chairpersons of rural and remote Councils

Appointed Councillor Annual Fee (\$) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	14,340	14,450

Appointed Chairperson Additional Fee (\$) effective 1 July 2026**

Council	Minimum	Maximum
Central Darling Shire Council	74,750	74,850

**This fee must be paid in addition to the fee paid to the Chairperson as an appointed Councillor (s.249(2)).

Local Government Remuneration Tribunal



The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Appendices

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Appendices

Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$300M per annum
- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$200M per annum

Appendices

- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding \$100M per annum
- Services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Industrial, commercial and residential centres and development corridors
- High population growth.

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

Appendices

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- Total operating revenue less than \$150M per annum.

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Appendices

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- Are metropolitan in nature with major residential, commercial and industrial areas
- Typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- Provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- Have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- Have significant natural and man-made assets to support diverse economic activity, trade and future investment
- Typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 200,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

Appendices

- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Appendices

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large city or town providing a significant proportion of the region's housing and employment
- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding \$100M per annum
- The highest rates of population growth in regional NSW
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Appendices

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- Health services, tertiary education services and regional airports which service a regional community
- A broad range of industries including agricultural, educational, health, professional, government and retail services
- Large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

- One or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- A limited range of services, facilities and employment opportunities compared to Regional Rural Councils
- Local economies based on agricultural/resource industries.

Appendices

Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

9.4 APPLICATIONS FOR FINANCIAL ASSISTANCE UNDER COUNCIL'S DONATIONS POLICY

File Number: 78732

Author: Director Corporate Services

Authoriser: General Manager

Annexures: 1. 2026.06.02 Donations Committee Meeting Minutes [↓](#)

RECOMMENDATION

Receive and note the report.

1. That Council provide financial assistance in accordance with the recommendations from the Donations Committee as follows:

(a) Gulargambone Tennis Club Inc	\$ 3,000.00
(b) Coonamble Cancer Survival Fund	\$ 5,000.00
(c) Marthaguy Picnic Races Club	\$ 5,000.00
(d) Coonamble Rams Rugby Club	\$ 1,580.00
(e) Coonamble Jockey Club	\$10,000.00
(f) Coonamble Public School	\$ 1,000.00
(g) Coonamble High School	\$ 1,000.00
(h) St Brigids Catholic School	\$ 1,000.00
(i) Gulargambone Central School	\$ 1,000.00
(j) Quambone Public School	\$ 1,000.00

EXECUTIVE SUMMARY:

The purpose of this report is to table to for Council's consideration and adoption of the recommendations from the recently convened Donations Committee meeting held the 2 June 2026.

BACKGROUND

Council's adopted Donations Policy sets out the guidelines to be followed and includes an acquittal form to be completed by each recipient of funding prior to 30 June in which the funds are granted.

At the commencement of the 2025-2026 financial year Council resolved to allocate \$76,100 in funding to towards the provision of financial assistance under the guidance of this policy. At the time of writing this report, \$42,805 has been disbursed to approved donations leaving a budget of \$33,295 for other donations.

For Council's information the remaining \$33,295 is allocated as follows:

- Mayoral Donations - \$ 4,295
- Donations Unallocated - \$29,000

The applications being considered by Council today represent the third and final rounds of applications to be considered in the 2025-2026 financial year.

REPORT:

A summary of the donation request and how they benefit the community is provided below for the committee's information.

- Gulargambone Tennis Club – seeking financial assistance to support the ongoing operational costs incurred by the club.

In addressing how the outcome will benefit the community, the application states that the funding will assist the club to remain viable into the future. It further notes that the Gulargambone Tennis Club serves as an important social hub for residents of Gulargambone and surrounding districts, and that the club is seeking to increase participation across all sectors of the community.

- Coonamble Cancer Survival Fund – Seeking a financial contribution / partnership towards the costs of hosting of the 2026 Paddock Picnic.

In addressing how the outcome will benefit the community, the application states that hosting the event will not only stimulate the local economy through visitor spending and local procurement, with an anticipated value of \$30,000, but will also assist the Coonamble Cancer Council in continuing to support residents diagnosed with cancer through the provision of one-off financial payments.

- Marthaguy Picnic Race Club – Seeking financial assistance towards costs associated with hosting the annual Picnic Race meeting as well as upgrades to facilities at the grounds

In addressing how the outcome will benefit the community, the application states that not only does the hosting of the annual race meeting act as a family friendly social event for residents while also acting as a tourism drawcard, thereby stimulating the local economy.

- Coonamble Rams Rugby Club – Seeking financial support towards Council venue hire fees associated with hosting a community ball at the Coonamble Showground to celebrate the clubs 70th anniversary.

In addressing how the outcome will benefit the community, the application states the event will benefit provide both social and economic benefits to the wider community. Socially, it will foster the reconnection of past and present residents, whilst acknowledging the valuable work of volunteers. Economically, it will stimulate the local economy by attracting visitors to Coonamble.

- Coonamble Jockey Club – Seeking financial assistance to support the ongoing operational costs incurred by the club.

In addressing how the outcome will benefit the community, the application states the contribution towards ongoing operating costs will assist in alleviating financial pressures currently faced by the organisation due to prolonged drought conditions and recent cancellation of race meetings.

The application further notes that “The racecourse is a vital community asset, providing opportunities for local events, tourism, and community engagement” from which the broader community benefits both socially and economically.

As part of general discussions, the Committee noted that this was the final round of donations for the 2025–26 financial year and, given that funding remained available within the allocated budget, recommended that each school within the Coonamble Shire receive a donation of \$1,000 to support student and community outcomes.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Building our Social Capital
Our Assets	N/A
Our Country	N/A
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive

Governance	Positive
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Financial Resource Implications:

The value of the recommended donations can be funded from the remaining unallocated donations vote of \$29,000, with the remaining balance of \$580 to be funded from the Mayoral vote.

Policy / Legal and Statutory Implications:

Council's adopted Donations Policy provides the framework for considering and assessing the requests for financial assistance presented to Council and ensures compliance with Sections 23 and 24 of the *Local Government Act 1993*

Risk Management – Business Risk/Work Health and Safety / Public:

There is no risk implications associated with this report.

Options:**Option 1:**

The Council approve the suggested disbursement of \$29,580 in donations, as outlined in the report.

This is the Donation Committee's preferred option as the donation requests received fall within the scope and budget allocation of Council's Donation Policy.

Option 2:

The Council vary the recommended level of financial assistance to be provided to the organisations.

On review of the recommendations received, Council may wish to nominate a different level of recommended support to be provided.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No



MINUTES

**Donations Committee Meeting
Tuesday, 2 June 2026**

Donations Committee Meeting Minutes

2 June 2026

**MINUTES OF COONAMBLE SHIRE COUNCIL
DONATIONS COMMITTEE MEETING
HELD AT THE COMMITTEE ROOM
ON TUESDAY, 2 JUNE 2026 AT 2:00 PM**

PRESENT: Cr Daniel Keady, Cr Steven Butler, Cr Karen Churchill

IN ATTENDANCE: Rebecca Payne (Executive Assistant)

1 OPENING/WELCOME

Meeting opened 2.15,

Present – Mayor Daniel Keady, Cr Steven Butler, Cr Karen Churchill, Greg Hill - General Manager, Bruce Quarmby Director Corporate

2 APOLOGIES

Nil

3 MINUTES OF PREVIOUS MEETING

COMMITTEE RESOLUTION

Moved: Cr Steven Butler

Seconded: Cr Karen Churchill

That the minutes of the Donations Committee Meeting of the Coonamble Shire Council held on Tuesday, 3 March 2026 be confirmed as a correct record of the proceedings of the meeting.

CARRIED

4 GENERAL BUSINESS

Disclosure of Interest –

Cr Daniel Keady declared non-pecuniary with the application for the Coonamble Jockey Club and indicated that he would leave the room when the committee discussed the request

4.1 APPLICATIONS FOR FINANCIAL ASSISTANCE UNDER COUNCIL'S DONATIONS POLICY

Receive and note the report.

- 1. That Council provide financial assistance in accordance with the recommendations from the Donations Committee as follows:**

- | | |
|------------------------------------|-------------|
| (a) Gulargambone Tennis Club Inc | \$ 3,000.00 |
| (b) Coonamble Cancer Survival Fund | \$ 5,000.00 |

Donations Committee Meeting Minutes

2 June 2026

(c) Marthaguy Picnic Races Club	\$ 5,000.00
(d) Coonamble Rams Rugby Club	\$ 1,580.00
(e) Coonamble Jockey Club	\$10,000.00
(f) Coonamble Public School	\$ 1,000.00
(g) Coonamble High School	\$ 1,000.00
(h) St Brigids Catholic School	\$ 1,000.00
(i) Gulargambone Central School	\$ 1,000.00
(j) Quambone Public School	\$ 1,000.00

Committee discussed applications and recommended application A to D

- Gulargambone Tennis Club Inc \$ 3,000
- Coonamble Cancer Survival Fund \$ 5,000
- Marthaguy Picnic Races Club \$ 5,000
- Coonamble Rams Rugby Club \$ 1,580

At 2.25 Cr Daniel Keady left the room ; Cr Steven Butler took chair committee discussed and the Coonamble Jockey club request and recommended

- Coonamble Jockey Club \$10,000

Cr Daniel Keady return to the room at 2.39

General business –

Discussed as last round of applications for the 2025-2026 financial year the committee also recommended that Council provide the following financial assistance to each of the following Schools within the Coonamble LGA

- Coonamble Public School \$1,000
- St Brigids Catholic School \$1,000
- Coonamble High School \$1,000
- Gulargambone Central School \$1,000
- Quambone Public School \$1,000

5 CONCLUSION OF THE MEETING

The Meeting closed at 2:45.

The minutes of this meeting were confirmed at the Donations Committee held on .

.....
CHAIRPERSON

9.5 DRAFT ASSET MANAGEMENT PLAN - TRANSPORT AND DRAINAGE**File Number:** AMP2026TAD**Author:** Executive Manager Corporate Governance
Manager Assets**Authoriser:** Director Corporate Services**Annexures:** 1. Draft Transport and Drainage Asset Management Plan [↓](#)**RECOMMENDATION****Receive and note the Draft Asset Management Plan - Transport and Drainage report.**

- 1. That Council receive and note the contents of the draft Transport and Drainage Asset Management Plan**
- 2. That the draft Transport and Drainage Asset Management Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days.**
- 3. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Transport and Drainage Asset Management Plan**

EXECUTIVE SUMMARY:

This report presents Council with the Draft Transport and Drainage (TaD) Asset Management Plan (AMP) to be considered and placed on public exhibition.

BACKGROUND

Under the NSW *Local Government Act 1993* and Integrated Planning and Reporting (IPR) Framework, Councils must prepare and maintain Asset Management Plans (AMPs) for infrastructure classes they own and manage. Currently, staff are preparing four such AMPs. This includes the Draft TaD AMP (Annexure 1), presented in this report for Councils consideration to be placed on public exhibition. The process of preparing the AMPs represents a significant step forward in maturity for Council's asset planning capabilities. It also reflects Council's commitment to the ongoing improvement in the way it approaches asset management holistically.

REPORT:

The Draft TaD AMP covers the infrastructural Classes; Transport and Drainage, along with associated captured assets. The TaD AMP provides an overview of the current state of the Transport and Drainage classes, using the following structure of:

1. Executive Summary
2. Introduction - provides the background and purpose of the plan, the asset management plan structure, and a summary of the state of the Transport and Drainage classes

3. Strategic Alignment – provides an overview of how the asset management plan fits into Council's other strategic documents as part of its Integrated Planning and Reporting framework
4. Levels of Service (LoS) – provides an overview of current LoS for both classes
5. Future Demand – provides an overview of the driving influences that may impact future demands of the TaD infrastructure
6. Life Cycle Management Plan – provides an overview of the health of the assets within both classes
7. Risk Management Plan – highlights the risks of failing TaD infrastructure, and points out the assets that are most critical
8. Financial Summary – provides financial statements, projections, and a funding strategy for the classes
9. Improvement Plan and Monitoring – highlights areas of improvement to the asset management process overall that are recommended

Appendix A – Useful Lives of Assets

Appendix B – Roads Hierarchy and Levels of Service

The structure and content of the TaD AMP aligns with the requirements outlined in the Integrated Planning and Reporting Guidelines. It is recognised that each AMP developed by Council is to be annually reviewed and updated, with improvements made between each iteration. Every four years, a full thorough review and updated plan is to be provided to Council for public exhibition and adoption.

Transport and Drainage assets provides for the movement of people, goods, and services throughout the Local Government Area (LGA), and transportation of rainwater off and away from trafficable areas such as roads. This TaD AMP is designed to convey to the reader how to ensure that the organisation can sustainably deliver transportation and drainage services for the community in accordance with the Community Strategic Plan (2025-2035). This is achieved through the management of the infrastructural assets' lifecycles; Acquisition, Maintenance, Operation, Renewal/Upgrade/Replacement, and Disposal. Furthermore, each cycle of developing AMPs often involves the identification of improvements that can be applied to the asset management process.

The primary improvements during the development of this TaD AMP from the previous, was a greater focus on the asset useful lives that were previously determined, and inclusion of the recently adopted Roads Hierarchy (adopted 12 November 2025), in building the renewal forecast. It was recognised that the useful lives (ULs) for all of the assets related subclasses required a re-assessment. The ULs attributed to the component/materials currently utilised within these ageing networks were not reflective of their observed state. Through regular inter-departmental discussions, the ULs have been realigned to match field observations. Consequently, the timeframes required for renewal works to bring our networks up to a standard that meets our LoS have been accelerated.

The TaD AMP highlights key financial information associated with the continued provision of transport and drainage services for the community. This information is provided within the tables and charts.

	Renewal Forecast		10 yr Budget	
Asset Class	5 Yr CapEX Program	10 Yr CapEX Program	Capital Budget	Operational Expenditures
Transport Infrastructure	\$45,442,346	\$65,469,380	\$75,652,596	\$76,082,816
Drainage Infrastructure	\$1,758,405	\$3,015,938	\$2,184,270	\$1,398,360
Total	\$47,200,751	\$68,485,318	\$77,836,866	\$77,481,176

Table 1 TaD Renewal Forecast and Expenditure – Summary

	TaD Asset 2025 Valuation Summary			
Asset Class	Total Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Transport Infrastructure	\$330,955,576	\$291,729,203	\$39,226,373	\$3,884,283
Drainage Infrastructure	\$13,135,744	\$7,780,388	\$5,355,356	\$130,547
Total	\$344,091,320	\$299,509,591	\$44,581,729	\$4,014,830

Table 2 TaD Summarised 2025 Valuation

Asset Class	Asset Type	Quantity/ Length	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Drainage Infrastructure	Culvert	1212	\$10,322,508.10	\$6,242,272.97	\$4,080,235.13	\$99,607.21
	Storm Water Pipe	52	\$2,581,306.65	\$1,423,907.21	\$1,157,399.44	\$28,777.05
	Storm Water Pits	80	\$215,550.00	\$104,409.00	\$111,141.00	\$1,965.76
	Storm Water Structure	6	\$16,379.00	\$9,798.50	\$6,580.50	\$196.70
	Total		\$13,135,743.75	\$7,780,387.68	\$5,355,356.07	\$130,546.72
Transport Infrastructure	Bridge	32	\$32,123,491.94	\$27,506,853.03	\$4,616,638.91	\$174,010.37
	Footpath	18249 (m)	\$4,435,623.81	\$3,793,945.92	\$641,677.89	\$47,494.23
	Intersection U1	12526 (m ²)	\$1,540,324.60	\$1,369,398.88	\$170,925.72	\$19,225.93
	Intersection U2	28625 (m ²)	\$3,451,357.92	\$3,057,549.72	\$393,808.20	\$38,912.47
	Intersection U3	5017 (m ²)	\$534,557.11	\$478,804.40	\$55,752.71	\$4,941.38

Kerb & Gutter	58824 (m ²)	\$7,135,330.77	\$5,036,758.77	\$2,098,572.00	\$77,280.48
Urban U1	18.46 (km)	\$2,361,484.10	\$2,116,324.22	\$245,159.88	\$19,727.58
Urban U2	126.4 (km)	\$15,664,057.05	\$13,863,641.26	\$1,800,415.79	\$142,364.61
Urban U3	64.8 (km)	\$5,470,873.30	\$4,944,985.43	\$525,887.87	\$44,834.47
Local Access	234.25 (km)	\$11,599,892.84	\$10,157,090.21	\$1,442,802.63	\$103,422.58
Local Collector Road	665.7 (km)	\$33,338,806.93	\$29,362,509.72	\$3,976,297.21	\$327,684.89
Primary Collector (Sealed)	763.0 (km)	\$63,458,425.92	\$56,389,122.59	\$7,069,303.33	\$851,379.24
Primary Collector (Unsealed)	1129.7 (km)	\$59,000,634.96	\$52,476,779.13	\$6,523,855.83	\$703,447.59
Regional Road	908 (km)	\$83,979,802.86	\$75,155,694.54	\$8,824,108.32	\$1,279,146.17
Service Track	95.41 (km)	\$4,783,081.10	\$4,173,311.89	\$609,769.21	\$28,937.62
Shoulder	23104 (m ²)	\$2,077,830.85	\$1,846,433.86	\$231,396.99	\$21,472.83
Total		\$330,955,576.06	\$291,729,203.57	\$39,226,372.49	\$3,884,282.44

Table 3 TaD Summarised Portfolio

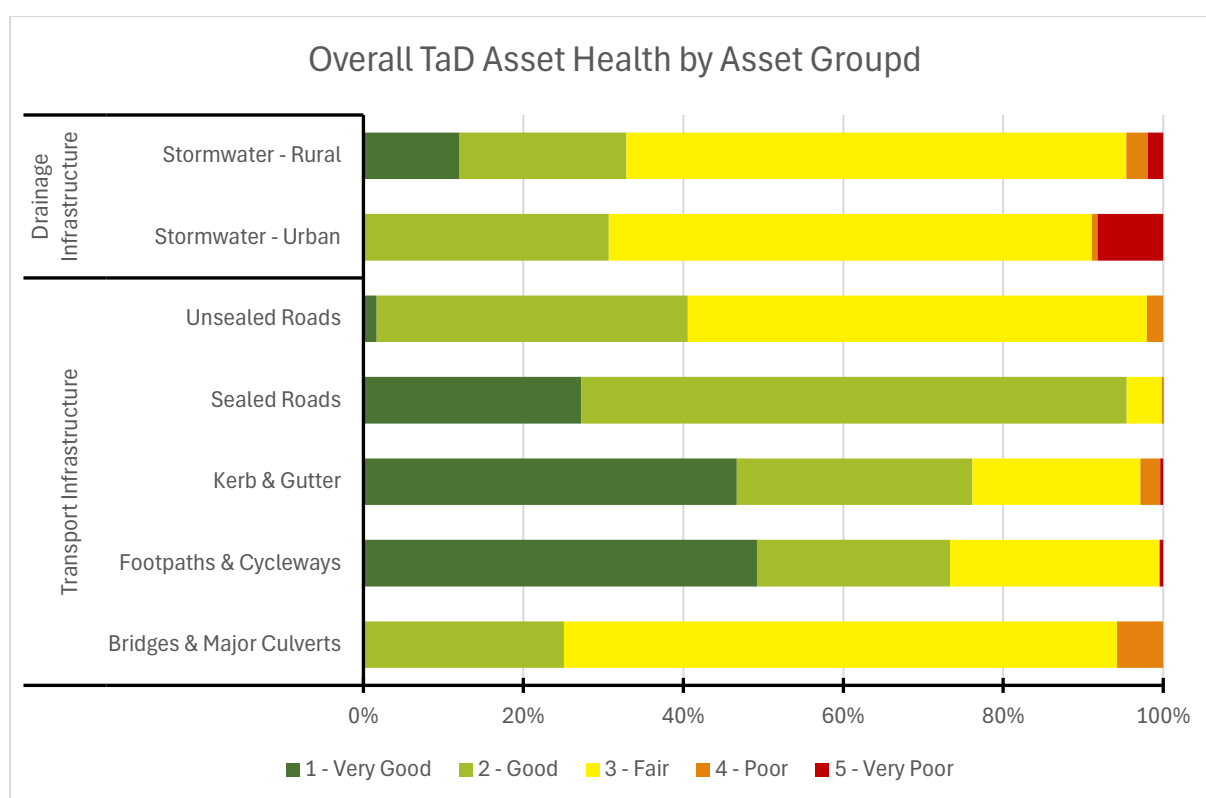


Figure 1 Condition of TaD Assets by Asset Group

To summarise from the above tables, figures, and key points from the TaD AMP;

- Overall the TaD Transport infrastructural assets are considered to be ranging between very good to fair condition according to valuation data. However, a regular inspection program of these assets will provide a better picture of physical condition of these assets

- Council bridge assets were inspected recently during the last 6 months and range between good to poor physical condition.
- Drainage assets which include; culverts, headwalls, storm water pits, and storm water pipes are dominantly fair in condition (60% - 65%); with ~30% ranging very good to good, and 5% - 10% ranging from poor to very poor condition
- Improved data and condition asset capture across all asset classes will be focussed upon to improve the overall accuracy of information available to make better stronger decisions when budgeting and planning renewals

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Assets
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

Whilst there are no direct implications of adopting the draft TaD AMP, it will be used to inform future budgeting across Council's TaD asset management functions in our future Long Term Financial Plan (LTFP), including our adopted works program and maintenance budgets. The TaD AMP will underpin and guide our financial planning and decision making. The AMP in its current form documents our current situation and allows for future decision makings associated with the TaD assets. These decisions will be incorporated into future iterations, as well as changes in our asset datasets, registers, valuations, community desires and then used to guide decision making.

Policy / Legal and Statutory Implications:

The TaD AMP which makes up a collection of AMPs, is a legislative requirement of the Integrated Planning and Reporting (IP&R) framework within the *Local Government Act 1993*. Adoption of the TaD AMP will ensure compliance with the IP&R guidelines and handbook. This will also form an essential part of our requirements as identified in our Asset Management (AM) Policy and proposed AM framework.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no direct risks associated with adopting the TaD AMP. Risk Management is a chapter within the TaD AMP and will be used to inform and guide changes to our Risk Management practices for our TaD assets in alignment with our Risk Management Framework. The TaD AMP assists with our Risk Management by improving the visibility of physical and financial risks associated with our TaD assets under Councils responsibility. It guides future decision making with regards to acceptable risk and highlights deficiencies and limitations of our asset management practices.

Options:

Council has the following options available for consideration:

1. Council could adopt the recommendation as proposed in this report
2. Council could seek additional information on the draft AMPs prior to placing on exhibition, noting this would delay the required minimum 28-day public exhibition period and potentially impact the ability to adopt the final plans during the July 2026 Ordinary Council Meeting.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes

**TRANSPORT AND DRAINAGE
ASSET MANAGEMENT PLAN
COONAMBLE SHIRE COUNCIL**

May 2026

COONAMBLE
SHIRE COUNCIL



TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	6
1.1	The purpose of the Plan	6
1.2	Asset Description	6
1.3	Levels of Service	7
1.4	Future Demand	7
1.5	Life Cycle Management	7
1.6	Risk Management	8
1.7	Financial Summary	8
1.8	Improvement Plan	10
2.	INTRODUCTION	12
2.1	Background	12
2.2	Purpose of the Plan	13
2.3	Asset Management Plan Structure	13
2.4	Transport and Drainage Assets	14
2.5	Road Hierarchy and Level of Service	15
3.	Strategic Alignment	16
3.1	Community Strategic Plan	16
3.2	Strategic Goals and Objectives - CSP	17
3.3	Delivery Program (2025-2029) Actions	17
3.4	Operational Plan (2025-26) Actions	17
3.5	Alignment of CSP, Delivery Program, and Operational Plan (2025-26)	19
3.6	Active Transport Plan (2024)	21
3.7	West Coonamble Floodplain Risk Management Study & Plan (2021)	21
3.8	Coonamble Levee Flood Gradient Sensitivity Modelling Study	21
3.9	Legislative and Regulatory Framework	21
3.10	Key External Stakeholders	23
4.	LEVELS OF SERVICE	24
4.1	Levels of Service - Transport	24
4.2	Levels of Service – Stormwater (Drainage)	25
4.3	Community Engagement 2022	25
4.4	Community Feedback - Transport	25
4.5	Community Feedback - Drainage	26
4.6	Future Direction	27
5.	FUTURE DEMAND	28
5.1	Future Demand - Transport	28
5.2	Future Demand - Drainage	29

6.	LIFECYCLE MANAGEMENT PLAN.....	30
6.1	Asset Management Systems	30
6.2	Asset Useful Lives	30
6.3	Asset Condition.....	31
6.4	Condition Rating Table.....	31
6.5	Condition - Transport and Drainage Assets	32
6.6	Overall Transport Asset Condition Profile	34
6.7	Operations and Maintenance Plan.....	34
	Maintenance Strategy	34
	Maintenance Standards.....	35
	Inspections.....	35
	Current Operational Budget Summary.....	37
6.8	Capital Works (Renewal, New and Upgrade).....	38
	Renewal Strategy.....	38
	Renewal Standards	39
	Renewal Modelling.....	40
	10 Year Renewal Forecast – Transport Assets.....	41
	10 Year Renewal Forecast – Drainage Assets	41
	Asset Acquisition (New) and Upgrade	42
	Design Standards – Regional and Local Roads	42
	Asset Renewal, New, and Upgrade Budget Summary.....	43
6.9	Improvement Action – Sealed Road Pavement Data	44
6.10	Disposal Plan	44
	Long Asset Lives and Strategic Disposal	44
7.	RISK MANAGEMENT PLAN	45
7.1	Risk Management Process	45
7.2	Key Risks – Transport & Drainage Assets	45
7.3	Risk Monitoring and Review	46
7.4	Continuous Improvement	46
8.	FINANCIAL SUMMARY	47
8.1	Financial Statements and Projections.....	47
	Asset Valuations	47
	Sustainability of Service Delivery	47
	10-Year Budget vs Lifecycle Demand – Transport Assets.....	49
	10-Year Budget vs Lifecycle Demand – Drainage Assets	49
8.2	Funding Strategy	50
9.	IMPROVEMENT PLAN AND MONITORING	52
9.1	Improvement Plan.....	52
9.2	Monitoring and Review Procedures	54
9.3	Performance Measures	54

9.4 Continuous Improvement	55
Appendix A – Useful Lives of Assets.....	56
Appendix B – Roads Hierarchy and Levels of Service.....	58

LIST OF TABLES

Table 1 – Summary of Transport and Drainage Assets.....	14
Table 2- CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Transport and Drainage Services.....	20
Table 3 - Legislation – Transport and Drainage Services.....	22
Table 4 – Suggested Customer Levels of Service – Transport Service.....	24
Table 5 – Suggested Technical Levels of Service - Transport Service.....	24
Table 6 – Suggested Customer Levels of Service -Drainage Service.....	25
Table 7 – Suggested Technical Levels of Service – Drainage Service	25
Table 8 – Demand Drivers, Projections, and Management Strategies – Transport Service.....	28
Table 9 – Demand Drivers, Projections, and Management Strategies – Drainage Service	29
Table 10 – Overview of Corporate Systems	30
Table 11 –Condition Rating Scale - Transport and Drainage Assets	31
Table 12 –10 Year Operational Budget - Transport and Drainage Assets	37
Table 13 –10 Year Renewal Forecast - Transport Assets.....	41
Table 14 –10 Year Renewal Forecast - Drainage Assets	41
Table 15 –10 Year Renewal, New, and Upgrade Budget – Transport & Drainage Assets.....	43
Table 16 – Risks - Transport & Drainage Assets	46
Table 17 – Valuation Information – Transport Assets.....	47
Table 18 – Valuation Information – Drainage Assets	47
Table 19 – Financial Ratios – Transport Assets.....	48
Table 20 – Financial Ratios – Drainage Assets.....	48
Table 21 – Financial Summary – Transport Assets	49
Table 22 – Financial Summary – Drainage Assets	50
Table 23 - Improvement Plan – Transport & Drainage Assets	53

LIST OF FIGURES

Figure 1 – Coonamble Local Government Area.....	12
Figure 2 – Integrated Planning and Reporting Framework – NSW	17
Figure 3 – Condition Profile: Sealed Roads.....	32
Figure 4 – Condition Profile: Unsealed Roads	32
Figure 5 – Condition Profile – Bridges & Major Culverts.....	32
Figure 6 – Condition Profile: Footpaths & Cycleways.....	33
Figure 7 – Condition Profile: Kerb & Gutter	33
Figure 8 – Condition Profile: Drainage Assets	33

1. EXECUTIVE SUMMARY

1.1 The purpose of the Plan

The purpose of this Transport and Drainage Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's Transport and Drainage infrastructure assets.

This plan outlines how Council will deliver safe, reliable, and cost-effective Transport and Drainage services, optimise whole-of-life asset performance, manage risk, and ensure investment decisions are aligned with Council's Community Strategic Plan, Delivery Program, Operational Plan, and Long-Term Financial Plan (LTFP).

The AMP supports informed and evidence-based decision-making by providing a structured approach to asset maintenance, renewal, and replacement. It ensures Council's Transport and Drainage networks continue to meet current and future community needs in a financially responsible and sustainable manner.

1.2 Asset Description

Coonamble Shire Council's Transport and Drainage asset portfolio supports the delivery of essential services that enable safe, efficient, and sustainable movement of people, goods, and Drainage across the local government area. The network comprises a diverse range of assets including sealed and unsealed roads, bridges and culverts, kerb and guttering, footpaths, and Drainage infrastructure.

As of the latest valuation, the total replacement cost of Council's Transport and Drainage assets is estimated at approximately \$355 million, with a fair value of around \$42 million and accumulated depreciation of \$312 million. The portfolio incurs an annual depreciation expense of approximately \$4 million, reflecting the ongoing consumption of asset service potential.

- The road network represents the largest component of the portfolio, comprising both sealed and unsealed assets extending across the Shire's vast rural and regional road system.
- Sealed roads account for roughly \$174 million in replacement value and include arterial, regional, urban, and local roads as well as intersections and shoulders.
- Unsealed roads represent a significant portion of the network, with a combined replacement value exceeding \$118 million, serving rural communities and providing critical access to agricultural and freight areas.
- Bridges and major culverts total 32 structures, with a replacement value of approximately \$33.5 million, playing an essential role in regional connectivity and flood resilience.
- Kerb and guttering and footpaths together contribute about \$12 million to the network, enhancing pedestrian access, Drainage, and road safety.
- The Drainage network, including box culverts, pipes, pits, and headwalls, has a combined replacement value of approximately \$13 million, supporting flood mitigation and effective surface water management.

Overall, these assets form a critical component of Council's infrastructure base, underpinning community wellbeing, economic activity, and environmental protection across the Coonamble local government area.

1.3 Levels of Service

Coonamble Shire Council has developed a detailed Road Hierarchy and Levels of Service Framework (**Appendix B**) that defines the function, design standards, and maintenance response levels for its regional and local rural road network. The framework clearly outlines inspection frequencies, intervention levels for regional and rural roads, and renewal triggers aligned with asset condition and service performance.

While further refinement is required to formally document customer and technical levels of service and to integrate planned inspection and maintenance programs across all Transport and Drainage asset classes, Council has done an excellent job in establishing a strong foundation for service delivery. This work demonstrates a clear commitment to providing safe, reliable, and sustainable Transport infrastructure that meets the needs of the community and supports long-term asset management objectives.

1.4 Future Demand

The future demand for Coonamble Shire Council's Transport and Drainage services will be influenced by a range of demographic, environmental, and economic factors. Key drivers such as increasing freight activity, the impact of extreme weather events, and growing community expectations for safer and more resilient Transport infrastructure will shape future investment priorities.

For the Transport network, future demand will focus on supporting freight and regional connectivity, improving road resilience during flood events, addressing renewal backlogs, and expanding active Transport infrastructure such as walking and cycling paths. These pressures highlight the need for long-term planning and targeted investment to sustain network performance and accessibility across the Shire.

For Drainage assets, demand will continue to be driven by flood risk, climate change, and the need for infrastructure that can effectively manage runoff and protect property during extreme rainfall events. Ensuring the ongoing performance of levees, culverts, and floodways will be critical to maintaining community safety and service reliability.

To manage these challenges, Council will need to develop a dedicated Transport and Drainage Strategy that aligns future service planning, investment, and risk management with projected community needs. This strategy will provide a framework to guide sustainable asset management, enhance resilience, and ensure that future infrastructure decisions remain evidence-based and financially responsible.

1.5 Life Cycle Management

Council manages its Transport and Drainage assets across the full lifecycle: planning, acquisition, operation, maintenance, renewal, and disposal to ensure that essential infrastructure continues to deliver safe, reliable, and cost-effective services to the community.

At present, maintenance activities are predominantly reactive, and there is a recognised need to improve the consistency of inspection programs and asset data collection. Renewal decisions are currently informed by the 2025 valuation data and asset condition profiles, which may need validation via field condition assessments.

Future improvement efforts will focus on establishing a structured condition assessment program, enhancing asset data accuracy, and formalising planned maintenance schedules. Continued use of renewal modelling will assist in optimising the timing and allocation of renewal funding to maintain desired service levels and reduce long-term costs.

Current capital works are primarily directed toward the renewal of ageing assets, targeted upgrades to improve performance and safety, and limited new asset projects to support growth and compliance obligations.

1.6 Risk Management

Effective risk management is central to ensuring the safety, reliability, and long-term sustainability of Coonamble Shire Council's Transport and Drainage networks. While Council does not yet have a formal corporate risk register, this Asset Management Plan establishes a clear framework for identifying, assessing, and managing key infrastructure risks.

The approach follows AS/NZS ISO 31000:2018 Risk Management – Guidelines, focusing on proactive identification of potential risk events, their underlying causes, and appropriate mitigation measures. Key risks include flood damage, road pavement and bridge failures, Drainage blockages, funding shortfalls, climate change impacts, and data inaccuracy leading to poor investment decisions.

Mitigation strategies involve maintaining and reviewing the Floodplain Risk Management Plan, strengthening inspection and maintenance programs, improving asset condition and data accuracy, embedding risk-based prioritisation in renewal planning, and developing a Long-Term Financial Plan to ensure funding sustainability.

Continuous monitoring and review of risks will be integrated into Council's annual asset management and budget review cycle, with high-priority risks reported to the Executive Team. Over time, Council aims to develop a comprehensive Corporate Risk Register, ensuring stronger integration between risk management, financial planning, and emergency response.

1.7 Financial Summary

The financial forecasts for Coonamble Shire Council's Transport and Drainage Asset Portfolios outline the projected investment required over the next ten years to maintain, operate, renew, and upgrade critical infrastructure. These forecasts have been developed using the best available valuation, condition, and cost data, supported by renewal modelling and long-term planning assumptions.

Transport Assets

The total lifecycle demand for Transport assets over the ten-year planning horizon is estimated at \$110 million, which represents the total cost required to sustain service levels, renew ageing infrastructure, and meet ongoing operational requirements.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$28,732,445					\$28,732,445
2025/26	\$2,143,476	\$4,417,065	\$22,484,000	\$6,586,985	\$33,488,050	\$31,214,461
2026/27	\$2,755,898	\$3,514,226	\$17,441,637	\$6,788,150	\$27,744,013	\$26,985,685
2027/28	\$3,368,320	\$3,071,635	\$822,015	\$6,943,500	\$10,837,150	\$11,133,835
2028/29	\$3,945,402	\$2,559,679	\$854,895	\$7,277,580	\$10,692,154	\$12,077,877
2029/30	\$4,496,805	\$2,559,679	\$854,895	\$7,495,907	\$10,910,481	\$12,847,608
2030/31	\$4,677,223	\$2,559,679	\$854,895	\$7,720,785	\$11,135,358	\$13,252,903
2031/32	\$4,383,849	\$2,559,679	\$854,895	\$7,952,408	\$11,366,982	\$13,191,152
2032/33	\$3,818,500	\$2,559,679	\$854,895	\$8,190,980	\$11,605,554	\$12,864,375
2033/34	\$3,504,580	\$2,559,679	\$854,895	\$8,436,710	\$11,851,283	\$12,796,185
2034/35	\$3,642,882	\$2,559,679	\$854,895	\$8,689,811	\$12,104,385	\$13,187,588
Total	\$65,469,380	\$28,920,679	\$46,731,917	\$76,082,816	\$151,735,410	\$188,284,114

The forecast renewal demand of \$65.5 million significantly exceeds the available renewal funding of \$28.92 million, highlighting a substantial renewal gap. In addition, \$46.7 million has been identified for new and upgrade projects, including key Transport infrastructure improvements, while operational expenditure totals \$76.1 million across the same period.

The total known budget allocation of \$82.76 million covers only the first four years of the planning horizon. For the remaining six years, renewal, new and upgrade funding has been assumed to continue at the same annual level as 2028/29, while the operational budget has been escalated using an annual indexation rate of 3%. This highlights the need for Council to progressively confirm and extend financial planning within the LTFP to ensure adequate renewal, maintenance and capital funding across the full ten-year period.

Drainage Assets

For Drainage assets, the ten-year renewal forecast totals approximately \$3 million. No specific renewal budget allocations have been identified within the planning period. The only budgeted items relate to new and upgrade Drainage projects, with \$225,000 allocated across the first four years. For the remaining six years, new and upgrade funding has been assumed to continue at the same annual level as 2028/29, while no operational funding has been allocated at this stage.

This indicates a high risk of underfunding, particularly given the importance of Drainage management for flood resilience and community safety. Council will need to integrate both renewal and operational funding for Drainage assets within the LTFP to ensure the long-term functionality and sustainability of the network.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$1,044,041					\$1,044,041
2025/26	\$90,578	\$143,427	\$75,000	\$139,836	\$358,263	\$305,414
2026/27	\$117,119	\$168,427	\$50,000	\$139,836	\$358,263	\$306,955
2027/28	\$143,660	\$168,427	\$50,000	\$139,836	\$358,263	\$333,496
2028/29	\$169,372	\$168,427	\$50,000	\$139,836	\$358,263	\$359,208
2029/30	\$193,635	\$168,427	\$50,000	\$139,836	\$358,263	\$383,471
2030/31	\$216,000	\$168,427	\$50,000	\$139,836	\$358,263	\$405,836
2031/32	\$236,167	\$168,427	\$50,000	\$139,836	\$358,263	\$426,003
2032/33	\$253,954	\$168,427	\$50,000	\$139,836	\$358,263	\$443,790
2033/34	\$269,278	\$168,427	\$50,000	\$139,836	\$358,263	\$459,114
2034/35	\$282,134	\$168,427	\$50,000	\$139,836	\$358,263	\$471,970
Total	\$3,015,938	\$1,659,270	\$525,000	\$1,398,360	\$3,582,630	\$4,939,298

Key Financial Insights

- There is a significant renewal funding gap across both the Transport and Drainage asset portfolios.
- Confirmed budget data is currently available for only the first four years of the planning horizon. For the remaining six years, renewal, new and upgrade funding of Transport assets has been assumed to continue at the same annual level as 2028/29, while operational expenditure has been indexed at 3% per annum.
- Drainage renewal funding has not been specifically identified within the current planning period, with only new and upgrade Drainage funding included at this stage.
- Dedicated renewal and operational budgets, particularly for Drainage assets, will be important to reduce risk, manage service levels and avoid increased reliance on reactive maintenance.
- Integration of verified renewal forecasts and lifecycle cost data into the Long-Term Financial Plan will be critical to supporting sustainable asset management over the full ten-year period.

1.8 Improvement Plan

Coonamble Shire Council is committed to continuous improvement in the management of its Transport and Drainage assets. The Improvement Plan outlines a series of targeted actions designed to strengthen data quality, enhance financial sustainability, improve service delivery, and embed best-practice asset management processes across the organisation.

Key improvement priorities include:

- Developing a Transport and Drainage Strategy to guide long-term investment, service planning, and community outcomes.
- Establishing formal Customer and Technical Levels of Service to ensure transparent and measurable service delivery aligned with community expectations.
- Implementing structured condition assessment and data collection programs to improve the accuracy of renewal forecasting and asset lifecycle planning.
- Introducing a centralised inspection and maintenance management system to enhance tracking, reporting, and proactive maintenance of Transport and Drainage infrastructure.

- Ensuring sustainable funding through the Long-Term Financial Plan (LTFP), including dedicated renewal and operational budgets for Drainage assets.
- Developing comprehensive design standards and a complete 10-year capital works and operational forecast to support informed and financially responsible decision-making.

A critical component of this improvement framework will be the establishment of an Asset Management Steering Committee (AMSC). The AMSC will provide strategic oversight, ensure cross-departmental coordination, monitor progress on improvement actions, and embed asset management principles within Council's governance structure. This committee will play a vital role in ensuring that asset management remains integrated with Council's financial planning, risk management, and community objectives.

Through the implementation of this Improvement Plan, Coonamble Shire Council aims to achieve greater consistency, accountability, and long-term sustainability in the management of its Transport and Drainage assets, ensuring they continue to meet the needs of the community now and into the future.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

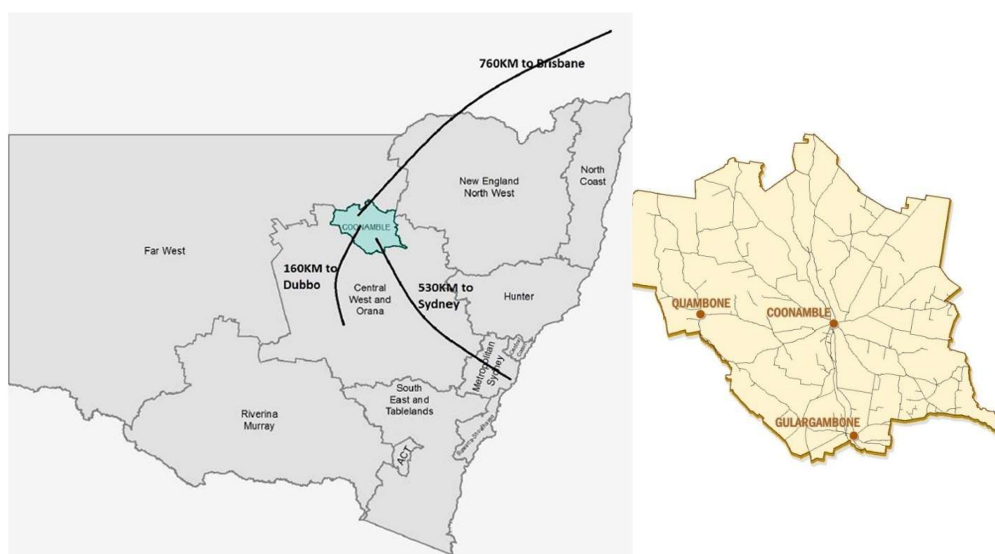


Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service Centre for surrounding rural communities.

Coonamble Shire Council is responsible for managing a diverse network of Transport and Drainage assets that support the safe and efficient movement of people and goods, protect the community from flooding, and enable economic and social activity across the region.

This Asset Management Plan outlines the strategies and practices Council will apply to ensure these assets are planned, operated, maintained, and renewed in a sustainable manner, aligning with community expectations and the strategic priorities set out in the Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's Transport and Drainage assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that Transport and Drainage infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of Transport and Drainage assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing Transport and Drainage infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Transport and Drainage Assets

The table below provides a summary of Council’s Transport and Drainage assets based on the 2025 valuation data.

Asset Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sealed Roads	Intersection 2 Regional	8292	m	\$1,065,442	\$130,438	\$935,004	\$13,217
Sealed Roads	Intersection U1	4112	m	\$515,562	\$63,548	\$452,014	\$6,530
Sealed Roads	Intersection U2	26952	m	\$3,454,728	\$414,761	\$3,039,967	\$39,126
Sealed Roads	Intersection U3	3068	m	\$408,610	\$48,127	\$360,483	\$4,125
Sealed Roads	Local 3	590220	m	\$57,468,786	\$6,523,366	\$50,945,421	\$755,186
Sealed Roads	Local 4	66516	m	\$6,462,491	\$775,119	\$5,687,372	\$78,431
Sealed Roads	Local 5	4504	m	\$452,289	\$51,870	\$400,418	\$5,024
Sealed Roads	Local 6	5396	m	\$533,017	\$60,006	\$473,011	\$5,574
Sealed Roads	Regional 2	805876	m	\$80,955,780	\$7,739,950	\$73,215,830	\$1,210,092
Sealed Roads	Shoulder 2	23104	m	\$2,142,244	\$260,709	\$1,881,535	\$22,138
Sealed Roads	Urban 2	7904	m	\$1,001,264	\$117,297	\$883,967	\$12,095
Sealed Roads	Urban U1	17860	m	\$2,397,674	\$270,494	\$2,127,179	\$19,955
Sealed Roads	Urban U2	114141	m	\$14,929,106	\$1,730,890	\$13,198,216	\$132,524
Sealed Roads	Urban U3	23452	m	\$3,051,480	\$364,753	\$2,686,727	\$28,045
Unsealed Roads	Intersection U1	122	m	\$7,078	\$447	\$6,630	\$66
Unsealed Roads	Intersection U2	1673	m	\$103,723	\$13,151	\$90,572	\$911
Unsealed Roads	Intersection U3	1949	m	\$142,657	\$14,463	\$128,194	\$971
Unsealed Roads	Local 3	172816	m	\$8,024,766	\$963,698	\$7,061,069	\$119,728
Unsealed Roads	Local 4	1063146	m	\$54,419,896	\$4,217,297	\$50,202,599	\$618,486
Unsealed Roads	Local 5	661158	m	\$33,952,921	\$3,342,438	\$30,610,483	\$324,504
Unsealed Roads	Local 6	193964	m	\$9,574,195	\$1,097,723	\$8,476,472	\$86,854
Unsealed Roads	Local 7	34890	m	\$1,863,360	\$213,338	\$1,650,023	\$13,079
Unsealed Roads	Local 8	95410	m	\$4,936,140	\$524,165	\$4,411,975	\$29,394
Unsealed Roads	Regional 2	102076	m	\$5,686,384	\$42,791	\$5,643,593	\$82,348
Unsealed Roads	Urban U1	595	m	\$37,052	\$2,607	\$34,445	\$385
Unsealed Roads	Urban U2	4312	m	\$275,129	\$33,795	\$241,334	\$2,378
Unsealed Roads	Urban U3	36248	m	\$2,210,697	\$222,006	\$1,988,691	\$18,185
Formed only Roads	Urban U3	4678	m	\$383,756	\$0	\$383,756	\$0
Bridges & Major Culverts	Box Culvert	5	#	\$1,366,962	\$368,089	\$998,873	\$11,175
Bridges & Major Culverts	Bridge	27	#	\$32,150,503	\$4,624,249	\$27,526,254	\$170,244
Footpaths & Cycleways	Footpath	18250	m	\$4,766,652	\$739,509	\$4,027,143	\$51,038
Kerb & Gutter	Kerb & Gutter	58456	m	\$7,430,273	\$2,180,198	\$5,250,074	\$80,237
	Open Channel	N/A	N/A	\$0	\$0	\$0	\$0
	Box Culvert	201	#	\$5,642,719	\$2,254,380	\$3,388,339	\$54,355
	Culvert	49	#	\$1,623,469	\$603,704	\$1,019,766	\$15,459
	Headwall	53	#	\$16,494	\$6,825	\$9,669	\$198
	Pipe	3441	m	\$2,599,376	\$1,194,480	\$1,404,896	\$28,978
	Pipe Culvert	609	#	\$3,129,101	\$1,346,010	\$1,783,091	\$30,476
	Pits	55	#	\$220,077	\$115,482	\$104,595	\$2,007
				\$355,401,854	\$42,672,170	\$312,729,684	\$4,073,520

Table 1 – Summary of Transport and Drainage Assets

2.5 Road Hierarchy and Level of Service

Appendix B outlines Coonamble Shire Council's proposed Road Hierarchy and corresponding Levels of Service for the Regional and Local Rural Road network. The framework provides a structured approach to defining service standards, maintenance practices, and intervention triggers for each road class, ensuring a consistent and transparent basis for managing Council's extensive rural road system.

The hierarchy categorises roads according to their function, usage, and traffic volumes (Average Annual Daily Traffic – AADT), ranging from high-priority Arterial and Regional Roads through to Local Access Roads and Service Tracks. For each class, the document specifies the desired design standard, renewal and maintenance strategies, and intervention levels for both sealed and unsealed roads.

Importantly, this hierarchy does not apply to Urban Roads and is focused exclusively on the Regional and Local Rural network within the Shire. It provides a foundation for prioritising maintenance and renewal activities, allocating resources effectively, and supporting informed decision-making on service levels, budgets, and long-term asset planning.

The proposed standards also align with Council's commitment to safe, reliable, and cost-effective rural Transport infrastructure, ensuring roads remain functional and accessible in support of agricultural, freight, and community travel needs across the Shire.

3. Strategic Alignment

3.1 Community Strategic Plan



The Coonamble Shire **Community Strategic Plan (CSP) 2025–2035** is the Shire's highest-level strategic document, developed following the 2024 local government elections. It captures the community's long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations. Developed through extensive community consultation, the CSP reflects the social, economic,

environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW's **Integrated Planning and Reporting (IP&R) Framework**, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Plan
 - Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including Transport and Drainage, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

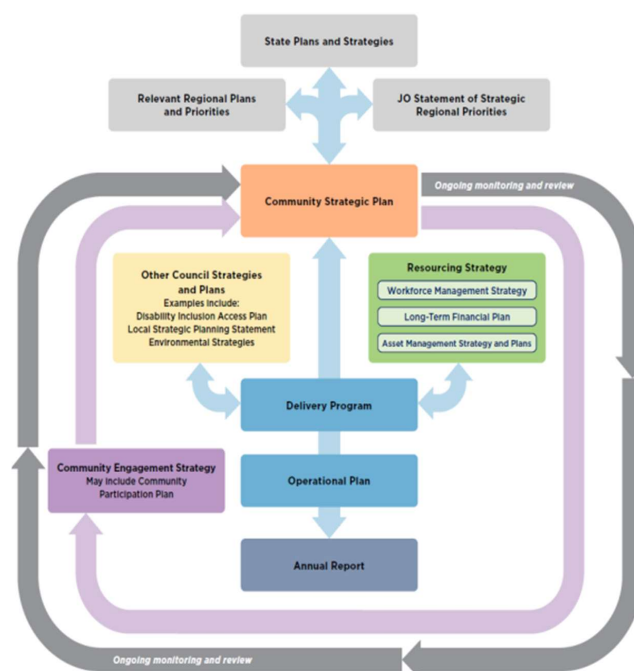


Figure 2 – Integrated Planning and Reporting Framework – NSW

3.2 Strategic Goals and Objectives - CSP

The Transport and Drainage Asset Management Plan directly support the CSP by ensuring the provision of safe, reliable, and cost-effective utility services that meet community expectations and enable long-term sustainability.

By aligning with the CSP, the AMP helps prioritise investment, manage risk, and ensure compliance with service standards and regulatory obligations. It also reinforces Council's role in achieving broader objectives such as environmental sustainability, economic development, and community wellbeing.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program translates the long-term vision of the Community Strategic Plan into a four-year action plan for Council operations. It sets out specific projects, programs, and service commitments that Council will deliver within its available resources.

The actions directly support the objectives of the Transport & Drainage Asset Management Plan by ensuring that maintenance, renewal, and upgrade works are prioritised and funded in a manner consistent with community needs, legislative requirements, and asset lifecycle considerations. The Delivery Program also provides the performance measures and timelines against which progress will be monitored and reported.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the objectives of the Delivery Program and the broader Community Strategic Plan. This Asset Management Plan supports and is informed by the Operational Plan through the identification and delivery of priority actions related to Transport and Drainage infrastructure.

Key activities identified in the Operational Plan ensure compliance with legislative requirements, ongoing service delivery, infrastructure renewal, and environmental stewardship. These actions enable the Council to maintain essential Transport and Drainage services while advancing long-term planning and capital investment strategies.

**Improvement Opportunity**

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Transport & Drainage services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of Transport and Drainage assets remain consistent with community priorities, legislative obligations, and available resources.

Goal		Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role
C1: Caring for Community								
Goal 3	We are a safe, secure and supportive community	C1.3	3) Help build and maintain safe, supportive homes and spaces.	Sustain/increase community perception on disaster preparedness.	Ensure we contribute to and plan for disaster preparedness, response and resilience.	Implement Flood Risk Management Plan (2021)’s recommendation and actions	Number of recommendations and actions completed.	Partner
						Work with agencies for disaster preparation and facility development.		Service provider
								Advocate
					Enhance safer regulatory and compliance strategies and operations	Review regulatory and compliance strategies and operations	Compliance with industry best practice standards	Facilitator
A1: Our Roads								
Goal 8	Our road network enables our community, industries and economy to thrive in broader contexts	A1.1	14) Ensure our roads and related infrastructure maintain high connectivity standards.	Community satisfaction levels in unsealed roads. Community’s satisfaction levels in sealed roads. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction. Project open to traffic - Tooraweenah Road	Review and implement Council’s ten-year roads Capital Works Program	Review and implement 10-year roads Capital Works Program.	10-Year roads Capital Works Program implemented.	Partner Service provider Advocate Facilitator
					Continue to maintain roadside slashing when grass impedes visibility	Develop and implement annual slashing program	Annual slashing program implemented and monitored	
						Prepare and submit application for hazard reduction funding through RFS	Application for hazard reduction funding submitted by 31 March	
					Liaise with State and Federal Members and the Roads Minister on rural road funding issues	Ensure regular meetings with State and Federal Members and NSW Minister for Roads	Six-monthly meetings held with State and Federal Members	
							Annual meeting held with NSW Minister for Roads	
					Complete the Tooraweenah Road upgrade project	Meet regularly and report monthly on progress of Tooraweenah Road upgrade project and deliver works to meet agreed timeframes	Monthly reporting	
							Milestones met as per agreement	
					Advocate to ensure that Transport issues of the community are adequately addressed	Convene quarterly Local Traffic Committee meetings in accordance with committee terms of reference	Quarterly Local Traffic Committee meetings held	
A2: Our utilities								
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.3	17) Ensure that Drainage is sufficient to protect infrastructure and health.	Community satisfaction levels in Drainage Infrastructure and services. Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Carry out Drainage Strategic Planning	Complete 30-year Total AMP and LTFP for Coonamble LGA Drainage.	Coonamble Drainage 30-year Total AMP and LTFP completed.	Service provider Advocate

A3: Our assets								
Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Successfully represent the interests of our community with regards to rail freight.	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	Number of responses.	Service provider Advocate Facilitator
						Monitor the implementation of the Master Inland Rail Development Agreement (MIRDA)	Monitoring and ongoing dialogue occurring with ARTC regarding MIRDA.	
					Ensure priority measures implemented from the PAMP	Develop and implement annual program of inspections of footpaths and cycleways, aligned to preparation of the annual works program.	Inspection program implemented and monitored.	
OC1: Sustainable Care for Our Country and Community								
Goal 12	We show informed, fair and inclusive care for our country and community.	OC1.1	21) We balance land use interests and minimise risks by following planning framework and regulations.	Planning instruments and planning controls are up to date.		Complete Stage 5 of the Coonamble Flood Levee	Completion of Stage 5	Service provider
				Community satisfaction with land use planning framework, and in balance between competing land use interests.		Draft Development Control Plans to include flood planning area development controls.	DCP adopted by Council	Advocator Facilitator
						Implement Council's Floodplain Risk Management Study.	Number of recommendations and actions completed	
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community	Employ quality engagement and communication tools and strategies, including Council’s Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator
				Community satisfaction with communication	Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 2- CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Transport and Drainage Services

3.6 Active Transport Plan (2024)

This strategic document establishes a \$4.06M investment program for pedestrian and cyclist infrastructure across Coonamble and Gulargambone, focusing on safe, accessible, and well-connected networks. The plan guides integration of active Transport into future developments, prioritise separated paths for high-risk areas, and aligns with NSW Transport strategies. Council has committed to implementing the plan via annual programs and seek funding support from Transport for NSW.



Improvement Opportunity

Review and update the Active Transport Plan (2024) to reflect current operational, regulatory, and asset management requirements beyond 2024.

3.7 West Coonamble Floodplain Risk Management Study & Plan (2021)

Presents flood risk assessments and mitigation strategies for the West Coonamble area, with a focus on protecting Transport corridors and Drainage infrastructure from flood impacts. Identifies priority works, land use planning controls, and maintenance regimes to improve flood resilience.

3.8 Coonamble Levee Flood Gradient Sensitivity Modelling Study

A technical study assessing the performance of the Coonamble levee system under various flood scenarios. Provides recommendations for levee upgrades, operational protocols, and integration with broader Drainage and Transport network planning to minimise flood damage.

3.9 Legislative and Regulatory Framework

The management of Transport and Drainage assets within Coonamble Shire Council is guided by a comprehensive framework of state and local legislation, regulations, and policy instruments. These establish Council's responsibilities, service standards, and compliance obligations to ensure the delivery of safe, reliable, and environmentally sustainable Transport and Drainage services.

This framework underpins Council's legal authority, safeguards public health and safety, protects environmental values, and ensures that asset management aligns with broader land use, floodplain management, and infrastructure planning objectives. It also provides the foundation for cost recovery, transparent performance reporting, and ongoing improvement in service delivery.

The principal Acts, regulations, and guidelines relevant to the management of Coonamble Shire Council's Transport and Drainage services are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Primary legislation defining Council's powers, responsibilities, and service obligations for public infrastructure, including roads, bridges, and Drainage systems.	Provides Council with the authority to plan, deliver, maintain, and regulate Transport and Drainage infrastructure.
Roads Act 1993 (NSW)	Establishes responsibilities for the construction, maintenance, and management of public roads.	Defines Council's role in managing the local road network, including road openings, closures, and works within the road reserve.
Road Transport Act 2013 (NSW)	Governs road use, traffic management, and vehicle regulations in NSW.	Supports road safety and traffic management within Council's jurisdiction.
Environmental Planning and Assessment Act 1979 (NSW) & Coonamble Local Environmental Plan 2011	Provides the framework for land use planning, development approvals, and zoning controls affecting Transport and Drainage infrastructure.	Ensures Transport and Drainage projects comply with planning controls and environmental assessment requirements.
Crown Land Management Act 2016 (NSW)	Regulates the management and use of Crown land, including roads and Drainage corridors on Crown reserves.	Guides Council in managing Transport and Drainage infrastructure situated on Crown land.
Biodiversity Conservation Act 2016 (NSW)	Regulates activities that may impact biodiversity and natural habitats.	Ensures Transport and Drainage works protect ecological values and comply with environmental safeguards.
Protection of the Environment Operations Act 1997 (NSW)	Provides environmental protection measures, including pollution prevention and quality controls.	Requires Council to manage Drainage systems to protect water quality and prevent environmental harm.
Work Health and Safety Act 2011 (NSW)	Establishes duties to ensure the health and safety of workers and the public.	Applies to construction, inspection, and maintenance activities on Transport and Drainage infrastructure.
NSW Floodplain Development Manual (2023)	State guideline for managing flood risk through land use planning and infrastructure design.	Ensures Drainage and road infrastructure are planned and constructed to reduce flood risk in line with best practice.
Australian Rainfall and Runoff (ARR) Guidelines	National guidelines for flood estimation and design.	Provides technical standards for designing Drainage systems to manage and flooding impacts.

Table 3 - Legislation – Transport and Drainage Services

3.10 Key External Stakeholders

The management of Transport and Drainage infrastructure in Coonamble Shire relies on strong collaboration with a wide range of external stakeholders. These parties provide regulatory oversight, funding, technical expertise, emergency response capability, and environmental protection, ensuring that Council's services are safe, sustainable, and compliant with legislative and community expectations.

Residents and property owners are central to this network as the primary users of the Transport network and beneficiaries of effective Drainage systems. Their feedback, patterns of use, and timely reporting of maintenance needs help shape service delivery, identify emerging risks, and inform long-term planning.

Ongoing engagement with these stakeholders ensures alignment with government policy, supports funding applications, strengthens emergency preparedness, and delivers projects that address the needs of the Coonamble community.

- **Residents and Property Owners** – Primary users of roads, footpaths, cycleways, and Drainage infrastructure; contribute through regular use, feedback, and reporting of hazards or service issues.
- **NSW Department of Planning, Housing and Infrastructure** – Oversees infrastructure policy, regulation, and capital funding programs relevant to Transport and Drainage assets.
- **Transport for NSW (TfNSW)** – Leads state-wide Transport planning, road safety initiatives, and funding programs affecting the local road network.
- **NSW Public Works Advisory** – Offers technical support, design expertise, and project management assistance for major upgrades, renewals, and emergency works.
- **NSW Health** – Regulates public health aspects where Drainage infrastructure interacts with potable water systems or public health risks.
- **NSW Environment Protection Authority (EPA)** – Ensures compliance with environmental regulations, particularly in relation to quality and discharge management.
- **Bureau of Meteorology (BoM)** – Provides rainfall, flood, and climate data to support road and Drainage planning, floodplain management, and climate resilience.
- **Essential Energy / Utility Providers** – Coordinate access and works within road and Drainage corridors to manage service dependencies and minimise disruption.
- **Private Contractors and Consultants** – Deliver capital works, renewals, specialist maintenance, and technical assessments.
- **State and Federal Funding Bodies** – Provide grant funding to support infrastructure upgrades, maintenance programs, and resilience initiatives.
- **Local Aboriginal Land Councils** – Provide cultural heritage advice and consultation for projects affecting traditional lands or culturally significant sites.

4. LEVELS OF SERVICE

Levels of Service (LOS) define the quality, reliability, and performance standards that Council aims to provide through its Transport and Drainage networks. They establish a clear link between customer expectations, legislative obligations, technical standards, and available financial resources. Defining and monitoring LOS enables Council to balance community needs with sustainable asset management practices, while also providing transparency and accountability in service delivery.

4.1 Levels of Service - Transport

The following tables outline the **suggested** Customer and Technical Levels of Service for Transport Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Customer LOS Indicator	KPI
Safe and reliable road access	% of road network open and accessible at all times (target > 98%)
Ride comfort on sealed and unsealed roads	% of sealed roads rated satisfactory or better in community survey (target > 70%)
Travel efficiency	% of road network with speed restrictions due to condition (target < 5%)
Pedestrian and cyclist safety	% of town centers with maintained footpaths/cycleways (target > 80%)
Responsiveness to customer requests	Average response time to road-related service requests (target < 10 days)

Table 4 – Suggested Customer Levels of Service – Transport Service

Technical LOS Indicator	KPI
Pavement condition	% of sealed road network with Pavement Condition Index (PCI) > 70 (target > 80%)
Gravel road standard	Average re-sheeting cycle for unsealed roads (target ≤ 10 years)
Sealed road renewal	Average reseal cycle for sealed roads (target ≤ 15 years)
Road safety	% of road network with annual safety inspections completed (target = 100%)
Bridge and culvert capacity	% of structures meeting load capacity standards (target > 95%)

Table 5 – Suggested Technical Levels of Service - Transport Service

4.2 Levels of Service – Stormwater (Drainage)

The following tables outline the **suggested** Customer and Technical Levels of Service for Drainage Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Customer LOS Indicator	KPI
Protection from flooding	% of urban properties protected from frequent localised flooding (target > 95%)
Effective management	% of community survey respondents satisfied with Drainage (target > 70%)
Responsiveness to flooding/Drainage issues	Average response time to Drainage service requests (target < 5 days)
Drainage system reliability	% of pits and culverts free of blockages (target > 90%)
Environmental performance	% compliance with environmental discharge standards (target = 100%)

Table 6 – Suggested Customer Levels of Service – Drainage Service

Technical LOS Indicator	KPI
Capacity of Drainage system	% of priority networks meeting 1-in-5 year flood design standard (target > 85%)
Inspection frequency	% of pits, pipes and culverts inspected annually (target = 100%)
Condition of assets	% of Drainage assets rated in good or fair condition (target > 85%)
Response to blockages	Average response time to reported blockages (target < 24 hours)
Renewal planning	% of Drainage renewal program delivered annually (target > 90%)

Table 7 – Suggested Technical Levels of Service – Drainage Service

4.3 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities. Community engagement undertaken in 2022 identified Transport and Drainage infrastructure as critical priorities for residents across the Shire.

4.4 Community Feedback - Transport

Community members raised concerns about road quality, particularly gravel roads and rural connectors, citing poor ride quality, dust, and the need for more frequent maintenance. Feedback also highlighted dissatisfaction with the standard of sealed roads and footpaths in some townships, along with concerns around road safety and heavy vehicle impacts. Key feedback/findings of the community engagement include:

- Road quality and maintenance: Strong community concerns about the condition of sealed and unsealed roads, with calls for more regular grading, sealing, and pothole repairs.
- Connectivity and access: Feedback indicated that poor road conditions reduce access to

- services, particularly during wet weather in rural areas.
- Safety: Concerns about traffic safety, especially heavy vehicle movements on local roads, and the condition of bridges and culverts.
- Active Transport: Community expressed interest in improved footpaths and cycleways, especially within town centres to support safe walking and cycling.

The recommendations and suggestions for future management of the Transport service arising from the community engagement are:

- Increase road resealing and gravel re-sheeting programs to improve condition and reduce community complaints.
- Prioritise safety-related works including signage, line-marking, and bridge maintenance.
- Improve responsiveness to customer requests by addressing potholes and grading issues in a timely manner.
- Develop a long-term road improvement program to provide transparency on priorities and timelines.
- Enhance pedestrian and cyclist infrastructure within town centres to support safe walking and cycling.

4.5 Community Feedback - Drainage

Flooding, blocked drains, and insufficient management were identified as recurring problems in both urban and rural areas. Residents expressed concerns about the capacity of existing systems to cope with heavy rainfall, noting impacts on property, roads, and public safety. Key feedback/findings of the community engagement include:

- Drainage management: Concerns raised about localised flooding and poor Drainage in certain town areas after heavy rainfall.
- Asset condition: Some Drainage infrastructure (pits, pipes, culverts) perceived as poorly maintained, leading to blockages
- Environmental impacts: Community stressed the importance of sustainable management to reduce erosion and protect waterways.

The recommendations and suggestions for future management of the Drainage service arising from the community engagement are:

- Implement a regular inspection and maintenance program for pits, pipes, and culverts.
- Upgrade Drainage capacity in flood-prone areas to reduce localised flooding.
- Develop a management plan to guide long-term investment and environmental outcomes.
- Improve communication with the community about planned Drainage works and responses during flood events.
- Incorporate Water Sensitive Urban Design (WSUD) principles into future Drainage upgrades to support sustainability and environmental protection.

4.6 Future Direction

To improve alignment with community expectations, Council will review and refine both Customer and Technical Levels of Service for Transport and Drainage. This process will include:

- Integrating findings from community engagement into service planning.
- Establishing measurable KPIs for both customer and technical LOS.
- Regularly monitoring and reporting performance to the community.
- Using LOS as a foundation for renewal, upgrade, and maintenance planning.



Improvement Opportunity

Develop and adopt formal Customer and Technical Levels of Service for Transport and Drainage services, integrated into asset management practices and subject to regular review.

Develop a Transport and Drainage Strategy to address community feedback on road quality, safety, and management, and to guide long-term investment and service planning.

5. FUTURE DEMAND

The future demand for Coonamble Shire Council's Transport and Drainage services will be shaped by a combination of demographic, environmental, economic, and community factors. Key drivers such as freight growth, road condition challenges, extreme weather impacts, and the increasing demand for active Transport options will influence the performance and investment needs of the Transport network.

Similarly, Drainage demand will continue to be driven by flood risk, climate change impacts, and the need for resilient infrastructure to support both existing communities and future development. Understanding these demand drivers allows Council to plan effectively, ensuring the sustainable management of infrastructure, maintaining service levels, and building resilience into the network.

The following sections summarise the major demand drivers, projections, and demand management strategies for both Transport and Drainage services.

5.1 Future Demand - Transport

Future demand for Transport services in Coonamble Shire will be shaped by the need to support freight and regional connectivity, address asset renewal backlogs, and respond to weather-related disruptions. The growing emphasis on walking and cycling, along with the importance of resilient access during flood events, highlights the need for targeted investment and long-term planning. The table below summarises the key demand drivers, likely projections, and the strategies Council can adopt to manage these challenges.

Demand Driver	Projection	Demand Management Strategy
Freight & regional connectivity	High freight and economic reliance on Tooraweenah Road and other key routes; \$21.6m program underway.	Implement rolling 10-yr road program and prioritise freight corridors for upgrades.
Weather & disaster impacts	Ongoing flood/rain damage to unsealed and sealed rural roads.	Design for flood resilience; incorporate cross-Drainage and cambering on priority links.
Asset condition & backlog	Large renewal backlog with CSP targets to maintain renewal/maintenance ratio 90–110%.	Condition-based reseals, re-sheeting, and renewal guided by 10-yr works program.
Growth in walking & cycling	Active Transport Plan highlights ~\$4m path projects and connectivity gaps.	Deliver ATP projects, prioritise school/shop/sport links and safe off-road paths.
Access resilience during floods	Critical access links cut off during 5% AEP flood events.	Upgrade cross-Drainage and raise key links to improve connectivity and resilience.

Table 8 – Demand Drivers, Projections, and Management Strategies – Transport Service

5.2 Future Demand - Drainage

Drainage services in Coonamble Shire face increasing pressure from flood risks, climate change, and urban development. The effectiveness of the levee system, capacity of infrastructure, and resilience to extreme events will continue to shape future investment needs. The table below identifies the major drivers of demand, anticipated future impacts, and strategies to ensure effective, sustainable management of Drainage assets.

Demand Driver	Projection	Demand Management Strategy
Underlying flood exposure	CBD between Castlereagh and Warrena Rivers, reliant on levee system.	Maintain levee integrity and internal Drainage paths; continue levee capital works.
Climate change impacts	Modelling indicates up to +0.1 m rise in 1% AEP flood levels by 2090.	Maintain 1% AEP +0.5 m freeboard; update planning controls as new data emerges.
Functional hotspots & access risk	Castlereagh Hwy and local streets inundated during 5% AEP events.	Targeted culvert and floodway upgrades at known pinch points.
Levee interactions & internal Drainage	Sensitivity around floodgates/spillways and need to manage ponding behind levee.	Ongoing maintenance/renewal of floodgates and spillways; sustain freeboard levels.
Urban renewal & infill	Town upgrades and housing activity will increase demands.	Include WSUD standards in new developments and urban works.

Table 9 – Demand Drivers, Projections, and Management Strategies – Drainage Service

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 10 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its Transport and Drainage assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's Transport and Drainage assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for Transport and Drainage assets. However, given that many of these assets are sub-surface, inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.



Improvement Opportunity

Develop and implement a condition assessment program for Transport and Drainage assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for Transport and Drainage assets, as recorded in the June 2025 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the Transport and Drainage networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 11 –Condition Rating Scale - Transport and Drainage Assets

6.5 Condition - Transport and Drainage Assets

Sealed road assets are generally in Good to Very Good condition, particularly the base components for both road segments and intersections. Surface components show a more mixed profile, with a larger proportion in Fair condition and smaller shares in Poor and Very Poor condition. Overall, the sealed road network appears largely serviceable, with renewal needs mainly associated with surface deterioration rather than base condition.

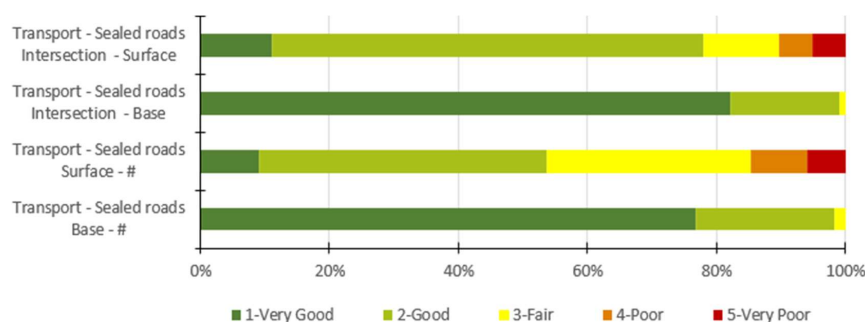


Figure 3 – Condition Profile: Sealed Roads

Unsealed road pavement and intersection pavement assets show a relatively poor profile, with a significant proportion assessed as Poor or Very Poor. While some assets remain in Good, Very Good and Fair condition, these categories represent a smaller share of the overall profile. The high proportion of deteriorated assets indicates increased renewal and maintenance needs across the unsealed road pavement network.

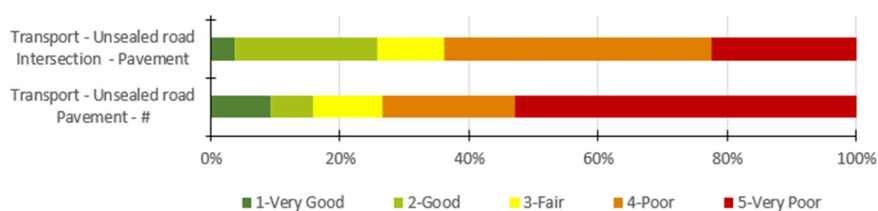


Figure 4 – Condition Profile: Unsealed Roads

Bridges and major culverts are predominantly in Fair condition, with a smaller proportion assessed as Good or Very Good. A noticeable share is in Poor condition, particularly for box culverts, while only a very small proportion of bridges are rated Very Poor. This indicates the network remains generally serviceable, but targeted renewal and maintenance planning will be required for poorer condition assets.

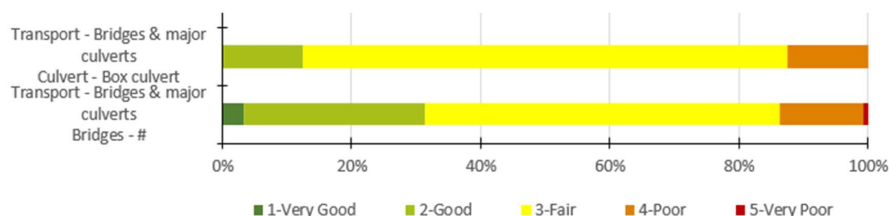


Figure 5 – Condition Profile – Bridges & Major Culverts

Footpaths and cycleways are predominantly in Fair condition, with a smaller proportion assessed as Good and Very Good. A limited share has been rated as Poor, with only a very small proportion in Very Poor condition, indicating that the network is generally serviceable but will require targeted renewal or maintenance for deteriorated sections.

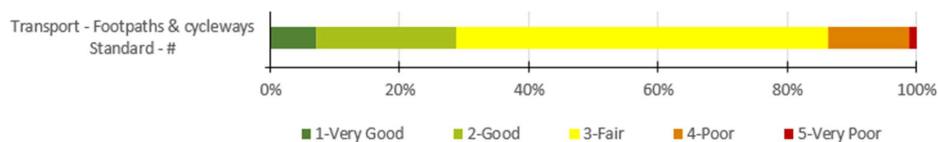


Figure 6 – Condition Profile: Footpaths & Cycleways

Kerb and Gutter assets are predominantly in Good to Fair condition, with a small proportion assessed as Very Good. However, there is also a noticeable share of assets in Poor and Very Poor condition, indicating that while much of the network remains serviceable, targeted renewal or maintenance will be required for deteriorated sections.

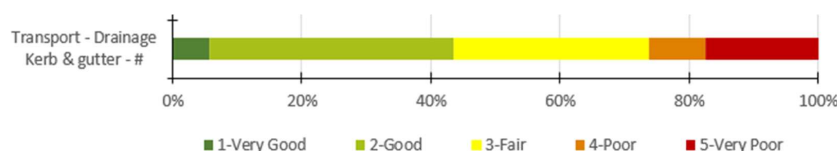


Figure 7 – Condition Profile: Kerb & Gutter

Drainage assets are predominantly in Fair condition, with limited representation in Good and Very Good categories. A significant proportion of assets are in Poor and Very Poor condition, most notably stormwater pits, as well as sections of pipes and culverts, highlighting emerging renewal and maintenance priorities across the Drainage network.

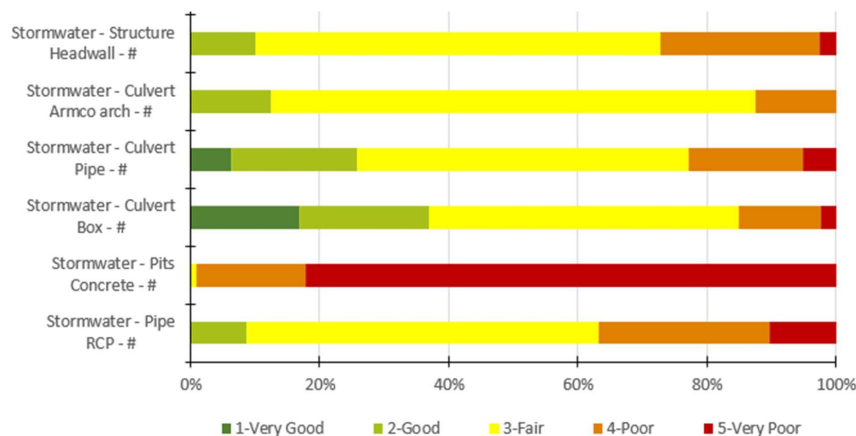


Figure 8 – Condition Profile: Drainage Assets

6.6 Overall Transport Asset Condition Profile

Based on the 2025 valuation data, the majority of Transport assets are generally in Good to Fair condition, with smaller proportions assessed as Very Good and a limited but notable share rated as Poor or Very Poor. While this provides a useful overview of the network, valuation data alone is not a reliable measure of true asset performance.

It is essential that these findings are verified through detailed field condition assessments. Such assessments will provide an accurate understanding of asset performance, identify localised issues, and support the development of robust renewal programs. Renewal and maintenance works should then be prioritised based on the outcomes of these field assessments to ensure resources are directed to the areas of greatest need.



Improvement Opportunity

Implement a structured asset data collection and management program covering all Transport and Drainage assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Operations and Maintenance Plan

Effective operation and maintenance practices are vital to ensure that Transport and Drainage assets continue to perform at their intended service levels and support safe, reliable, and accessible networks for the community. Routine operations include regular activities that maintain public health, safety, and amenity, such as street cleaning, Drainage clearing, and inspection of critical assets.

Maintenance activities encompass the ongoing work required to keep assets functional and safe, including both scheduled works and unplanned repairs in response to asset failures. At present, Coonamble Shire Council's maintenance regime is predominantly reactive, focusing on restoring asset functionality following defects, failures, or service requests. While this approach effectively addresses immediate issues, it highlights the opportunity to progressively shift toward a more planned and preventative maintenance framework to enhance efficiency, reduce lifecycle costs, and improve long-term service reliability.

Maintenance Strategy

Coonamble Shire Council's maintenance strategy for Transport and Drainage assets aims to ensure safe, reliable, and cost-effective service delivery through a balanced approach to operations, reactive response, and planned maintenance. The strategy focuses on optimising asset performance while minimising whole-of-life costs and maintaining community levels of service.

The following maintenance and operations strategies are applied:

Operations – Assets are used and managed in a manner that minimises long-term total costs while ensuring safety and functionality. Scheduled inspections are undertaken where justified by the potential consequences of failure, including impacts on service delivery, public health, or safety.

Reactive Maintenance – A suitable level of preparedness is maintained to enable prompt and effective response to asset failures, service requests, and unplanned events. This approach ensures that risks to public

Coonamble Shire Council

Transport and Drainage AMP 2026

Page 34

safety and service continuity are addressed in a timely manner.

Planned or Preventative Maintenance – Where feasible, planned maintenance activities are undertaken to minimise the likelihood of critical asset failures and to preserve asset condition. This proactive approach aims to extend asset life, reduce reactive interventions, and optimise lifecycle costs.

Overall, while Council's current maintenance regime remains primarily reactive, the strategy supports a progressive transition toward more planned and preventative practices, guided by improved condition data, risk-based prioritisation, and long-term maintenance planning.

Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant Transport and Drainage assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets, either built or acquired will be accompanied by manufacturer's recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

Inspections

For Coonamble Shire Council to effectively manage and plan its Transport and Drainage networks, both strategically and operationally, it is essential that accurate and consistent information about asset condition and performance is collected through disciplined and regular inspections. These inspections form the foundation for informed decision-making, helping Council to prioritise maintenance, manage risk, and sustain desired service levels across the network.

Council's road inspection regime is guided by the **Coonamble Shire Council Road Hierarchy and Levels of Service Framework** (refer **Appendix B**). This document defines the functional classification of regional and local rural roads and outlines the corresponding maintenance, renewal, and inspection standards for each hierarchy level. It provides specific intervention triggers and response timeframes for both sealed and unsealed roads, ensuring that inspection activities are prioritised according to road function, traffic volumes, and risk.

Council's inspection regime for Transport and Drainage assets consists of three primary categories, each serving a distinct purpose.

Reactive or safety inspections are typically initiated through customer service requests or reports of asset failure. These inspections aim to promptly identify and assess safety issues, ensuring that risks to public health and community safety are mitigated within specified response timeframes.

Planned inspections, also referred to as programmed defect inspections, involve systematic visual assessments of asset components to identify defects, deterioration, or emerging risks. These inspections support the scheduling of preventative or cyclic maintenance works and provide data to inform capital works planning.

Condition inspections are more comprehensive and strategic in nature, focusing on evaluating the physical and functional condition of assets to determine their overall adequacy. The data collected through these assessments is used for lifecycle cost analysis, renewal forecasting, and long-term asset planning. While they do not identify specific maintenance actions, they provide critical insights into the overall performance and sustainability of the network.

Together, these inspection activities enable Council to maintain a clear understanding of its asset base, respond effectively to emerging issues, and develop evidence-based maintenance and renewal programs that optimise service delivery and long-term cost efficiency.

Improvement Opportunity

- Develop and implement a formal maintenance and inspection schedule for all transport and Drainage assets to ensure consistent data collection and timely identification of maintenance needs.
- Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.
- Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management.

Current Operational Budget Summary

The following table presents the ten-year operating expenditure (OPEX) for Coonamble Shire Council's Transport and Drainage assets. Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, operating expenditure has been forecast by applying a 3% annual indexation rate to the 2028/29 budget figures.

The forecast indicates total operating expenditure of approximately \$76.1 million across the ten-year planning period, primarily allocated to State Roads, Regional Roads and Unsealed Rural Roads. It is important to note that there is no dedicated operating budget for Drainage assets, with maintenance activities typically reactive and incorporated within broader road maintenance programs.

This highlights the need for improved financial tracking and forecasting to ensure sustainable long-term funding for both Transport and Drainage operations.

Expenditure	Urban Roads	Sealed Rural Roads	Unsealed Rural Roads	Bridges - Rural Roads	Regional Roads	Aerodromes	Kerb & Guttering Footpaths	Bus Shelters & Service	State Roads	Total
2025/26	\$162,500	\$300,000	\$720,000	\$25,000	\$912,850	\$134,700	\$269,000	\$7,500	\$4,055,435	\$6,586,985
2026/27	\$166,700	\$307,500	\$738,000	\$25,630	\$971,990	\$138,080	\$275,730	\$7,690	\$4,156,830	\$6,788,150
2027/28	\$171,000	\$315,190	\$756,450	\$26,280	\$981,720	\$141,560	\$282,650	\$7,890	\$4,260,760	\$6,943,500
2028/29	\$250,400	\$423,100	\$775,360	\$26,940	\$991,540	\$145,130	\$289,740	\$8,090	\$4,367,280	\$7,277,580
2029/30	\$257,912	\$435,793	\$798,621	\$27,748	\$1,021,286	\$149,484	\$298,432	\$8,333	\$4,498,298	\$7,495,907
2030/31	\$265,649	\$448,867	\$822,579	\$28,581	\$1,051,925	\$153,968	\$307,385	\$8,583	\$4,633,247	\$7,720,785
2031/32	\$273,619	\$462,333	\$847,257	\$29,438	\$1,083,483	\$158,587	\$316,607	\$8,840	\$4,772,245	\$7,952,408
2032/33	\$281,827	\$476,203	\$872,675	\$30,321	\$1,115,987	\$163,345	\$326,105	\$9,105	\$4,915,412	\$8,190,980
2033/34	\$290,282	\$490,489	\$898,855	\$31,231	\$1,149,467	\$168,245	\$335,888	\$9,379	\$5,062,874	\$8,436,710
2034/35	\$298,991	\$505,204	\$925,820	\$32,168	\$1,183,951	\$173,293	\$345,965	\$9,660	\$5,214,761	\$8,689,811
Total	\$2,418,881	\$4,164,678	\$8,155,617	\$283,337	\$10,464,198	\$1,526,393	\$3,047,502	\$85,069	\$45,937,143	\$76,082,817

Table 12 –10 Year Operational Budget - Transport and Drainage Assets



Improvement Opportunity

- Establish a dedicated operating budget for Drainage assets to ensure adequate funding for routine maintenance, inspection, and renewal planning, reducing the reliance on reactive maintenance and improving long-term asset performance.
- Develop a complete 10-year operating expenditure forecast covering all transport and Drainage asset categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.

6.8 Capital Works (Renewal, New and Upgrade)

Capital works for Transport and Drainage assets include renewal, new (acquisition), and upgrade or expansion projects. Each category plays a vital role in maintaining network functionality, improving service delivery, and ensuring long-term sustainability of Council's infrastructure.

Renewal

Renewal works involve major activities that restore, rehabilitate, or replace existing assets to their original service potential without significantly increasing capacity. These projects address asset deterioration, extend useful life, and maintain required levels of service in a cost-effective manner. Typical examples include pavement resurfacing, culvert replacement, and rehabilitation of kerb and Drainage structures.

Upgrade / Expansion

Upgrade or expansion works improve an existing asset beyond its original design capacity or functionality. These projects are generally undertaken to enhance safety, improve performance, expand capacity, or ensure compliance with current standards. Examples include road widening, installation of new Drainage systems, and intersection improvements. While upgrades enhance service outcomes, they also lead to higher ongoing operational and maintenance costs.

New (Acquisition)

New assets are constructed or acquired to provide Transport or Drainage services in areas not previously served, or to support urban growth, development, or strategic infrastructure objectives. These projects increase the overall size, value, and complexity of the asset base, introducing additional lifecycle cost obligations for future operations, maintenance, and renewal.

Renewal Strategy

Coonamble Shire Council plans and delivers capital renewal and replacement projects for its Transport and Drainage assets to achieve defined service level objectives, maintain safety, and minimise infrastructure service risks.

Council's renewal strategy is guided by the following principles and practices:

- Planning and prioritisation: Renewal projects are planned and scheduled to deliver the required level of service in the most efficient and cost-effective manner.
- Comprehensive project scoping: Each renewal project will be scoped to identify:
 - The service deficiency, associated risks, and optimal timing for renewal or replacement.
 - The objectives of the project and the most appropriate solution to rectify the deficiency.

- A range of potential options, including estimated capital and lifecycle costs for each, which are evaluated against established organisational criteria to determine the preferred option.
- Optimised renewal methods: Low-cost renewal techniques (where the cost of renewal is less than full replacement) will be used wherever practicable to extend asset life and maximise value.
- Risk-based prioritisation: A current infrastructure risk register will be maintained to identify and manage risks associated with service delivery from Transport and Drainage assets. High and Very High risks, along with their residual risk levels, will be monitored and reported to management and Council.
- Capability and workforce development: Council will periodically review workforce skills and implement training programs to ensure staff have the capability to meet construction and renewal needs.
- Asset criticality and timing: Renewal treatments and priorities will be determined based on asset hierarchy, condition, criticality, and service importance.
- Value for money: Renewal and replacement activities will be regularly reviewed to ensure Council achieves the best value for resources used.
- Renewal purpose: Asset renewal and replacement will typically be undertaken to:
 - Maintain the reliability of infrastructure required to deliver existing service levels; or
 - Ensure the infrastructure remains safe and fit-for-purpose to meet community needs.

As a general principle, the frequency and cost of repairs inform the optimum timing for renewal investment. Each repair provides insight into asset deterioration, allowing Council to predict the most cost-effective renewal point. As repair frequency increases, the data enables prediction of the optimal renewal time that minimises lifecycle costs while maintaining service performance.

The **Coonamble Shire Council Road Hierarchy and Levels of Service Framework (Appendix B)** provides the basis for prioritising renewal works across the Regional and Local Rural Road network. The framework links each road hierarchy level to defined service standards, design criteria, and intervention thresholds, ensuring that investment decisions are aligned with asset function, usage, and risk. Renewal and upgrade projects are therefore planned to maintain the desired levels of service and to address sections of road identified through inspections and performance assessments as nearing or below intervention standards.

Renewal Standards

Council's renewal and construction standards for Transport and Drainage assets are aligned with relevant Australian Standards and industry best practice guidelines to ensure quality, safety, and long-term performance.

All renewal works are designed and delivered in accordance with Council's Engineering Standards and Specifications, current at the time of project delivery. These standards incorporate the technical requirements necessary to support the functional demands of the network, considering guidance from professional and industry bodies such as:

- Australian Standards
- Austroads Guidelines
- Institute of Public Works Engineering Australasia (IPWEA) Manuals

Design and construction of renewal works are undertaken by suitably qualified and experienced practitioners to ensure compliance, performance, and safety requirements are met.

Renewal Modelling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain Council's Transport and Drainage assets at acceptable levels of service over the next 10 years. The modelling process is based on 2025 valuation data, providing current and reliable information on asset age, condition, and replacement cost.

The modelling identifies when assets are likely to reach the end of their useful life and estimates the funding required to renew or rehabilitate them before they fall into "very poor" condition or fail in service. This enables Council to plan and prioritise renewals strategically, optimising lifecycle costs and maintaining service reliability.

The analysis reflects the best available data on asset condition, performance, and financials currently held by Council. As data quality improves through ongoing condition assessments and performance monitoring, the renewal forecasts will be refined to enhance accuracy and optimise investment timing.

The renewal funding projections in this AMP are based on the following key assumptions:

- Renewal costs are derived from the most recent asset register and 2025 valuation data.
- Asset quantities, condition data, and financial information are considered accurate for current planning purposes.
- Intervention occurs before assets reach "very poor" condition, balancing risk, cost, and service outcomes.
- Deterioration curves, intervention triggers, and asset performance assumptions are based on the CT Management Renewal Model, acknowledging inherent modelling limitations.
- Useful lives reflect Council's adopted standards for Transport and Drainage assets.
- Projections are presented in current dollar values (no escalation applied).
- No significant increase in the overall asset base is assumed during the 10-year planning period.
- Service levels are based on current performance and may be reviewed as community expectations, risk profiles, or strategic priorities evolve.

10 Year Renewal Forecast – Transport Assets

The following table presents the 10-year renewal forecast for Council’s Transport assets, developed using the CT Renewal Module and the latest available valuation and condition data (2025 dataset). The forecast identifies the annual renewal funding required to maintain the Transport network at an acceptable level of service and to intervene prior to assets reaching the “very poor” condition threshold.

Renewal modelling incorporates both sealed and unsealed road categories, including intersections, shoulders, bridges, culverts, footpaths, and kerb & gutter assets. The analysis reflects a risk-based approach, where renewal timing and priority are determined by asset condition, hierarchy, and service criticality.

The total estimated renewal requirement over the 10-year period is \$65.5 million, with the majority of expenditure allocated to unsealed local roads due to their higher maintenance and renewal needs. These forecasts provide a strategic basis for future capital works planning and long-term financial management.

Sub Class	Asset Type	Component	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Drainage	Kerb & gutter	#	\$1,504,295	\$18,995	\$34,114	\$49,233	\$64,114	\$78,599	\$92,566	\$105,906	\$118,514	\$130,289	\$141,147	\$2,337,774
Footpaths & cycleways	Standard	#	\$82,554	\$16,835	\$39,812	\$62,789	\$84,593	\$104,443	\$121,864	\$136,612	\$148,620	\$157,945	\$164,734	\$1,120,801
Bridges & major culverts	Culvert	Box culvert	\$0	\$0	\$5,340	\$10,679	\$15,852	\$20,733	\$25,232	\$29,288	\$32,865	\$35,946	\$38,530	\$214,466
Bridges & major culverts	Bridges	#	\$484,169	\$96,834	\$146,470	\$196,107	\$244,913	\$292,224	\$337,517	\$380,394	\$420,555	\$457,792	\$491,968	\$3,548,943
Sealed roads	Base	#	\$0	\$0	\$0	\$0	\$242	\$920	\$2,195	\$4,211	\$7,098	\$10,986	\$16,002	\$41,654
Sealed roads	Surface	#	\$1,615,406	\$394,867	\$1,051,466	\$1,708,066	\$2,305,000	\$2,862,157	\$3,050,536	\$2,764,892	\$2,194,186	\$1,663,842	\$1,277,621	\$20,888,038
Sealed roads	Intersection	Base	\$0	\$0	\$0	\$0	\$4	\$16	\$38	\$75	\$128	\$204	\$306	\$771
Sealed roads	Intersection	Surface	\$36,441	\$10,863	\$7,242	\$3,621	\$26,084	\$65,935	\$92,727	\$94,376	\$78,297	\$58,549	\$42,279	\$516,414
Unsealed road	Intersection	Pavement	\$23,690	\$9,935	\$7,452	\$4,968	\$3,455	\$2,912	\$2,923	\$3,069	\$3,104	\$3,134	\$3,357	\$67,998
Unsealed road	Pavement	#	\$24,985,889	\$1,595,146	\$1,464,002	\$1,332,858	\$1,201,146	\$1,068,866	\$951,624	\$865,027	\$815,132	\$985,892	\$1,466,938	\$36,732,520
Total			\$28,732,445	\$2,143,476	\$2,755,898	\$3,368,320	\$3,945,402	\$4,496,805	\$4,677,223	\$4,383,849	\$3,818,500	\$3,504,580	\$3,642,882	\$65,469,380

Table 13 –10 Year Renewal Forecast - Transport Assets

10 Year Renewal Forecast – Drainage Assets

The following table presents the 10-year renewal forecast for Council’s Drainage asset network, including culverts, pits, pipes, headwalls, and associated structures. The forecast was developed using the CT Renewal Module, based on the most recent 2025 valuation data for asset age, condition, and replacement value.

The modelling identifies the projected investment required to maintain Drainage assets in a serviceable condition and to renew components prior to reaching the “very poor” condition threshold, ensuring continued network functionality and flood resilience. Over the 10-year planning period, the total estimated renewal requirement is \$3.02 million, with the majority of expenditure attributed to box culverts and pipe culverts, reflecting their age, material composition, and structural significance. This forecast provides a strategic basis for long-term Drainage renewal planning, highlighting the need for proactive asset condition monitoring and sustainable funding allocations to maintain performance and reduce reactive maintenance demand.

Sub Class	Asset Type	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Culvert	Armco Arch	\$0	\$0	\$238	\$475	\$705	\$922	\$1,123	\$1,303	\$1,462	\$1,599	\$1,714	\$9,541
Culvert	Box	\$241,909	\$28,911	\$44,199	\$59,487	\$74,330	\$88,394	\$101,439	\$113,302	\$123,888	\$133,150	\$141,086	\$1,150,095
Culvert	Pipe	\$225,060	\$24,005	\$30,328	\$36,650	\$42,780	\$48,571	\$53,920	\$58,754	\$63,032	\$66,731	\$69,848	\$719,680
Pipe	RCP	\$367,947	\$36,153	\$40,915	\$45,677	\$50,255	\$54,511	\$58,346	\$61,694	\$64,514	\$66,792	\$68,527	\$915,331
Pits	Concrete	\$208,315	\$1,307	\$1,198	\$1,089	\$983	\$882	\$788	\$700	\$620	\$548	\$486	\$216,916
Structure	Headwall	\$810	\$203	\$242	\$281	\$318	\$354	\$386	\$414	\$438	\$458	\$474	\$4,376
Total		\$1,044,041	\$90,578	\$117,119	\$143,660	\$169,372	\$193,635	\$216,000	\$236,167	\$253,954	\$269,278	\$282,134	\$3,015,938

Table 14 –10 Year Renewal Forecast - Drainage Assets

**Improvement Opportunity**

- **Validate Renewal Forecasts:**
Undertake detailed field-based condition assessments of all major Transport & Drainage assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.

Asset Acquisition (New) and Upgrade

Coonamble Shire Council invests in new and upgraded Transport and Drainage assets to ensure the network continues to meet current and future service demands, maintain safety and accessibility, and support sustainable community growth.

Asset acquisition (new works) generally occurs when extending the road or Drainage network to service new development areas, improve network connectivity, or address identified gaps in Transport and Drainage infrastructure. Examples include new road links, shared paths, kerb & gutter extensions, new Drainage pipelines, culverts, and associated infrastructure to improve flood resilience and road safety.

Upgrades are undertaken when existing assets no longer meet required performance, safety, or capacity standards. Upgrade projects may involve pavement strengthening, widening, improved intersection treatments, installation of new pedestrian facilities, or Drainage upgrades to meet current design standards and flood mitigation requirements.

While the existing network is relatively mature, new works and upgrades remain essential to:

- Improve network reliability, safety, and functionality.
- Address growth-related or emerging Transport and Drainage demands.
- Meet contemporary design, accessibility, and regulatory standards.
- Reduce safety and flood risks.
- Support long-term service sustainability and community resilience.

These projects are identified through Council's capital works planning process and are aligned with long-term financial planning to ensure funding sustainability and efficient service delivery.

Design Standards – Regional and Local Roads

The Coonamble Shire Council Road Hierarchy and Levels of Service Framework (**Appendix B**) establish the desired design standards for Regional and Local Rural Roads within the Shire. It defines pavement widths, seal widths, formation types, and functional classifications for each road hierarchy level based on traffic volumes (AADT), road function, and usage. These standards provide the benchmark for the design and construction of renewal and upgrade works, ensuring consistency, safety, and alignment with the intended level of service across the rural road network.

**Improvement Opportunity**

Develop or update comprehensive design standards for all Transport and Drainage assets to ensure consistency, compliance, and alignment with desired levels of service.

Asset Renewal, New, and Upgrade Budget Summary

The following table summarises Coonamble Shire Council’s capital works program for the Transport and Drainage asset portfolio, including renewal, new and upgrade projects planned over the next 10 years. The program reflects Council’s commitment to maintaining a safe, reliable and sustainable Transport and Drainage network that supports community mobility, connectivity and flood resilience.

Confirmed capital budget allocations are available for the first four years of the planning period only, to 2028/29. For the remaining six years, funding has been assumed to continue at the same annual allocation as 2028/29 for renewal, new and upgrade works.

- The program includes:
- Renewals, focused on restoring road and Drainage assets to their intended service condition and reducing the risk of failure.
 - Upgrades, targeted at improving the performance, safety and resilience of existing infrastructure.
 - New works, aimed at extending the network to meet community growth and accessibility needs.

A significant proportion of the capital program relates to Transport renewal and extension projects, including regional and local road renewals, Tooraweenah Road extension works, and the continuation of kerb and gutter, footpath, and Drainage improvement programs.

Council should continue to refine the later-year capital projections through the Long-Term Financial Plan to ensure the assumed allocations remain realistic, affordable and aligned with asset renewal needs.

Budget	Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Renewal	Urban Roads - Capital Renewal Program	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
	Unsealed Rural Roads - Reconstruction program	\$200,000	\$200,000	\$200,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$1,825,000
	Sealed Rural Local - Heavy Patch and Resealing program	\$150,000	\$200,000	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,300,000
	Regional Roads - Capital Renewal Program	\$561,050	\$531,390	\$551,730	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$572,580	\$5,652,230
	Regional Roads - Capital Renewal Program - Warren Road upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Roads to Recover - Local Roads Renewal	\$1,256,486	\$1,241,286	\$1,225,479	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$1,209,039	\$12,186,520
	L.R.C.I. - P3 Grant Program - Box Ridge Rd and Gulargambone Rd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	L.R.C.I. - P4 Grant Program - Transport Infrastructure Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	NSW Local Govt Recovery Grant Program - Pilliga Road - Installation of Culverts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Regional Emergency Road Repair Fund - Capital Works	\$1,899,529	\$990,550	\$542,406	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,432,485
	FLR R4 - McCullough St Rehab	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	FLR R3/R4 - Carinda Rd	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Flood Damage - Restoration of Roads Network	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	L.R.C.I. - P4 Grant Program - Transport Infrastructure Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Kerb & Gutter Construction - Capital Renewal Program	\$50,000	\$51,000	\$52,020	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$53,060	\$524,440
	Footpaths Construction - Capital Renewal Program	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
New	Sealed Roads Extension Program	\$760,000	\$790,400	\$822,015	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$854,895	\$8,356,680
	Tooraweenah Road - Extension of Sealed length	\$21,574,000	\$16,651,237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,225,237
	Active Transport - Construction of Limerick St	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Upgrade	Radio communications network upgrade	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
	Stormwater Drainage Improvement Program	\$75,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$525,000
Total		\$26,976,065	\$21,005,863	\$3,943,650	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$3,464,574	\$76,177,592

Table 15 –10 Year Renewal, New, and Upgrade Budget – Transport & Drainage Assets

**Improvement Opportunity**

Develop a complete 10-year capital works forecast for the Transport and Drainage asset portfolio, extending beyond the current four-year funding horizon.

6.9 Improvement Action – Sealed Road Pavement Data

The current asset dataset for sealed roads does not include a clearly defined pavement component. While surface and base components are identified, the structural pavement layer is not separately distinguished within the asset hierarchy. As a result, pavement condition, useful life and renewal requirements are not explicitly captured in the dataset.

This presents a limitation for long-term asset management planning, as structural pavement renewal is a key driver of lifecycle cost for sealed roads. Based on discussions with Council, sealed road rehabilitation typically occurs on an approximate 25-year cycle. However, in the absence of a defined pavement component, this structural renewal demand is not directly represented in the current renewal modelling, which is primarily based on surface condition and deterioration.

To address this, it is recommended that the asset hierarchy be updated as part of the next comprehensive Transport and Drainage valuation to clearly distinguish pavement as a separate component from surface and base layers. This should include the assignment of appropriate useful lives, condition data and valuation parameters for pavement assets, aligned with Council's maintenance and rehabilitation practices.

Implementing this improvement will enable more accurate modelling of structural renewal requirements, support improved alignment between engineering practice and financial planning, and strengthen the integration of asset management outcomes within the Long-Term Financial Plan.

6.10 Disposal Plan

Disposal refers to any activity associated with the decommissioning, removal, sale, demolition, replacement, relocation, or financial write-off of an asset that is no longer required or no longer economically viable to maintain. Although the disposal of Transport and Drainage assets is relatively infrequent, it remains an important part of the asset lifecycle and must be managed strategically to ensure value for money and compliance with regulatory and environmental standards.

Long Asset Lives and Strategic Disposal

Most of Council's Transport and Drainage assets, such as roads, bridges, culverts, kerb and guttering, footpaths, and Drainage infrastructure, have long service lives, often exceeding 50 years. Consequently, disposal typically occurs under the following circumstances:

- When an asset has reached the end of its useful life and renewal or reconstruction is more cost-effective than continued maintenance.
- As part of capital renewal or upgrade projects where old assets are replaced or reconstructed.
- When infrastructure is realigned, relocated, or made redundant due to land use changes, Drainage redesigns, or road network reconfiguration.
- When assets no longer meet safety, performance, or environmental compliance standards and cannot be economically upgraded.
- When an asset is damaged beyond repair following a natural disaster or other external event.

Any new capital project should consider the future disposal requirements of existing assets, including both physical and financial implications, such as asset removal, rehabilitation of the site, and financial write-off or reclassification in Council's asset register.

Council aims to ensure that disposal decisions are informed by whole-of-life cost analysis, risk assessment, and sustainability principles, supporting efficient renewal investment and optimal asset performance over the network's lifecycle.

7. RISK MANAGEMENT PLAN

Coonamble Shire Council recognises that effective risk management is essential to ensuring the safety, reliability, and sustainability of its Transport and Drainage networks. While the Council does not currently have a corporate risk register, this Plan establishes a framework for identifying, assessing, and managing key risks associated with these critical infrastructure assets.

7.1 Risk Management Process

Council's approach to risk management is consistent with AS/NZS ISO 31000:2018 Risk Management – Guidelines, focusing on proactive identification of risk events, their underlying causes, and mitigation measures that reduce likelihood and consequence.

Risks have been derived from Council's Floodplain Risk Management Plans, Business Continuity Plans, and Operational and Delivery Programs, combined with best-practice asset management experience across NSW local governments.

7.2 Key Risks – Transport & Drainage Assets

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Flood damage to Transport and Drainage assets	Major flood events exceeding design capacity; inadequate Drainage capacity	High	Maintain and periodically review Floodplain Risk Management Plans; prioritise flood-prone roads and culverts in renewal programs; improve Drainage design standards.
Failure of road pavement due to poor condition or heavy vehicle loading	Deferred maintenance; under-strength pavement structure	High	Implement routine inspections and condition assessments; develop risk-based maintenance program; enforce load limits where applicable.
Insufficient maintenance funding	Competing budget priorities; limited long-term financial forecasting	High	Develop a 10-year Long-Term Financial Plan (LTFP); link renewal modelling outcomes to capital works planning; advocate for external grant funding.
Failure of Drainage infrastructure causing localised flooding	Blocked pits and pipes; undersized or deteriorated systems	High	Introduce programmed Drainage inspections and cleaning schedules; improve asset data; integrate Drainage maintenance in the annual works program.
Bridge or culvert structural failure	Ageing assets, lack of detailed inspections, overloading	High	Conduct detailed structural inspections; maintain bridge register; prioritise renewals based on condition and risk.
Community safety incidents (e.g., road crashes or unsafe sites)	Poor visibility, inadequate signage, deteriorated road surface	Medium	Regular safety audits; upgrade signage and guardrails; maintain compliant road furniture; implement crash data review process.
Environmental non-compliance (e.g., erosion, sedimentation, water pollution)	Poor construction or maintenance practices	Medium	Apply Environmental Management Plans for works; include erosion control in maintenance procedures; monitor compliance.
Data inaccuracy leading to poor investment decisions	Incomplete or outdated asset register and condition data	Medium	Implement structured data collection and validation; ensure all new assets

			are recorded; conduct periodic data audits.
Climate change impacts (e.g., increased rainfall intensity, heat damage)	More frequent and severe weather events	Medium	Integrate climate resilience measures into design standards; consider alternative materials; monitor vulnerable sites.
Disruption to critical routes affecting community access	Flooding, road closure, or asset failure	High	Maintain Business Continuity Plan and critical route mapping; ensure emergency detours and access routes are documented.
Failure to meet legislative or regulatory requirements	Inadequate understanding of compliance obligations	Medium	Maintain awareness of current road safety, environmental, and floodplain management legislation; train staff; embed compliance checks in project delivery.
Contractor or workforce safety incidents	Lack of WHS oversight or training	Medium	Enforce WHS compliance in contracts; conduct site inductions and audits; implement safety reporting systems.

Table 16 – Risks - Transport & Drainage Assets

7.3 Risk Monitoring and Review

Risk management will be an ongoing process, integrated into Council's annual asset management and budget review cycle. The following actions will support continuous improvement:

- Maintain a Transport & Drainage Asset Risk Register.
- Review risk ratings and mitigation annually or following major events.
- Report critical and high risks to the Executive Team for oversight.
- Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.
- Ensure staff training and awareness on risk identification and response procedures.

7.4 Continuous Improvement

As data quality and systems improve, Council will refine its risk assessment process and develop a formal Corporate Risk Register. This will enhance integration between asset management, financial planning, and emergency management frameworks, supporting the delivery of safe, reliable, and resilient Transport and Drainage infrastructure for the Coonamble community.



Improvement Opportunities

- Maintain a Transport & Drainage Asset Risk Register.
- Review risk ratings and mitigation annually or following major events.
- Report critical and high risks to the Executive Team for oversight.
- Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.
- Ensure staff training and awareness on risk identification and response procedures.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over the coming years and how these will be allocated to deliver essential Transport and Drainage services, maintain infrastructure, and support future community needs. It reflects Council's current and projected financial capacity to provide safe, reliable, and sustainable Transport and Drainage networks while planning for critical capital investments to address growth, asset ageing, risk mitigation, and regulatory compliance.

This section presents the financial forecasts derived from the asset data, levels of service, risk assessments, and lifecycle strategies outlined in earlier sections of this Plan. These forecasts will be progressively refined as Council enhances its asset condition data, improves cost modelling, and strengthens its understanding of future service and performance requirements.

8.1 Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Transport & Drainage Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Transport	
Replacement Cost	\$330,955,576
Fair Value (Written Down Value)	\$291,729,203
Accumulated Depreciation	\$39,226,373
Annual Depreciation	\$3,884,283

Table 17 – Valuation Information – Transport Assets

Drainage	
Replacement Cost	\$13,135,744
Fair Value (Written Down Value)	\$7,780,388
Accumulated Depreciation	\$5,355,356
Annual Depreciation	\$130,547

Table 18 – Valuation Information – Drainage Assets

Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of **100%** means Council is fully funding its renewal needs, while a ratio **below 100%** indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of **90–110%** is generally considered sustainable over the long term.

The table below presents the Asset Renewal Funding Ratio and Asset Sustainability Ratio for Coonamble Shire Council's Transport asset portfolio. These ratios provide an indication of the adequacy of renewal funding and the extent to which planned capital renewal expenditure is keeping pace with asset consumption.

The Asset Renewal Funding Ratio is estimated at 44%, indicating that planned renewal funding is significantly below the forecast renewal requirement over the planning period. The Asset Sustainability Ratio is estimated at 73%, indicating that planned renewal expenditure is also below the level of annual asset consumption.

Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal funding has been assumed to continue at the same annual allocation as 2028/29. These ratios should therefore be reviewed and updated as future Long-Term Financial Plan projections are confirmed.

Asset Renewal Funding Ratio	Asset Sustainability Ratio
44%	73%

Table 19 – Financial Ratios – Transport Assets

The table below presents the Asset Renewal Funding Ratio and Asset Sustainability Ratio for Council's Drainage asset portfolio. These ratios are intended to assess the adequacy of renewal funding and the long-term financial sustainability of Drainage asset management practices. It is important to note the following key point for the drainage assets. An annual escalation rate of 3.0% has been applied to projected depreciation and cost forecasts over the 10-year planning period. This rate reflects current infrastructure cost escalation trends and broader economic indicators. It is acknowledged that actual cost escalation may vary over time due to market conditions, including fluctuations in construction costs, labour availability, and supply chain factors. The rate applied here represents a reasonable long-term planning assumption and will be reviewed and updated as part of future Asset Management Plan and Long-Term Financial Plan revisions.

The Asset Renewal Funding Ratio is estimated at 55%. This indicates that only slightly more than half of the required renewal expenditure is being funded over the planning period. This represents a significant funding shortfall and is expected to result in increasing renewal backlog, declining asset condition, and elevated service and failure risk over time.

The Asset Sustainability Ratio of approximately 90% indicates that renewal expenditure is approaching the rate of asset consumption based on accounting depreciation. However, the significantly lower Asset Renewal Funding Ratio of 55% demonstrates that depreciation does not fully reflect the actual renewal requirements of the drainage network. This is likely due a reliance on future projected data rather than historical data.

Confirmed budget data is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal funding has been assumed to continue at the same annual allocation as 2028/29. These ratios should therefore be reviewed and updated as future Long-Term Financial Plan projections are confirmed.

Asset Renewal Funding Ratio	Asset Sustainability Ratio
55%	94%

Table 20 – Financial Ratios – Drainage Assets

10-Year Budget vs Lifecycle Demand – Transport Assets

The table below summarises the 10-year financial outlook for Coonamble Shire Council's Transport asset portfolio, outlining the forecasted renewal demand, available renewal and operational budgets, and planned new or upgrade projects. It provides a comparison between the estimated renewal funding requirements and the allocated budgets to highlight potential funding gaps and overall lifecycle demand.

It should be noted that budget information is currently available only for the first four years (2025/26–2028/29) of the 10-year planning period. Confirmed budget information is available for the first four years only (2025/26–2028/29). For the remaining six years, renewal and new/upgrade funding have been assumed to continue at the same annual allocation as 2028/29, while operational expenditure has been forecast by applying 3% annual indexation to the 2028/29 budget. These assumptions should be reviewed and updated as Council's Long-Term Financial Plan is further developed.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$28,732,445					\$28,732,445
2025/26	\$2,143,476	\$4,417,065	\$22,484,000	\$6,586,985	\$33,488,050	\$31,214,461
2026/27	\$2,755,898	\$3,514,226	\$17,441,637	\$6,788,150	\$27,744,013	\$26,985,685
2027/28	\$3,368,320	\$3,071,635	\$822,015	\$6,943,500	\$10,837,150	\$11,133,835
2028/29	\$3,945,402	\$2,559,679	\$854,895	\$7,277,580	\$10,692,154	\$12,077,877
2029/30	\$4,496,805	\$2,559,679	\$854,895	\$7,495,907	\$10,910,481	\$12,847,608
2030/31	\$4,677,223	\$2,559,679	\$854,895	\$7,720,785	\$11,135,358	\$13,252,903
2031/32	\$4,383,849	\$2,559,679	\$854,895	\$7,952,408	\$11,366,982	\$13,191,152
2032/33	\$3,818,500	\$2,559,679	\$854,895	\$8,190,980	\$11,605,554	\$12,864,375
2033/34	\$3,504,580	\$2,559,679	\$854,895	\$8,436,710	\$11,851,283	\$12,796,185
2034/35	\$3,642,882	\$2,559,679	\$854,895	\$8,689,811	\$12,104,385	\$13,187,588
Total	\$65,469,380	\$28,920,679	\$46,731,917	\$76,082,816	\$151,735,410	\$188,284,114

Table 21 – Financial Summary – Transport Assets

10-Year Budget vs Lifecycle Demand – Drainage Assets

The table below summarises the 10-year financial outlook for Coonamble Shire Council's Drainage asset portfolio, including forecasted renewal requirements, available renewal and operational budgets, and planned new or upgrade projects. It provides an overview of the funding position and helps identify potential gaps between the required investment and available resources.

It should be noted that budget information is currently available only for new and upgrade for the first four years (2025/26–2028/29) of the 10-year planning period. Budget information is currently available for new and upgrade works for the first four years only (2025/26–2028/29). For the remaining six years, new and upgrade funding has been assumed to continue at the same annual allocation as 2028/29. While no dedicated renewal or operational budgets have been allocated for drainage assets, to complete the full lifecycle funding position, the Renewal and OPEX budgets that are presented (Table 22) are indicative only. This issue will however be addressed as part of the annual revision of this plan and the LTFP.

Financial Year	Renewal Forecast	Renewal Budget	New and Upgrade	Operational Budget	Total Budget	Total Lifecycle Demand
Backlog	\$1,044,041					\$1,044,041
2025/26	\$90,578	\$143,427	\$75,000	\$139,836	\$358,263	\$305,414
2026/27	\$117,119	\$168,427	\$50,000	\$139,836	\$358,263	\$306,955
2027/28	\$143,660	\$168,427	\$50,000	\$139,836	\$358,263	\$333,496
2028/29	\$169,372	\$168,427	\$50,000	\$139,836	\$358,263	\$359,208
2029/30	\$193,635	\$168,427	\$50,000	\$139,836	\$358,263	\$383,471
2030/31	\$216,000	\$168,427	\$50,000	\$139,836	\$358,263	\$405,836
2031/32	\$236,167	\$168,427	\$50,000	\$139,836	\$358,263	\$426,003
2032/33	\$253,954	\$168,427	\$50,000	\$139,836	\$358,263	\$443,790
2033/34	\$269,278	\$168,427	\$50,000	\$139,836	\$358,263	\$459,114
2034/35	\$282,134	\$168,427	\$50,000	\$139,836	\$358,263	\$471,970
Total	\$3,015,938	\$1,659,270	\$525,000	\$1,398,360	\$3,582,630	\$4,939,298

Table 22 – Financial Summary – Drainage Assets

Improvement Opportunities

- Allocate a dedicated operational budget for Drainage assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.
- Allocate dedicated renewal funding for Drainage assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.

8.2 Funding Strategy

Funding for the Transport and Drainage network is primarily sourced from Council's general revenue, supplemented by a range of external grants and programs. Key funding sources include:

- **Roads to Recovery** – Local Roads Renewal Program, which supports the renewal and rehabilitation of local and regional roads.
- **Local Roads and Community Infrastructure (LRCI) Grant Program**, which provides capital funding for road, kerb and gutter, footpath, and Drainage infrastructure improvements.
- **State Government's Safe and Secure Transport Program**, which offers three funding streams:
 - Funding Stream 1: Development and delivery of Transport quality, safety, and environmental solutions (the main funding stream).
 - Funding Stream 2: Development of integrated Transport cycle management (IWCN) strategies.
 - Funding Stream 3: Management and improvement of high-risk Transport structures (e.g. bridges and culverts).

Council prioritises renewal of existing Transport and Drainage infrastructure before expansion to ensure that essential services are maintained within available financial capacity. Where funding gaps exist—particularly in the later years of the 10-year planning horizon—Council will review service levels, optimise renewal timing, and pursue additional external funding to support sustainable infrastructure delivery.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

The table below outlines the Improvement Action Plan developed for Coonamble Shire Council's Transport and Drainage asset portfolio. The plan identifies key tasks required to enhance asset management capability, improve data quality, strengthen planning processes, and ensure sustainable service delivery over the long term.

Each action aligns with the objectives of this Asset Management Plan (AMP) and supports continuous improvement across core areas including data and systems, maintenance and inspection, financial planning, levels of service, design standards, and governance. Responsibilities have been assigned to relevant Council officers and departments to ensure clear accountability and effective implementation.

The improvement actions are intended to be implemented progressively over the 10-year planning horizon, with priority given to activities that improve compliance, financial sustainability, and operational efficiency.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager - Finance
2	Review and update the Active Transport Plan (2024) to reflect current operational, regulatory, and asset management requirements beyond 2024.	Planning Manager -Transport and Drainage
3	Develop and adopt formal Customer and Technical Levels of Service for Transport and Drainage services, integrated into asset management practices and subject to regular review.	Planning Manager -Transport and Drainage
4	Develop a Transport and Drainage Strategy to address community feedback on road quality, safety, and management, and to guide long-term investment and service planning.	Planning Manager -Transport and Drainage
5	Develop and implement a condition assessment program for Transport and Drainage assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager - Assets/Manager - Finance
6	Implement a structured asset data collection and management program covering all Transport and Drainage assets. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager - Assets
7	Develop and implement a formal maintenance and inspection schedule for all Transport and Drainage assets to ensure consistent data collection and timely identification of maintenance needs.	Operations Manager - Transport and Drainage
8	Introduce a centralised inspection data management system to improve tracking, analysis, and reporting of inspection outcomes across asset classes.	Operations Manager - Transport and Drainage/Manager - Assets
9	Establish clear inspection standards and training for field staff to improve consistency, accuracy, and reliability of inspection results for asset planning and risk management	Operations Manager - Transport and Drainage
10	Establish a dedicated operating budget for Drainage assets to ensure adequate funding for routine maintenance, inspection, and renewal planning, reducing the reliance on reactive	Operations Manager -

Coonamble Shire Council

Transport and Drainage AMP 2026

Page 52

	maintenance and improving long-term asset performance.	Transport and Drainage/Manager - Finance
11	Develop a complete 10-year operating expenditure forecast covering all Transport and Drainage asset categories, supported by historical data and future projections, to enable sustainable financial planning and improved alignment with service delivery objectives.	Operations Manager - Transport and Drainage/Manager - Finance
12	Undertake detailed field-based condition assessments of all major Transport & Drainage assets to validate the renewal forecasts. This will ensure that renewal timing, costs, and intervention triggers accurately reflect current asset condition and performance.	Manager - Assets
13	Integrate the verified renewal funding requirements into Council's Long-Term Financial Plan (LTFP) to ensure adequate and sustainable funding allocations for Transport & Drainage asset renewals over the 10-year planning horizon.	Manager - Finance/Manager - Assets
14	Develop or update comprehensive design standards for all Transport and Drainage assets to ensure consistency, compliance, and alignment with desired levels of service.	Planning Manager -Transport and Drainage
15	Develop a complete 10-year capital works forecast for the Transport and Drainage asset portfolio, extending beyond the current four-year funding horizon.	Planning Manager -Transport and Drainage
16	Update the sealed road asset hierarchy to include a distinct pavement component, with defined condition, useful life and valuation data, as part of the next Transport and Drainage valuation to enable accurate modelling of structural renewal requirements.	Manager – Assets/Manager Finance
17	Maintain a Transport & Drainage Asset Risk Register.	Manager - Risks / Planning Manager -Transport and Drainage
18	Review risk ratings and mitigation annually or following major events.	Manager - Risks
19	Report critical and high risks to the Executive Team for oversight.	Manager - Risks
20	Incorporate risk findings into renewal modelling, prioritisation, and funding allocation.	Manager - Risks /Manager Assets
21	Ensure staff training and awareness on risk identification and response procedures.	Manager - Risks
22	Allocate dedicated renewal funding for Drainage assets within the Long-Term Financial Plan (LTFP) to support sustainable asset management and enable accurate performance monitoring.	Manager - Finance
23	Allocate a dedicated operational budget for Drainage assets within the Long-Term Financial Plan (LTFP) to support ongoing maintenance and effective service delivery.	Manager - Finance
24	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management	Executive Manager - Assets

Table 23 - Improvement Plan – Transport & Drainage Assets

9.2 Monitoring and Review Procedures

This Transport and Drainage Asset Management Plan (AMP) will be reviewed as part of Council's annual budget and integrated planning processes. Any material changes to service levels, asset performance, or available resources resulting from budget or operational decisions will be reflected in subsequent updates to maintain alignment with Council's strategic priorities.

The AMP will be updated annually to ensure it remains accurate, relevant, and reflective of current circumstances, including:

- Agreed customer and technical levels of service.
- Latest asset condition, inventory, and valuation data.
- Forecast operating, maintenance, renewal, upgrade, and disposal costs.
- Financial projections incorporated into the Long-Term Financial Plan (LTFP).

In addition, this plan will have a four-year lifecycle and will undergo a comprehensive review every four years to inform the development of Council's:

- Community Strategic Plan (CSP),
- Delivery Program and Operational Plan (DPOP),
- Long-Term Financial Plan (LTFP).

This structured review process ensures that Transport and Drainage asset management remains integrated with Council's broader strategic and financial frameworks, supports evidence-based decision-making, and enables the sustainable delivery of safe, reliable, and fit-for-purpose infrastructure to the community.

9.3 Performance Measures

To ensure this AMP is effectively implemented and achieves its objectives, Council will monitor performance through a combination of delivery, process, and governance-based measures. These measures will assess progress against the improvement plan, evaluate asset management maturity, and confirm ongoing alignment with service, financial, and risk management objectives.

Delivery of Improvement Actions

- Percentage of AMP improvement actions completed within target timeframes.
- Progress status of actions (Not Started / In Progress / Completed / Deferred).
- Clear assignment of responsibilities and accountability for delivery.
- Integration of completed actions into business-as-usual practices.

Asset Management Capability and Maturity

- Adoption of formal Customer and Technical Levels of Service.
- Implementation of regular condition and performance assessment programs.
- Improved completeness and accuracy of the asset register.
- Use of renewal modelling and long-term financial forecasting for decision-making.
- Integration of maintenance, inspection, and renewal data within the Asset Management Information System (AMIS).

Financial Alignment and Sustainability

- Establishment of 10-year operational and capital budget forecasts.
- Renewal funding aligned to identify renewal demand and lifecycle modelling outcomes.
- Monitoring of Asset Renewal Funding Ratio and Asset Sustainability Ratio.
- Strengthened alignment between the AMP, LTFP, and capital works programs.

Governance and Accountability

- Active oversight by the Asset Management Steering Committee (AMSC).
- Regular AMSC meetings to monitor AMP implementation progress.
- Strategic decision-making is informed by accurate and reliable asset data.
- Periodic reporting of performance outcomes to the Executive and Council.

**Improvement Opportunities**

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

9.4 Continuous Improvement

Performance will be reviewed annually and reported through internal governance processes. As asset management capability improves and more accurate data becomes available, Council will refine performance measures to support higher levels of service, financial sustainability and efficient delivery.

Appendix A – Useful Lives of Assets

Asset Class	Asset Type	Component	Useful Life
Transport	Sealed Roads	Intersection 2 Regional	96
Transport	Sealed Roads	Intersection U1	96
Transport	Sealed Roads	Intersection U2	98
Transport	Sealed Roads	Intersection U3	101
Transport	Sealed Roads	Local 3	96
Transport	Sealed Roads	Local 4	98
Transport	Sealed Roads	Local 5	101
Transport	Sealed Roads	Local 6	103
Transport	Sealed Roads	Regional 2	92
Transport	Sealed Roads	Shoulder 2	99
Transport	Sealed Roads	Urban 2	97
Transport	Sealed Roads	Urban U1	107
Transport	Sealed Roads	Urban U2	107
Transport	Sealed Roads	Urban U3	107
Transport	Unsealed Roads	Intersection U1	21
Transport	Unsealed Roads	Intersection U2	20
Transport	Unsealed Roads	Intersection U3	20
Transport	Unsealed Roads	Local 3	11
Transport	Unsealed Roads	Local 4	15
Transport	Unsealed Roads	Local 5	18
Transport	Unsealed Roads	Local 6	20
Transport	Unsealed Roads	Local 7	24
Transport	Unsealed Roads	Local 8	29
Transport	Unsealed Roads	Regional 2	8
Transport	Unsealed Roads	Urban U1	21
Transport	Unsealed Roads	Urban U2	19
Transport	Unsealed Roads	Urban U3	20
Transport	Bridges & Major Culverts	Box Culvert	122
Transport	Bridges & Major Culverts	Bridge	186
Transport	Footpaths & Cycleways	Footpath	36
Transport	Kerb & Gutter	Kerb & Gutter	92
Transport	Drainage	Box Culvert	104
Transport	Drainage	Culvert	106

Transport	Drainage	Headwall	9
Transport	Drainage	Pipe	89
Transport	Drainage	Pipe Culvert	103
Transport	Drainage	Pits	92

Appendix B – Roads Hierarchy and Levels of Service

Important Note: This proposed Road Hierarchy does not apply to Urban Roads. It focusses on Regional and Local Rural Shire Roads.

Hierarchy Class	Description	Image	Function (Note: AADT = Average Annual Daily Traffic)	Desired Design Standard	~ km of Network	Renewal	Planned Maintenance	Intervention level of Unplanned repairs/maintenance (Sealed)		Intervention level of Unplanned repairs/maintenance (Unsealed) Corrugations, rutting, loose surface etc. which reduces average speed of safe road use by < 50 %
								Pavement Maintenance Pot Holes / Patches Deformation, Cracks, Shoving > 30mm depth and or > 150mm diameter	Shoulder Maintenance / Edge Break Edge break / Edge Drop Off > 50mm depth and encroaching on carriageway	
1	Arterial Roads Regional Roads		Primary Parameter: • 150< AADT <499 Secondary Parameters: • Traffic movement between collector or access roads, and arterial road. • Permanent School Bus route • Heavy vehicle route	• Sealed Regional Road (8m Pavement Width, 7m Seal Width, Centre and side line markings) • Unsealed Regional Road (9.5m Pavement Width, Formed Road)	• 216.63 Sealed • 52.03 Unsealed	Renewal of segments as they reach end of UL or if segments have notable regular defects over a short period of time		Inspect within 24 hrs, Repair (bitumen and aggregate or cold pave) within 7 days		Inspect within 2 days and repair through maintenance grading within 14 Days but depending on road status (open/closed) and weather conditions
2	Primary Collector (Sealed) Sealed Collector Road Segments		Primary Parameter: • 70< AADT <149 Secondary Parameters: • Traffic movement between access roads, local collector roads and arterial roads. • Permanent School Bus route • Heavy vehicle route • Collects from a limited number of local access roads to distribute to an arterial road	• Sealed Collector Road Segments (8m Pavement Width, 7m Seal Width)	• 194.09 Sealed	Renewal of segments as they reach end of UL or if segments have notable regular defects over a short period of time		Inspect within 48 hrs, Repair (bitumen and aggregate or cold pave) within 7 days		
3	Primary Collector (Unsealed) Unsealed Collector Road Segments		Primary Parameter: • 70< AADT <149 Secondary Parameters: • Traffic movement between access road and arterial or sub-arterial road. • Permanent School Bus route • Heavy vehicle route • Collects from a limited number of local access roads to distribute to an arterial road	• Unsealed Collector Road Segments (7.5m Pavement Width, Formed Road)	• 145.31 Unsealed	Renewal of segments as they reach end of UL (on third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every Year			Inspect within 4 days and repair within 28 Days
4	Local Collector Road		Primary Parameter: • 20<AADT<69 Secondary Parameters: • Road to access limited properties where people actually reside (rural: ≥ 4 houses). • Permanent School Bus OR Route used to access permanent school bus	• Sealed Access Road Segments (6.5m to 7m Pavement Widths, 5.5m to 6m Seal Widths) • Unsealed Access Road Segments (Pavement Width 6.5m, Formed Road)	• 10.80 Sealed • 670.73 Unsealed	Renewal of segments as they reach end of UL (on third re-seal cycle for sealed roads, or third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every 2 Years	Inspect within 4 Days, Repair (bitumen and aggregate or cold pave) within 28 Days		Inspect within 4 days and repair within 3 Months

5	Local Access		Primary Parameter: • AADT<19 Secondary Parameters: • Road to access limited properties where people actually reside (rural: ≤ 3 houses) • Route used to access a permanent school bus	• Convenience Links (Pavement Width 5.5m, Formed Road)	• 269.35 Unsealed	Renewal of segments as they reach end of UL (on third re-sheet cycle of unsealed road) or if segments have notable regular defects over a short period of time	Once Every 3 Years		Inspect within 14 days and repair through maintenance grading within 6 Months
6	Service Track		Primary Parameter: • AADT<5 Secondary Parameters: • Access to Private or single property	• Unformed Road	• 47.71 Unsealed	No Renewal planned	No planned maintenance		



COONAMBLE
SHIRE COUNCIL



10 GOVERNANCE AND GENERAL MANAGER

10.1 CORRESPONDENCE

File Number: C20

Author: Executive Assistant

Authoriser: General Manager

Annexures: 1. Quambone Resources Committee Letters of Appreciation [↓](#)

RECOMMENDATION

That the Correspondence Report for March 2026 be received and noted.

EXECUTIVE SUMMARY:

Each month a list of correspondence is sent out in the Business Paper to Councillors to ensure that they have not missed any information since the last Business Paper was produced.

REPORT:

Date	Information Sent	Author	In	Out	Sent
25/05/26	Quambone Resources Minutes & Letters of appreciation	M Garnsey	✓		

Quambone Resources Committee

Quambone NSW 2831

15TH May 2026

To: Coonamble Shire Council

Subject: Appreciation for road improvements works

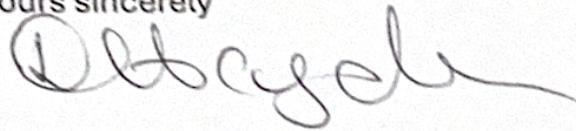
Dear Council,

On behalf of the Quambone Resources Committee and the wider Quambone community, we would like to express our gratitude to the Coonamble Shire Council for the roadworks and bitumen upgrades completed throughout Quambone and surrounding areas.

These improvements are greatly appreciated and will provide lasting benefits for residents, visitors, school transport, local businesses, and all road users. The upgraded roads have improved safety, accessibility, and travel conditions across our community, and it is wonderful to see these important works completed.

We acknowledge the time, effort, and investment involved in delivering these upgrades and thank Council for its continued support and commitment to the Quambone Community.

Yours sincerely



Donna Hayden

Secretary- Quambone Resources Committee

ET & DF Wright & Sons PTY LTD

Mungi Street, Quambone NSW 2831

Date: 15/05/2026

To: Quambone Resources Committee and Coonamble Shire Council

Subject: Appreciation for road improvement works

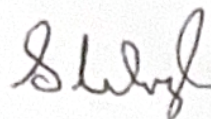
Dear Quambone Resources Committee and Council,

I would like too sincerely thank you for the improvements made to the roads along the bus route and surrounding streets. Your efforts and commitment to improving the condition of these roads are greatly appreciated by myself and many members of the community.

These upgrades will make travel safer and more reliable for the school bus, students, families, residents and all road users. It is wonderful to see positive improvements being made for our community, and your hard work does not go unnoticed.

Thankyou again for your support and dedication to Quambone and surrounding areas.

Yours Sincerely,



ET & DF Wright & Sons PTY LTD

10.2 COUNCIL RESOLUTIONS/ACTIONS UPDATE

File Number: Resolutions
Author: Executive Assistant
Authoriser: General Manager
Annexures: 1. 2026.06.17 Council Meeting Resolutions [↓](#)

RECOMMENDATION

That Council receive and note the Council Resolutions report and status.

EXECUTIVE SUMMARY:

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

BACKGROUND:

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

Updates will be based on the resolution across a monthly, quarterly, six monthly or annual range. By way of example, a Council resolution to construct a new Pound, with no funds approved, will be referred to the following year budget deliberations with a single comment. Similarly, a Council resolution seeking a quarterly financial report will be aligned with the mandatory quarterly financial reporting cycle and closed.

The agenda for Council Meetings close two weeks after the prior meeting resulting in some monthly updates not being provided due to priority being given to actioning the prior meeting resolutions.

REPORT:

Meeting:	Officer:	Subject:	Comment:
14/06/2023	Director Corporate Services	Management of Crown Reserve 96390 – Lot 244 DP 44910	Delayed - Communication ongoing with Public Works.
11/03/2026	General Manager	Mt Magometon Quarry-Independent Operational, Financial & Strategic Review	Resolution complete.
11/03/2026	Director Sustainable Communities and Planning	Waste Update – FOGO	Doing a group submission with neighbouring councils.
11/03/2026	General Manager	Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience)	Resolution complete. Ongoing reporting
19/03/2026	General Manager	Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience)	Resolution complete. Ongoing reporting.

Meeting:	Officer:	Subject:	Comment:
19/03/2026	General Manager	Contract for Sale-Yarran Street Land-Legal Advice	Ongoing.
15/04/2026	Planning & Compliance Technical Officer	Planning Proposal Finalisation: Rezoning and Removal of Minimum Lot Size of Old Sheep Saleyards, Back Gular Road (PP-2025-345)	Resolution Complete.
15/04/2026	Executive Manager Governance and People	Draft Asset Management Plan - Water and Sewer	No submissions received. Further report going to June meeting.
15/04/2026	Manager Economic Development and Growth	Heritage Review - Coonamble Reflections	Resolutions completed.
15/04/2026	General Manager	Coonamble Artesian Bore Baths - Land Tenure Options (Crown Land VS Acquisition)	Ongoing.
15/04/2026	General Manager	Morris Piper – Quarter 1 2026 Performance Report	Resolutions completed.
15/04/2026	Manager Economic Development and Growth	Signage Audit Update	In progress.
15/04/2026	Executive Manager Governance and People	DRAFT Disposal of Assets Policy	No submissions received. Further report going to June meeting.
15/04/2026	Director Sustainable Communities and Planning	Kerbside Recycling	In progress.
13/05/2026	Director Corporate Services	Sale of Land for Unpaid Rates	Resolutions complete. Final report going to July.
13/05/2026	Director Infrastructure	Tender T452526OROC - Consultancy - Provision of Professional Services (Environmental Engineering)	Resolution Complete. For noting.
13/05/2026	Director Infrastructure	Tender T442526OROC - Consultancy - Building Services Engineering and Civil Engineering Services	Resolution Complete. For noting.
13/05/2026	Director Sustainable Communities and Planning	Adoption of Coonamble Shire Urban Housing Strategy	Resolution complete.
13/05/2026	Director Corporate Services	Draft Operational Budget 2026-27 for Public Exhibition	On public exhibition until 10 June.
13/05/2026	Director Infrastructure	Cr Ahmad Karanouh- Notice of Motion -Relocation of Horse trough and Cobb & Co Carriage	In progress.
13/05/2026	Executive Manager Governance and People	Values and Purpose Update	Resolutions completed.

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 14/06/2023	Quarmby, Bruce	Reports to Council	Management of Crown Reserve 96390 - Lot 244 DP44910
RESOLUTION 2023/109			
Moved: Cr Pat Cullen Seconded: Cr Terence Lees			
1. That Council notes the information contained within this report.			
2. That Council resolves to formally request that the Department of Crown Lands formally appoint Coonamble Shire Council as the Crown Reserve Manager for the Reserve 96390.			
3. That Council resolves that as the purpose for the Crown Reserve is for the provision of Emergency Services, that the Reserve is to be classified as Operational Land.			
4. That following the appointment of Council as the Crown Reserve Manager for the Reserve 96390. That Council resolves to proceed with the compulsory acquisition of the Reserve 96390, being Lot 244 DP 44910 for the purpose of the provision of emergency services in accordance with sections 186 and 187 of the Local Government Act 1993 and in accordance with the Land Acquisition (Just Terms Compensation) Act 1991.			
5. That Council makes an application to the Minister and the Governor for approval to acquire the land described as part Lot 244 by compulsory process under section 186(1) and 187 of the Local Government Act 1993 of provision of emergency services in accordance with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> .			
6. That Council does not acquire the mineral rights over the land to be acquired.			
7. That Council resolves that the land is to be classified as operational land in accordance with section 31 (2) of the <i>Local Government Act 1993</i> .			
8. That Council resolves for the purposes of section 30 of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> , that Council agrees to the land being acquired for compensation, set at the market value of the land, as agreed by the General Manager and the Department of Planning, Industry and Environment – Crown Lands.			
9. That Council resolves.			
a) to delegate to the General Manager or his delegate the power to do anything further as necessary to give effect to the compulsory acquisition including obtaining any necessary approvals and publishing any necessary notices in the Gazette.			

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

b) That authority be granted to the General Manager to affix the Common Seal of the Council to any documentation required to give effect to this resolution.

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

Against: Nil

CARRIED 9/0

25 Aug 2023 11:52am Quarmby, Bruce

Letter written to crown lands seeking appointment as crown reserve manager. Public works to be engaged to acquire the land

18 Mar 2024 8:02pm Quarmby, Bruce

Council has been appointed Crown Land Manager , acquisition of land to proceed.

04 Jul 2024 9:25am Quarmby, Bruce

NSW Public Works have been approached to handle the acquisition of the land

17 Jan 2025 10:20am Quarmby, Bruce

Made follow up contact with Public works to progress the issue.

25 Apr 2025 9:46pm Quarmby, Bruce

Following advice of staffing changes at the NSW Public Works, management have been in contact with NSW Public Works to restart/progress the required works.

03 Jun 2025 6:26pm Quarmby, Bruce

Further contact has been made with the NSW Public Works. From these discussions the process has been restarted with Council staff following recommended course of action. For Council's information this action focuses on finalising the proposed road closures currently sitting with the NSW Public Works.

31 Aug 2025 11:18am Quarmby, Bruce

Discussions remain ongoing with Public Works and Crown Lands.

12 Jan 2026 7:39pm Quarmby, Bruce

The process remains ongoing.

25 Mar 2026 1:47pm Payne, Rebecca

Communications ongoing with Public Works. The process was delayed due to Public Works staff turnover.

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 11/03/2026	Hill, Greg	Reports to Council	Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience)
RESOLUTION 2026/28			
Moved: Cr Margaret Garnsey Seconded: Cr Ahmad Karanouh			
That Council:			
Note the current Water Access Licence position and allocation analysis. Endorse progression of detailed hydraulic modelling and design for the rising water main to supply the Truck Wash, Cattle Saleyards and standpipe, noting that the rising main will utilise artesian water from the Bore Bath bore to reduce reliance on potable town supply and strengthen agricultural infrastructure. Authorise the General Manager to extend the engagement of GHD Group Pty Ltd for the detailed hydraulic modelling and design for the rising water main. Note that the General Manager will report back to the April Council meeting regarding the following resolutions from the 10 December 2025 Council meeting (Resolution 2025/298), including advice on Freehold versus Crown Land arrangements and associated land acquisition matters. Note that construction and any Water Access Licence acquisition or extraction limit reassessment will be subject to a further report to Council following confirmation of capital costs and licensing and water purchasing requirements.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
<u>Absent:</u> Cr Phillipa Goldsmith			
			CARRIED 8/0
02 Jun 2026 9:07am Payne, Rebecca Resolutions Complete.			

Division: Committee: Officer:	Date From: Date To:
Action Sheets Report	Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 11/03/2026	Payne, Tony	Reports to Council	Waste Update - FOGO
RESOLUTION 2026/22 Moved: Cr Ahmad Karanouh Seconded: Cr Margaret Garnsey Council: 1. Notes and receive the report. 2. That Council apply for a custom exemption from the FOGO mandates for both residential and commercial services, on the basis that population density and waste volumes do not support a financially viable or beneficial service for the community. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil <u>Absent:</u> Cr Phillipa Goldsmith CARRIED 8/0 25 Mar 2026 4:51pm Payne, Rebecca Council staff are talking with the Far North West Joint Organisation to utilise their consultant to help us prepare our submission. 02 Jun 2026 5:15pm Payne, Rebecca Council doing a group submission with neighbouring councils.			

Division: Committee: Officer:		Date From: Date To:	
Action Sheets Report		Printed: 2 June 2026 5:38 PM	
Meeting	Officer/Director	Section	Subject
Council 19/03/2026	Hill, Greg	Confidential Matters	Contract for Sale-Yarran Street Land-Legal Advice
RESOLUTION 2026/29 Moved: Cr Phillipa Goldsmith Seconded: Cr Paul Fisher That Council: - Receive and note the legal advice from BAL Lawyers regarding the Contract for Sale for Lots 85 and 87 DP3693, 70–78 Yarran Street, Coonamble. - Authorise the General Manager to enter into discussions with the Purchaser to negotiate a variation of the Contract; and - Receive a further report outlining the outcome of those discussions and any proposed variation. <u>In Favour:</u> Crs Daniel Keady via Video Link, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil			
			CARRIED 9/0
02 Jun 2026 5:16pm Payne, Rebecca Resolution 1 - Noted , Resolution 2 - Ongoing , Resolution 3 - Will present a further report once resolution progresses.			

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 15/04/2026	Payne, Tony	Planning and Sustainability	Kerbside Recycling
RESOLUTION 2026/47			
Moved: Cr Karen Churchill			
Seconded: Deputy Mayor Steven Butler			
1. That Council does not introduce a kerbside recycling collection service at this time and that business as usual operations continue in the short term.			
2. That community consultation be carried out to determine appetite for a kerbside recycling service, given the likely increase to the Domestic Waste Management Charge (DWMC).			
3. That the expanded cardboard recycling and return and earn programs be acknowledged as achievable, cost-efficient environmental improvements in the interim.			
4. That staff continue to monitor regional recycling markets in anticipation of grant or partnership opportunities.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh			
<u>Against:</u> Nil			
<u>Absent:</u> Cr Paul Wheelhouse			
			CARRIED 8/0
02 Jun 2026 5:34pm Payne, Rebecca			
Resolution in Progress			

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 15/04/2026	O'Connor, Lee	Planning and Sustainability	Signage Audit Update
RESOLUTION 2026/50			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Fisher			
That Council:			
1. Receive and note the signage audit update report.			
2. Endorse option 2 of this report, which proposes the upgrading of the existing sign structures at the seven (7) current entrance sign locations along with adding two (2) new structures at entrance points on Tooraweenah Road and Carinda-Coonamble Road.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh			
<u>Against:</u> Nil			
<u>Absent:</u> Cr Paul Wheelhouse			

CARRIED 8/0

02 Jun 2026 5:28pm Payne, Rebecca
Resolution 1 - Noted, Resolution 2 - In progress.

Action Sheets Report	Division: Committee: Officer:	Date From: Date To: Printed: 2 June 2026 5:38 PM
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Meeting	Officer/Director	Section	Subject
Council 15/04/2026	Maundrell, Jenni	Finance	Draft Asset Management Plan - Water and Sewer
RESOLUTION 2026/37			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Adam Cohen			
1. That Council receive and note the contents of the draft Water and Sewer Asset Management Plan. 2. That the draft Water and Sewer Asset Management Plan be placed on public exhibition for a period of at least 28 days, with submissions invited for a period of at least 42 days. 3. That Council receive a further report following the completion of the public submission period, with a view to adopting the draft Water and Sewer Asset Management Plan.			
In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
Against: Nil			
			CARRIED 9/0
04 May 2026 12:02pm Payne, Rebecca			
The draft Water and Sewer Asset Management Plan has been placed on public exhibition until 27 May 2026			
04 May 2026 12:16pm Payne, Rebecca - Reallocation			
Action reassigned to Maundrell, Jenni by Payne, Rebecca - Hey Jenni, can you please manage the public exhibition. Thanks Bec			
02 Jun 2026 5:18pm Payne, Rebecca			
Resolutions complete. No submissions received. A further report being presented to the June Council Meeting.			

Division: Committee: Officer:		Date From: Date To:	
Action Sheets Report		Printed: 2 June 2026 5:38 PM	
Meeting	Officer/Director	Section	Subject
Council 15/04/2026	Hill, Greg	Governance and General Manager	Coonamble Artesian Bore Baths - Land Tenure Options (Crown Land VS Acquisition)
RESOLUTION 2026/41 Moved: Cr Paul Wheelhouse Seconded: Cr Ahmad Karanouh That council: Proceed with the acquisition of the land. Request a further report be presented to Council at an appropriate stage of the project outlining: - updated project costs and funding position - detailed assessment of land acquisition costs, including native title implications - long-term operational and asset management considerations - a recommended position on land tenure (retain Crown land or proceed with acquisition). Note that Council will continue to engage with NSW Crown Lands and relevant stakeholders regarding appropriate tenure arrangements for the site as the project progresses. In Favour: Against: Crs Daniel Keady, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse Crs Steven Butler and Phillipa Goldsmith CARRIED 7/2			
02 Jun 2026 5:21pm Payne, Rebecca Resolution 1 - Noted , Resolution 2 - Ongoing , Resolution 3 - Noted			

Division:	Date From:
Committee:	Date To:
Officer:	Printed: 2 June 2026 5:38 PM
Action Sheets Report	

Meeting	Officer/Director	Section	Subject
Council 15/04/2026	Maundrell, Jenni	Governance and General Manager	DRAFT Disposal of Assets Policy
RESOLUTION 2026/43			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Adam Cohen			
That Council:			
1. Places the Draft Disposal of Assets Policy on public exhibition for 28 days and allow 42 days to receive submissions.			
2. A further report be presented to Council with or without any changes to the Draft Disposal of Assets Policy.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
04 May 2026 12:08pm Payne, Rebecca			
The draft Disposal of Assets Policy has been placed on public exhibition until 27 May 2026			
02 Jun 2026 5:19pm Payne, Rebecca			
Resolutions complete. No submissions received. A further report being presented to the June Council Meeting.			

Action Sheets Report	Division: Committee: Officer:	Date From: Date To:
		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 13/05/2026	Tatton, Deborah	Finance	Draft Operational Budget 2026-27 for Public Exhibition
RESOLUTION 2026/61			
Moved: Cr Karen Churchill			
Seconded: Cr Adam Cohen			
Receive and note the report.			
1. That Council places the following Draft documents for public exhibition for a minimum period of 28 days pursuant to the requirements of the Local Government Act 1993 (NSW)			
(a) Draft Operational Plan and Budget 2026-27			
(b) Draft Revenue Policy 2026-27			
(c) Draft Fees and Charges 2026-27			
2. Note that the public exhibition period will run for 28 days from Thursday 14th May 2026 with submissions closing at 5pm Thursday 11 th June 2026.			
3. Note following the exhibition period, a report be presented to Council which outlines community submissions received for Council's consideration and adoption of the final Operational Plan and Budget 2026-27 at its Ordinary Meeting in June 2026.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			

CARRIED 9/0

29 May 2026 11:11am Tatton, Deborah
Currently on Public Exhibition until 10 June 2026

	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: 2 June 2026 5:38 PM

Meeting	Officer/Director	Section	Subject
Council 13/05/2026	Murphy, Kerrie	Notices of Motions/Questions with Notice/Rescission Motions	Cr Ahmad Karanouh- Notice of Motion -Relocation of Horse trough and Cobb & Co Carriage
RESOLUTION 2026/58			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Phillipa Goldsmith			
That the General Manager investigate			
1. The relocation of the Old Horse Trough in the roundabout at the intersection of Castlereagh and Tooloon Streets, Coonamble, to a more central location in the main street precinct.			
2. The relocation of the replica Cobb & Co Carriage, currently housed at the Coonamble Museum to Smith Park, adjacent to the Visitor Information Centre			
3. A report to be presented to Council following the investigations on:			
a) Preferred location of both assets			
b) Cost to relocate both assets to their new location			
c) Cost to provide suitable, safe and secure housing for both assets			
d) Any perceived risks with the relocation of both assets			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			

CARRIED 9/0

10.3 GOVERNANCE AND PEOPLE MONTHLY REPORT**File Number: 1018****Author: Executive Manager Corporate Governance****Authoriser: General Manager****Annexures: Nil****RECOMMENDATION**

That Council note the Governance and People Monthly Report for June 2026.

EXECUTIVE SUMMARY:

The Governance and People team continues to make steady progress across workforce management, governance, risk, and WHS priorities.

Key highlights for the reporting period include:

- Continued reduction in outstanding staff performance appraisals and progression toward a new digital appraisal system.
- Preparation for significant workforce changes arising from the new Award commencing 1 July 2026.
- Ongoing work program in risk management, including updates to the Strategic Risk Register and commencement of a Modern Slavery risk assessment.
- Continued focus on workplace health and safety, including development of safe systems of work and targeted training initiatives.
- Strengthening of training and organisational development systems, with improved record management.
- Preparation for internal audit activity and Audit, Risk and Improvement Committee (ARIC) reporting.

Overall, the team is progressing well in strengthening governance frameworks, workforce capability, and compliance obligations, while preparing for upcoming legislative and operational changes.

BACKGROUND:

This report provides a summary of key activities, outcomes and emerging issues from the Governance and People team for May 2026.

The report is provided to Council to promote transparency and oversight of governance, workforce, risk, and compliance functions.

REPORT:**1. Workforce Management and Human Resources**

Significant progress continues in the completion of staff performance appraisals, with outstanding appraisals reduced to 26, down from over 40 in recent months.

A review of the appraisal process is underway, with considerations to transition from a manual system to a software-based solution. Implementation is targeted over the next two appraisal cycles.

Preparations are also progressing for changes associated with the new Award commencing 1 July 2026. Key impacts include:

- Updates required to payroll systems;
- New requirements for employee notification regarding leave rollover; and
- Removal of mandatory medical certificates for sick leave in most cases.

These changes will require system updates and procedural adjustments, with further consideration to be given to managing potential workforce impacts.

An internal audit on attraction and retention is in the planning phase, with fieldwork scheduled following the June long weekend.

Measure	Previous Month	Current Month
Total staff establishment (FTE and headcount)	103.6	102.53
Budgeted positions	121.41	115.27
Filled positions	1	4
Vacant positions	10	1
Active recruitments (roles advertised or in progress)	3	12
Appointments finalised this month	1	0
Upcoming appointments (offers accepted, not yet commenced)	1	1

2. Payroll

Payroll operations have focused on external audit readiness and compliance, including:

- Supporting external audit requirements through provision of documentation and reports;
- Undertaking data validation activities with assistance from the School Based Trainee.

Engagement with Vision Super is underway to deliver a staff information session.

Automation requirements have been identified in payroll processes, particularly for managing leave notifications under the new Award.

3. Learning and Development

The training and development function has achieved several improvements:

- Completion of the training attendance database;
- Consolidation of training records within Magiq (now in maintenance phase); and
- Updated training budget.

The second workshop in the 12-month program of all-staff organisational culture workshops was delivered from 19-21 May. This workshop focused on culture in local government and confirmed that Council staff have a strong shared understanding of expected behaviours aligned to the STAR values (Service, Transparency, Accountability and Respect), with clear commitment to service delivery and community outcomes. However, the review also identified that these values are not consistently experienced in day-to-day operations, particularly in relation to communication, accountability, and visible follow-through on issues raised. Key themes included limited early communication, inconsistent consultation, and reduced confidence that feedback leads to action, which can result in issues being escalated rather than addressed proactively. The findings highlight that the primary opportunity for improvement lies in strengthening consistency, early communication, and visible follow-through in leadership practices and systems, rather than redefining organisational culture. This work provides a valuable foundation for ongoing training and development initiatives focused on embedding practical behaviours aligned to the STAR values and improving organisational effectiveness.

4. Risk Management

The Strategic Risk Register has been updated and presented to the Audit, Risk and Improvement Committee (ARIC).

The Business Continuity Plan (BCP) annual review is currently underway.

Emerging risks identified include global geopolitical instability, which may have indirect local impacts such as:

- Supply chain disruptions (eg, fuel);
- Increased pressure on councils to support community stability; and
- Challenges and opportunities in attracting investment and tourism.

A significant body of work has commenced on a Modern Slavery risk assessment, involving a detailed review of Council's supplier base.

5. Workplace Health and Safety

WHS activities remain a key focus area, with several initiatives underway:

- Investigation of a recent incident, with additional information required prior to reporting;
- Pilot isolation (lock out/tag out) training program trialled at the quarry, with potential for broader rollout;
- Development of safe work procedures across Waste and Building Maintenance teams;
- Planned audit of signage at saleyards; and
- Inspection and risk assessment for Return and Earn facility, focusing on manual handling and ventilation risks.

A broad review of policies and procedures is planned over the next 12-18 months.

6. Employee Wellbeing and Engagement

Several initiatives are being progressed to support staff wellbeing:

- Health screening (skin checks and spirometry testing) scheduled for July;
- Planning for a Safety Day aligned with these activities; and

- Early planning for a Health and Wellbeing Day, likely in September.

These initiatives support Council's ongoing commitment to employee health and wellbeing.

7. Strategic Workforce Initiatives

Opportunities are being explored to strengthen workforce attraction and development, including potential participation in an expanded apprenticeship and traineeship program, as presented to a recent Country Mayors meeting.

Consideration is being given to a general local government apprenticeship model to provide broader career pathways and improve attraction and retention outcomes.

Conclusion

The Governance and People team continues to deliver strong progress across key operational and strategic areas.

Priority focus areas over the coming months include:

- Implementation of Award-related changes,
- Completion of appraisal cycle improvements,
- Delivery of internal audit and risk program activities,
- Continued strengthening of WHS systems and practices,
- Advancement of workforce attraction and retention initiatives.

10.4 MONTHLY RECORDS SYSTEM TASK MANAGEMENT SNAPSHOT**File Number: 1011****Author: Executive Manager Corporate Governance****Authoriser: General Manager****Annexures: Nil****RECOMMENDATION**

That Council receive and note the Monthly Records System Task Management Snapshot for May 2026.

EXECUTIVE SUMMARY:

Council has commenced monthly reporting to provide clearer visibility of activity captured within the Electronic Document and Records Management System (EDRMS), with a particular focus on customer service requests.

This report builds on the May 2026 report by improving clarity between:

- Total system activity (all tasks); and
- Customer service-related requests, which are of most relevance to community experience.

Over the past 30 days, the data shows that a substantial number of tasks are being received and completed across the organisation, demonstrating a high level of ongoing operational activity. The volume of completed tasks provides assurance that staff are actively managing and progressing work recorded in the system.

While the report identifies outstanding tasks, including older items, it is important to note that the EDRMS is a recordkeeping and workflow tool. The data is intended to provide visibility of activity and trends, not a definitive measure of service performance or statutory compliance.

BACKGROUND:

Council's EDRMS records a wide range of activities, including customer requests, internal workflows, compliance processes and administrative tasks.

The May 2026 report presented cumulative (all-time) data from the system, including:

- 2,984 total tasks recorded
- 2,461 tasks completed
- 523 outstanding tasks

That report also included a second table which represented a best-effort extraction of customer service-type requests from within the broader dataset. Due to system limitations, this resulted in different totals between tables, which were not clearly explained at the time.

This report addresses that issue by:

- Clearly distinguishing all tasks vs customer service requests; and

- Focusing on recent (30-day) activity, rather than cumulative lifetime data, to better reflect current performance trends.

REPORT:**All tasks – 30-day activity snapshot**

Number of tasks recorded	599
Number completed	432
Pending or overdue	167

This demonstrates that a significant volume of work is being processed each month, with the majority of tasks being completed.

It is important to note that this dataset includes all task types, such as internal workflows, compliance processes and administrative actions, in addition to customer-facing requests.

Customer service requests – activity and profile

A subset of tasks has been analysed to identify customer service-type requests, including:

- Customer request numbers (CRNs)
- Customer service requests (CSRs)
- Telephone messages
- Complaints, enquiries and feedback

While the EDRMS does not currently report these separately, the data provides an indicative view of customer-related workload.

This analysis confirms that:

- Customer requests are continuing to be received regularly; and
- These requests form part of the broader task activity being actively managed and progressed by staff.

Overdue tasks – indicative ageing profile

Analysis of the overdue task dataset provides an indicative ageing profile.

Age of outstanding tasks	May 2026	June 2026
0-30 days	97	95
31-60 days	30	40
61-90 days	34	20
91-180 days	19	15
180+ days	16	10

The ageing profile indicates that the majority of outstanding tasks are recent, with a significant proportion falling within the 0-30 day range. This suggests that while there is a backlog of older items, most outstanding work reflects current operational activity rather than long-term inaction.

It is important to note that the EDRMS captures administrative task records rather than a complete representation of operational work. Tasks are only reflected as completed once they have been formally closed within the system. As a result, some activities, particularly operational or field-based work, may have been completed in practice but not yet closed administratively and therefore still appearing as outstanding.

Accordingly, the data should be interpreted as an indicator of workflow activity and record management practices, rather than a definitive measure of service delivery performance.

This reinforces that the report provides a visibility tool for Council, highlighting both workload pressures and throughput, rather than a direct measure of staff productivity or service outcomes.

10.5 MINUTES - ARIC MEETING 14 MAY 2026**File Number:** 75182**Author:** Executive Manager Corporate Governance**Authoriser:** General Manager**Annexures:** 1. 2026.05.14 ARIC Draft Minutes 14 May 2026 [↓](#)**RECOMMENDATION**

That Council receive and note the Draft minutes of the Audit, Risk and Improvement Committee (ARIC) meeting held on 14 May 2026.

EXECUTIVE SUMMARY:

This report presents the Draft minutes of the Audit, Risk and Improvement Committee meeting held on 14 May 2026 for Council's information.

The minutes reflect a range of matters considered by the committee across finance, audit, risk, governance and operational oversight, including financial reporting, budget position, internal audit, strategic risks, and work health and safety performance.

The committee also met in confidential session to consider a report previously presented to Council at its April 2026 Ordinary Meeting regarding the sale of land for unpaid rates and resolved to receive and note that report.

BACKGROUND:

The Audit, Risk and Improvement Committee is an advisory committee established to assist Council in fulfilling its governance and oversight responsibilities, including in relation to financial management, risk management, internal audit, compliance and organisational performance.

In accordance with legislative and governance requirements, minutes of ARIC meetings are reported to Council to support transparency and ensure councillors are informed of matters considered by the committee.

REPORT:

The Audit, Risk and Improvement Committee met on 14 May 2026. The Draft minutes of the meeting are attached for Council's information.

At this meeting, the committee considered a comprehensive agenda across key governance areas, including:

- Financial performance, including the Monthly Financial Report, Draft Operational Budget 2026-27 and Quarterly Budget Review, noting an anticipated shift from a small operational surplus to a deficit position.
- Investment and borrowing compliance, confirming alignment with legislative and policy requirements.
- Internal audit reports and operational project updates.
- Risk management matters, including work health and safety trends, strategic risk register updates, and business continuity planning.

- Governance and organisational matters, including the Governance and People Monthly Report and key project updates.

All reports presented to the committee were received and noted, with the committee also requesting further assurance in relation to certain work health and safety control measures and reporting improvements.

The committee moved into confidential session to consider a matter relating to the sale of land for unpaid rates, due to the commercial sensitivity of the information.

In the confidential session, the committee received and noted the report previously considered by Council at its April 2026 Ordinary Meeting regarding the proposed acquisition of land at auction for unpaid rates and related delegations to the General Manager.

Following consideration of all business, the meeting closed at 1:31pm



MINUTES

**Audit Risk and Improvement
Committee Meeting
Thursday, 14 May 2026**

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

**MINUTES OF COONAMBLE SHIRE COUNCIL
AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING
HELD AT THE COONAMBLE SHIRE COUNCIL COMMITTEE ROOM
ON THURSDAY, 14 MAY 2026 AT 11:30AM**

PRESENT: Chair – Graeme Fleming PSM (Chair – via videoconference), Meredith Caelli (Independent Member – via videoconference), Ross Earl (Independent Member– via videoconference), General Manager – Greg Hill, Director Corporate Services – Bruce Quarmby, Director Infrastructure – Kerrie Murphy; Director Sustainable Communities and Planning – Tony Payne; Executive Manager Corporate Governance – Jenni Maundrell; Executive Assistant – Rebecca Payne (Minutes)

1 OPENING MEETING

The chair opened the meeting at 11:30am

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 APOLOGIES

Kerrie Murphy - Director Infrastructure

Moved: Meredith Caelli

Seconded: Ross Earl

4 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Ross Earl

Seconded: Meredith Caelli

That the Committee confirms the minutes of the Coonamble Shire Audit, Risk and Improvement Committee meeting held on Thursday 4 March 2026

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

3 DISCLOSURES OF CONFLICTS OF INTEREST

Chair Graeme Fleming – has a Standing Declaration of Potential Interest as an occasional provider of consultancy services to local government and as Chair of Lachlan, Warren and Gilgandra Audit, Risk and Improvement Committees.

Page 2

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

Meredith Caelli – has Standing Declarations of Potential Interest as a member of an Audit, Risk and Improvement Committee chaired by Council's Internal Audit provider, Paul Quealey of Lambourne Partners, and as an Independent Member of Weddin Shire Council's Audit, Risk and Improvement Committee.

Ross Earl - has Standing Declarations of Potential Interest as an Independent Member of Audit, Risk and Improvement Committees for Gilgandra, Warrumbungle, Narromine, and Balranald Shire Councils; and as an occasional provider of consultancy services to local government.

4 FINANCE

7.1 CORPORATE SERVICES - MONTHLY FINANCIAL REPORT

COMMITTEE RESOLUTION

Moved: Ross Earl

Seconded: Meredith Caelli

1. That ARIC Receive and note the Corporate Services Progress report.
2. The investments from 1 April 2026 to 30 April 2026 and that these investments comply with section 625(2) of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021 and Council's Investment Policy.
3. Note the staff advised the process in place and the investments comply.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

Council's investment report is compiled by the finance team. They manage Council's investment portfolio through a program called Imperium. Council staff have set parameters within Imperium to ensure the investments comply with the relevant Legislation and Policy.

7.2 DRAFT OPERATIONAL BUDGET 2026-27 FOR PUBLIC EXHIBITION

COMMITTEE RESOLUTION

Moved: Meredith Caelli

Seconded: Ross Earl

Receive and note the report.

1. **Note- Council places the following Draft documents for public exhibition for a minimum period of 28 days pursuant to the requirements of the Local Government Act 1993 (NSW)**
 - (a) **Draft Operational Plan and Budget 2026-27**
 - (b) **Draft Revenue Policy 2026-27**
 - (c) **Draft Fees and Charges 2026-27**

Page 3

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

2. **Note that the public exhibition period will run for 28 days from Thursday 14th May 2026 with submissions closing at 5pm Thursday 11th June 2026.**
3. **Note following the exhibition period, a report be presented to Council which outlines community submissions received for Council's consideration and adoption of the final Operational Plan and Budget 2026-27 at its Ordinary Meeting in June 2026.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**7.3 QUARTERLY BUDGET REVIEW****COMMITTEE RESOLUTION**

Moved: Ross Earl

Seconded: Meredith Caelli

That the Audit Risk and Improvement Committee notes:

1. **Council's financial position after the quarterly budget review has deteriorated from an original operational budget surplus of \$9,452 to an anticipated operational deficit of \$4,487,833.**
2. **Excluding the impact of the Financial Assistance Grant prepayment, Council is facing an underlying operational deficit of approximately \$1,271,000.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**7.4 INVESTMENTS AND BORROWINGS****COMMITTEE RESOLUTION**

Moved: Ross Earl

Seconded: Meredith Caelli

That the Audit, Risk and Improvement Committee receives and notes the report on Council's investments and borrowings, including compliance with legislative and policy requirements.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

7.5 ASSETS PROGRESS REPORT**COMMITTEE RESOLUTION**

Moved: Ross Earl

Seconded: Meredith Caelli

Receive and note the Asset Progress report.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

5 AUDIT**8.1 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE****COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

Receive and note the Tooraweenah Road Upgrade Monthly Status report.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

Council had a meeting with Projence to look at the distribution of the milestones. Looking at creating a milestone claim and payment schedule to minimise the financial impact on council of carrying the funding for the short term while waiting payment claims to be processed.

8.2 KERBSIDE RECYCLING**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

ARIC RECEIVES AND NOTES THE FOLLOWING ENDORSED BY COUNCIL AT APRIL 2026 ORDINARY COUNCIL MEETING:

1. That Council does not introduce a kerbside recycling collection service at this time and that business as usual operations continue in the short term.
2. That community consultation be carried out to determine appetite for a kerbside recycling service, given the likely increase to the Domestic Waste Management Charge (DWMC).

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

3. That the expanded cardboard recycling and return and earn programs be acknowledged as achievable, cost-efficient environmental improvements in the interim.
4. That staff continue to monitor regional recycling markets in anticipation of grant or partnership opportunities.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

8.3 INTERNAL AUDIT

COMMITTEE RESOLUTION

Moved: Meredith Caelli

Seconded: Ross Earl

That the Audit, Risk and Improvement Committee receive and note the Internal Audit reports for May 2026.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

6 RISK

9.1 ACCIDENTS, INJURIES, NEAR MISSES, AND WORKERS COMPENSATION CLAIMS DATA

COMMITTEE RESOLUTION

Moved: Meredith Caelli

Seconded: Ross Earl

Receive and notes the report.

1. Notes the Work Health and Safety accident, injury, near miss, and workers compensation trends for the reporting period.
2. Notes the identified systemic WHS risk themes, including hazardous manual tasks, plant and traffic interactions, public liability exposure, and incident reporting compliance.
3. Requests management provide assurance in a future report on:
 - ☐ the effectiveness of controls addressing hazardous manual tasks and plant-related risks; and
 - ☐ actions implemented to improve incident reporting timeliness and reduce associated financial penalties.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Page 6

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

Against: Nil

CARRIED 3/0

9.2 REVIEW OF STRATEGIC RISK REGISTER

COMMITTEE RESOLUTION

Moved: Ross Earl

Seconded: Meredith Caelli

That the Audit, Risk and Improvement Committee receives and notes the improvements to the Strategic Risk Register during the annual review.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

9.3 MT MAGOMETON QUARRY - OPERATIONS, COMPLIANCE AND RISK OVERSIGHT REPORT

COMMITTEE RESOLUTION

Moved: Meredith Caelli

Seconded: Ross Earl

That the Audit, Risk and Improvement Committee:

- 1.Receives and notes the operational, financial, and compliance update for Mt Magometon Quarry.**
- 2.Notes the outcomes of the NSW Resources Regulator Tier 2 inspections conducted on 14 April 2026 and the resulting improvement notices.**
- 3.Notes management actions underway to address the improvement notices within required timeframes and requests confirmation once the notices have been closed out.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

9.4 RISK MANAGEMENT REPORT

COMMITTEE RESOLUTION

Moved: Ross Earl

Seconded: Meredith Caelli

That the Audit, Risk and Improvement Committee:

Page 7

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

- 1. Notes the status of outstanding insurance and vehicle claims as at May 2026.**
- 2. Notes the current status of Business Continuity Planning documentation and testing.**
- 3. Notes the emerging risk environment and its potential implications for Coonamble Shire Council.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**9.5 BUSINESS IMPACT ANALYSIS UPDATE****COMMITTEE RESOLUTION**

Moved: Ross Earl

Seconded: Meredith Caelli

That the Audit, Risk and Improvement Committee:

- 1. Notes that Council has undertaken Business Impact Analysis across all identified Critical Business Functions, embedded within approved Business Continuity Subplans.**
- 2. Notes the key business impacts, recovery tolerances, and interdependencies identified through this analysis.**
- 3. Endorses the proposed approach to improve ARIC visibility through consolidated BIA reporting while retaining detailed analysis at the operational level.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**7 GENERAL BUSINESS****10.1 ACTION REGISTER****COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

That the committee notes progress against actions arising from previous meetings.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0 Carried

Page 8

10.2 GOVERNANCE AND PEOPLE MONTHLY REPORT**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

That Council receive and note the Governance and People Monthly Report for May 2026.In Favour: Graeme Fleming, Ross Earl and Meredith CaelliAgainst: Nil**CARRIED 3/0****10.3 COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - PROJECT UPDATE****COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

Receive and note the report.

- 1. That ARIC note the progress of the Coonamble Artesian Bore Baths project, including land acquisition, Development Application lodgement, and water purchasing.**

In Favour: Graeme Fleming, Ross Earl and Meredith CaelliAgainst: Nil**CARRIED 3/0**

Regular reporting to ARIC.

Waterfind – they will come back with a price. Need 126 as a minimum to operate the bore baths. Market all depends on supply and demand.

10.4 REGIONAL DROUGHT RESILIENCE PLAN**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

Receive and note the report.

- 1. That receives and note the report**

In Favour: Graeme Fleming, Ross Earl and Meredith CaelliAgainst: Nil**CARRIED 3/0**

10.5 WASTE RECYCLING EMPLOYMENT INITIATIVES REPORT**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

That the Waste, Recycling and Employment Initiatives report be received and noted.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0 Carried

8 CONFIDENTIAL MATTERS**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

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

11.1 Sale of Land Unpaid Rates General Manager Contract Delegation

This matter is considered to be confidential under Section 10A(2) - d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a competitor of the council.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0

11.1 SALE OF LAND UNPAID RATES GENERAL MANAGER CONTRACT DELEGATION**COMMITTEE RESOLUTION**

Moved: Ross Earl

Seconded: Meredith Caelli

ARIC receives and notes the report from Council Ordinary April Meeting.

- 1. Council considered the acquisition of the identified allotments at the upcoming auction for unpaid rates**

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

2. **Authorise the General Manager to participate in the auction and bid on the allotments identified in this report, up to a maximum cumulative value of \$125,000.**
3. **Authorise the affixing of the Council seal pursuant to Reg400(2) of the Local Government Regulation 2021**
4. **Endorse the setting of reserve prices for all allotments at the Valuer General's land valuations**
5. **Authorise the Director Corporate Services to vary reserve prices at the time of auction (where necessary) to encourage competitive bidding and facilitate the sale of properties.**
6. **That a deposit of 10% of the of the purchase price be paid immediately upon the fall of the auctioneer's hammer and held as security for completion of the sale.**

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**COMMITTEE RESOLUTION**

Moved: Meredith Caelli

Seconded: Ross Earl

That Council moves out of Closed Council into Open Council.

In Favour: Graeme Fleming, Ross Earl and Meredith Caelli

Against: Nil

CARRIED 3/0**12.1 GENERAL BUSINESS**

ARIC Member Payments – The Chair requested to increase the committee members fees to \$1000 and the chair to \$1,200. When members are paid through the payroll system there are tax implications. When the independent members are paid through council's payroll system's they are identified as an employee, but they are independent members of the Audit, Risk and Improvement Committee not employees.

Action:

Council to prepare a report to the next ARIC meeting on the payment of ARIC independent members. Increasing the independent members to \$1,000 and the chair to \$1,200.

9 CONCLUSION OF THE MEETING

The Meeting closed at 1:31pm.

Audit Risk and Improvement Committee Meeting Minutes

14 May 2026

The minutes of this meeting were confirmed at the Audit Risk and Improvement Committee held on .

.....
CHAIRPERSON

DRAFT

10.6 MT MAGOMETON QUARRY OPERATIONS UPDATE**File Number:** 83519**Author:** Executive Manager Corporate Governance**Authoriser:** General Manager**Annexures:** Nil**RECOMMENDATION**

That Council receive and note the Mt Magometon Quarry Operations Update for May 2026.

EXECUTIVE SUMMARY:

This report provides an operational update for Mt Magometon Quarry for May 2026. Operations remained stable during the reporting period, with continued focus on regulatory compliance, safety improvements, and maintaining material supply to meet Council and external demand.

Stock levels remain strong across key product lines, with approximately 64,700 tonnes of material available, and sales activity during the latter part of the month demonstrating ongoing demand for quarry products.

BACKGROUND:

Mt Magometon Quarry is a key operational asset supporting Council's infrastructure delivery and external commercial activities. Regular reporting is provided to Council to ensure visibility of quarry performance, including production, sales activity, stock levels, and compliance with safety and environmental requirements.

This reporting supports Council's oversight of operational performance, resource availability, and financial contribution from quarry activities.

REPORT:**Operational overview**

Operations at Mt Magometon Quarry remained consistent throughout May 2026, with a continued emphasis on maintaining compliance with environmental and regulatory obligations and improving safety systems and site practices.

The quarry continues to support both internal Council works and external contractors, with processes in place to ensure efficient production, stock management, and supply.

Material stock position

Total material stock on hand is approximately 64,700 tonnes, providing a strong supply position to meet forecast demand.

Material Type	Tonnes (Stock)	Rate (\$/t ex GST)	Approx value (\$ ex GST)
7mm Aggregate (Precoated)	4,421	68.18	301,442
10mm Aggregate (Precoated)	1,039	68.18	70,848
14mm Aggregate (Precoated)	305	68.18	20,798
20mm Aggregate	6,441	50.00	322,033
20mm Rockfill	12,643	22.73	287,370
40mm Rockfill	10,357	22.73	235,415
Crusher Dust	3,504	18.18	63,710
DCS 20mm	687	31.82	21,846
DGB 20mm	20,305	45.45	922,862
Blast Rock (Dirt to 300mm)	4,998	27.27	136,289
Total	64,700		~2.38M

Stock levels indicate that the quarry is well positioned to meet both current operational requirements and anticipated future demand.

Sales and demand activity

Between 10 May and 28 May 2026, the quarry recorded:

- 1,902.5 tonnes of material sold
- Total sales value of \$72,941.15

Sales activity included a mix of Council works, local contractors, and external customers, with strong demand for products such as rockfill, aggregates, crusher dust, and road base materials.

This level of activity demonstrates continued utilisation of the quarry and its ongoing role in supporting regional construction and infrastructure works.

Safety and compliance

Safety remains a key focus, with continued improvements to site controls, procedures, and operational practices. The quarry maintained compliance with relevant regulatory requirements during the reporting period.

Ongoing work is being undertaken to strengthen risk controls and ensure safe and efficient site operations.

Financial and strategic position

The quarry maintains substantial stock value, with total material holdings estimated at over \$2.38 million (ex GST) based on current pricing structures.

This highlights the quarry's importance as both a strategic operational asset and a revenue-generating activity for Council

Forward focus

Key operational priorities for the next reporting period include:

- Continuing improvements to safety systems and risk management controls;
- Maintaining stock levels aligned with demand forecasts;
- Supporting ongoing regulatory compliance; and
- Identifying opportunities for operational efficiency improvements.

10.7 ASSET MANAGEMENT PLAN - WATER AND SEWER**File Number:** -**Author:** Executive Manager Corporate Governance
Manager Assets**Authoriser:** Director Corporate Services**Annexures:** 1. Water Sewer Infrastructure AMP_March 2026 [↓](#)**RECOMMENDATION**

That council adopt the Water and Sewer Asset Management with no changes.

EXECUTIVE SUMMARY:

The Draft Water and Sewer Management Plan was on Public Exhibition from 15 April 2026 until 27 May 2026. During this time no submissions were made.

BACKGROUND

Under the NSW *Local Government Act 1993* and Integrated Planning and Reporting (IPR) Framework, Councils must prepare and maintain Asset Management Plans (AMPs) for infrastructure classes they own and manage. Currently, staff are preparing four such AMPs. This includes the Draft WaS AMP (Annexure 1), presented in this report for Councils consideration to be placed on public exhibition. The process of preparing the AMPs represents a significant step forward in maturity for Council's asset planning capabilities. It also reflects Council's commitment to the ongoing improvement in the way it approaches asset management holistically.

REPORT:

The Draft WaS AMP covers the infrastructural Classes; Water, and Sewer, along with associated captured assets. The WaS AMP provides an overview of the current state of the Water and Sewer classes, using the following structure of:

1. Executive Summary
2. Introduction - provides the background and purpose of the plan, the asset management plan structure, and a summary of the state of the Water and Sewer classes
3. Strategic Alignment – provides an overview of how the asset management plan fits into Council's other strategic documents as part of its Integrated Planning and Reporting framework
4. Levels of Service (LoS) – provides an overview of current LoS for both classes
5. Future Demand – provides an overview of the driving influences that may impact future demands of the WaS infrastructure
6. Life Cycle Management Plan – provides an overview of the health of the assets within both classes
7. Risk Management Plan – highlights the risks of failing WaS infrastructure, and points out the assets that are most critical

8. Financial Summary – provides financial statements, projections, and a funding strategy for the classes
9. Improvement Plan and Monitoring – highlights areas of improvement to the asset management process overall that are recommended

Appendix A – Useful Lives (ULs) of Assets

The structure and content of the WaS AMP aligns with the requirements outlined in the Integrated Planning and Reporting Guidelines. It is recognised that each AMP developed by Council is to be annually reviewed and updated, with improvements made between each iteration. Every four years, a full thorough review and updated plan is to be provided to Council for public exhibition and adoption.

Water and Sewer assets assist in the provision of potable water and transportation of wastewater to and from the community respectively. This WaS AMP is designed to convey to the reader how to ensure that the organisation can sustainably deliver water and sewer services to the community in accordance with the Community Strategic Plan (2025-2035). This is achieved through the management of the infrastructural assets' lifecycles; Acquisition, Maintenance, Operation, Renewal/Upgrade/Replacement, and Disposal. Furthermore, each cycle of developing AMPs often involves the identification of improvements that can be applied to the asset management process.

The primary improvement during the development of this WaS AMP from the previous, was a greater focus on the asset useful lives that were previously determined. It was recognised that the useful lives (ULs) for a large portion of the assets required re-assessment. These assets fell into the sub-classes of water mains, and sewer mains. The ULs attributed to the component/materials currently utilised within these ageing networks were not reflective of their observed state. Through regular inter-departmental discussions, the ULs have been realigned to match field observations. Consequently, the timeframes required for renewal works to bring our networks up to a standard that meets our LoS have been accelerated.

The WaS AMP highlights key financial information associated with the continued supply of potable water and transportation of wastewater to and from the community. This information is provided within the tables and charts.

Asset Class	Renewal Forecast		10 yr Budget	
	5 Yr CapEX Program	10 Yr CapEX Program	Capital Budget	Operational Expenditures
Water	\$16,761,651	\$19,395,000	\$5,075,000	\$19,620,869
Sewer	\$15,089,654	\$19,809,535	\$4,432,500	\$9,475,263
Total	\$31,851,305	\$39,204,535	\$9,507,500	\$29,096,132

Table 1 WaS Renewal Forecast and Expenditure – Summary

WaS Asset 2025 Valuation Summary			
Total Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
\$32,238,382	\$19,863,463	\$12,374,919	\$522,180
\$33,649,479	\$19,709,645	\$13,939,834	\$449,626
\$65,887,861	\$39,573,108	\$26,314,753	\$971,806

Table 2 WaS Summarised 2025 Valuation

Asset Class	Asset Sub Class	Quantity	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sewer	Sewer Network	45570 m	\$18,578,039	\$12,887,057	\$5,690,981	\$150,952
	Sewer Pumping Station Assets	59	\$4,342,784	\$3,141,206	\$1,201,578	\$77,192
	Sewer Treatment Plant Assets	57	\$9,626,027	\$3,227,693	\$6,398,334	\$171,293
	Telemetry	34	\$1,102,630	\$453,689	\$648,941	\$50,189
	Total		\$33,649,479	\$19,709,645	\$13,939,834	\$449,626
Water	Bore	43	\$2,454,413	\$1,323,741	\$1,130,671	\$51,698
	Other structures	15	\$367,249	\$44,570	\$322,679	\$2,003
	Reservoir	15	\$4,455,476	\$2,733,077	\$1,722,399	\$64,466
	Water Main Network	74540 m	\$17,811,958	\$10,903,187	\$6,908,772	\$189,321
	Water Pumping Station Assets	3	\$34,060	\$17,573	\$16,488	\$1,076
	Water Treatment Plant Assets	64	\$4,196,937	\$3,083,207	\$1,113,730	\$100,762
	Telemetry	30	\$2,918,288	\$1,758,109	\$1,160,180	\$112,854
	Total		\$32,238,382	\$19,863,463	\$12,374,919	\$522,180

Table 3 WaS Summarised Portfolio

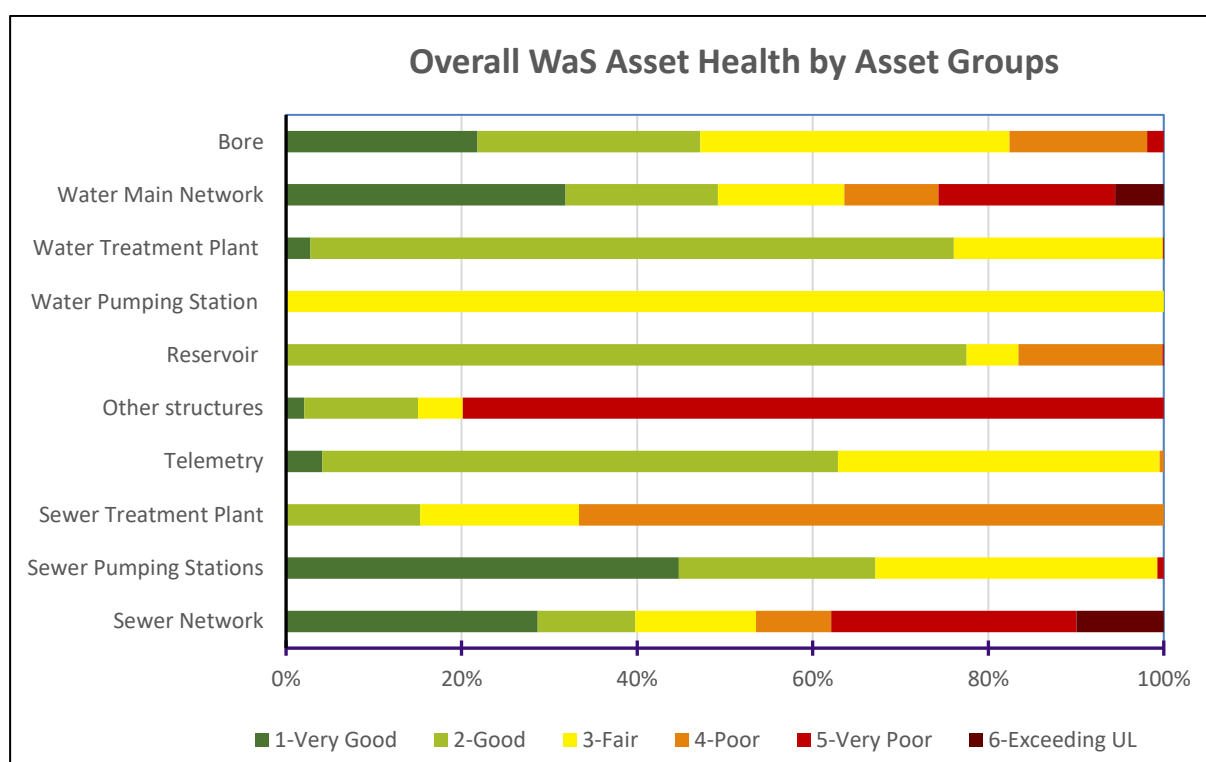


Figure 1 Condition of WaS Assets by Asset Group

To summarise from the above tables, figures, and key points from the WaS AMP;

- Overall the WaS network assets, are in their later stages of their ULs which is reflected through condition and consumption data analysis
- 50% of water bores are between fair to very poor condition
- Although the reservoirs are in relatively good condition, investment in capacity improvement to meet increased demand during extreme heat events and under drought conditions is required
- The sewer treatment plant is aging and is in poor condition overall requiring future upgrading as this has the potential to generate risks to public and environmental health
- Improved data and condition asset capture across all asset classes will be focussed upon to improve the overall accuracy of information available to make better stronger decisions when budgeting and planning renewals
- Both water and sewer share similar; replacement costs, fair values, and rates of depreciation with an overall 35% depreciation across both WaS classes

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	Our Utilities
Our Country	N/A
Our Leadership	N/A

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	N/A
Governance	Positive

Financial Resource Implications:

Whilst there is no direct implications of adopting the draft WaS AMP, it will be used to inform future budgeting across Council's WaS asset management functions in our future Long Term Financial Plan (LTFP), including our adopted works program and maintenance budgets. The WaS AMP will underpin and guide our financial planning

and decision making. The AMP in its current form documents our current situation and allows for future decision makings associated with the WaS assets. These decisions will be incorporated into future iterations, as well as changes in our asset datasets, registers, valuations, community desires and then used to guide decision making

Policy / Legal and Statutory Implications:

The WaS AMP which makes up a collection of AMPs, is a legislative requirement of the Integrated Planning and Reporting (IP&R) framework within the Local Government Act. Adoption of the WaS AMP will ensure compliance with the IP&R guidelines and handbook. This will also form an essential part of our requirements as identified in our Asset Management (AM) Policy and proposed AM framework.

Risk Management – Business Risk/Work Health and Safety / Public:

There are no direct risks associated with adopting the WaS AMP. Risk Management is a chapter within the WaS AMP and will be used to inform and guide changes to our Risk Management practices for our WaS assets in alignment with our Risk Management Framework. The WaS AMP assists with our Risk Management by improving the visibility of physical and financial risks associated with our WaS assets under Councils responsibility. It guides future decision making with regards to acceptable risk and highlights deficiencies and limitations of our asset management practices.

Options:

N/A

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: Yes

External Exhibition: Yes

**WATER AND SEWER INFRASTRUCTURE
ASSET MANAGEMENT PLAN
COONAMBLE SHIRE COUNCIL**

COONAMBLE
SHIRE COUNCIL

March 2026



TABLE OF CONTENTS

Contents

1.	EXECUTIVE SUMMARY.....	1
1.1	The purpose of the Plan.....	1
1.2	Asset Description.....	1
1.3	Levels of Service.....	1
1.4	Future Demand.....	2
1.5	Life Cycle Management	2
1.6	Financial Summary.....	2
1.7	Improvement Plan	4
2.	INTRODUCTION	5
2.1	Background.....	5
2.2	Purpose of the Plan.....	6
2.3	Asset Management Plan Structure	6
2.4	Water & Sewer Asset Summary.....	7
2.5	Sewer Assets	8
2.6	Water Assets.....	11
3.	Strategic Alignment.....	15
3.1	Community Strategic Plan.....	15
3.2	Strategic Goals and Objectives - CSP	16
3.3	Delivery Program (2025-2029) Actions	16
3.4	Operational Plan (2025-26) Actions	17
3.5	Alignment of CSP, Delivery Program, and Operational Plan (2025-26)	18
3.6	Water and Sewer Management Plan (2017–2024).....	22
3.7	Coonamble STP Pollution Incident Response Management Plan (2021)	22
3.8	Drought Management Plan 2021–2022	22
3.9	Business Continuity Planning.....	22
3.10	Legislative and Regulatory Framework.....	23
3.11	Key External Stakeholders.....	24
4.	LEVELS OF SERVICE	26
4.1	Levels of Service - Water	26
4.2	Levels of Service - Sewer	27
4.3	Future Direction – Levels of Service	28
4.4	Community Engagement 2022.....	29
4.5	Community Feedback - Water Services	29
4.6	Community Feedback - Sewer Services	29
4.7	Implications for Service Planning	29

5. FUTURE DEMAND	30
6. LIFECYCLE MANAGEMENT PLAN	31
6.1 Asset Management Systems	31
6.2 Asset Useful Lives.....	32
6.3 Asset Condition	32
6.4 Condition Rating Table.....	32
6.5 Condition - Sewer Assets	33
6.6 Overall Condition of Sewer Assets.....	38
6.7 Condition – Water Assets.....	39
6.8 Overall Condition of Water Assets	42
6.9 Routine Operations and Maintenance Plan	42
6.10 Capital Works (Renewal, New and Upgrade)	46
6.11 Disposal Plan	55
7. RISK MANAGEMENT PLAN.....	57
7.1 Risk Management Process	57
7.2 Council's Operational Risk Register.....	57
7.3 Council's Strategic Risk Register	58
7.4 Critical Water Assets	58
7.5 Critical Sewer Assets	59
8. FINANCIAL SUMMARY	60
8.1 Financial Statements and Projections.....	60
8.2 Funding Strategy	64
9. IMPROVEMENT PLAN AND MONITORING.....	64
9.1 Improvement Plan	64
9.2 Monitoring and Review Procedures.....	66
9.3 Performance Measures.....	66
9.4 Continuous Improvement.....	67
Appendix A – Useful Lives of Assets	68

LIST OF TABLES

Table 1 - Summary of water & Sewer Asset Portfolio	7
Table 2 – Summary of Sewer Assets.....	11
Table 3 – Summary of Water Assets	14
Table 4 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Water and Sewer Services	21
Table 5 - Legislation – Water and Sewer Services.....	24
Table 6 – Suggested Customer Levels of Service -Water Service	26
Table 7 – Suggested Technical Levels of Service - Water Service	27
Table 8 – Suggested Customer Levels of Service -Sewer Service	27
Table 9 – Suggested Technical Levels of Service – Sewer Service	28

Table 10 – Demand Drivers – Water and Sewer Service	31
Table 11 – Overview of Corporate Systems.....	31
Table 12 – Condition Rating Scale – Water and Sewer Assets	33
Table 13 - Operation Budget - Water and Sewer Services.....	45
Table 14 - 10 Year Renewal Forecast - Water Assets.....	49
Table 15 - 10 Year Renewal Forecast - Sewer Assets	50
Table 16 –Capital Budget - Water Services	53
Table 17 –Future Capital Works Program (Subject to Funding)	55
Table 18 – Water Infrastructure Risks.....	59
Table 19 – Sewer Infrastructure Risks	60
Table 20 – Valuation Information – Water Assets	61
Table 21 – Valuation Information – Sewer Assets	61
Table 22 – Financial Summary – Water Assets	62
Table 23 – Financial Summary – Sewer Assets.....	63
Table 24 – Improvement Actions.....	66

LIST OF FIGURES

Figure 1 – Coonamble Local Government Area.....	5
Figure 2 – Integrated Planning and Reporting Framework.....	16
Figure 3 – Condition Profile: Civil Assets – Sewer	34
Figure 4 - Condition Profile: Electrical Assets - Sewer	34
Figure 5 - Condition Profile: Concrete Manholes - Sewer	35
Figure 6 - Condition Profile: Mechanical Assets - Sewer.....	35
Figure 7 - Condition Profile: Pipework and Fittings - Sewer.....	36
Figure 8 - Condition Profile: Sewer Mains (0<1.5m).....	36
Figure 9 - Condition Profile: Sewer Mains (1.5<3m).....	37
Figure 10 - Condition Profile: Sewer Mains (3<4.5m).....	37
Figure 11 - Condition Profile: Sewer Mains (>4.5m).....	38
Figure 12 - Condition Profile: Civil Assets - Water	39
Figure 13 - Condition Profile: Electrical Assets - Water	40
Figure 14 - Condition Profile: Mechanical Assets - Water	40
Figure 15 - Condition Profile: Pipes & Fittings - Water	41
Figure 16 - Condition Profile: Water Mains	41

1. EXECUTIVE SUMMARY

1.1 The purpose of the Plan

The purpose of this Asset Management Plan (AMP) is to provide a 10-year strategy for the sustainable management of Coonamble Shire Council's water supply and sewerage assets. The plan outlines how Council will deliver reliable, safe and cost-effective services, optimise whole-of-life asset costs, manage risks, and align investment with the Community Strategic Plan, Delivery Program, Operational Plan and Long-Term Financial Plan. It supports informed decision-making and ensures assets continue to meet current and future community needs in a financially responsible manner.

1.2 Asset Description

Coonamble Shire Council manages a critical portfolio of water supply and sewerage infrastructure across the townships of Coonamble, Gulargambone and Quambone. These assets enable the delivery of safe drinking water, effective wastewater collection and treatment, and protection of public health and the environment.

The water supply network includes water treatment plants, pump stations, reservoirs, reticulation pipelines, valves, meters, electrical and mechanical components, and associated civil structures. The sewerage network comprises sewer treatment plants, pump stations, gravity and rising mains, manholes, mechanical and electrical equipment, and supporting civil assets.

These assets represent a significant financial investment by Council:

Water asset replacement value: approximately **\$32 million**

Sewer asset replacement value: approximately **\$33 million**

Together, water and sewer assets form one of Council's highest-value infrastructure portfolios, essential for community wellbeing, regulatory compliance and economic sustainability. The majority of these assets are long-life buried infrastructure, with many approaching mid to late lifecycle, reinforcing the importance of proactive maintenance, renewal planning and long-term financial sustainability.

1.3 Levels of Service

Levels of Service define how Council delivers water and sewer services in terms of quality, reliability, safety, responsiveness and compliance. Customer Levels of Service capture community expectations such as water quality, pressure and sewer reliability, while Technical Levels of Service define internal performance targets such as main breaks, renewal delivery, environmental compliance and maintenance practices. Council plans to formalise and adopt these Levels of Service and develop a Customer Service Charter to improve transparency, accountability and service planning.

1.4 Future Demand

Future demand for water and sewer services will be influenced by population change, climate variability and drought, agricultural and industrial usage, asset age, regulatory requirements and evolving customer expectations. Although population growth is expected to be modest, ageing infrastructure, water quality concerns and limited sewer coverage in some areas will drive renewal and upgrade needs. Council will also implement demand management strategies and long-term planning to ensure service sustainability.

1.5 Life Cycle Management

Council manages its assets through the full lifecycle: planning, acquisition, operation, maintenance, renewal and disposal.

Currently, maintenance is largely reactive, and inspection and asset data collection need improvement. Renewals are prioritised using 2025 valuation data and condition profiles.

Future focus areas include implementing condition assessment programs, improving asset data accuracy, formalising maintenance schedules, and using renewal modelling to optimise timing and funding. Current capital work includes renewal of ageing assets, targeted upgrades to improve performance, and limited new assets to support growth or compliance.

1.6 Financial Summary

The AMP needs to identify operational, maintenance, renewal, upgrade and new capital costs over the 10-year period. Renewal forecasts indicate increasing needs over time, particularly for ageing mains, mechanical and electrical assets. There are renewal backlogs in both water and sewer networks.

It is important that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.

The AMP highlights the need to align budgets with lifecycle demand, improve long-term financial modelling, and monitor sustainability indicators such as the Asset Renewal Funding Ratio and Asset Sustainability Ratio. The affordability and financial sustainability of the services remain key objectives.

The following table shows the Operational budget, capital budget, and the renewal forecast summary of sewer assets.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	\$2,584,178	\$1,939,450	\$575,000	\$1,737,117	\$2,312,117	\$6,260,745
2026/27	\$3,323,997	\$1,939,450	\$500,000	\$1,705,194	\$2,205,194	\$6,968,641
2027/28	\$2,108,206	\$1,939,450	\$425,000	\$1,836,840	\$2,261,840	\$5,884,496
2028/29	\$3,382,129	\$1,939,450	\$575,000	\$1,888,927	\$2,463,927	\$7,210,506
2029/30	\$3,574,715	\$1,939,450	\$500,000	\$1,940,618	\$2,440,618	\$7,454,783
2030/31	\$1,788,426	\$1,939,450	\$425,000	\$1,993,086	\$2,418,086	\$5,720,962
2031/32	\$602,534	\$1,939,450	\$575,000	\$2,046,308	\$2,621,308	\$4,588,292
2032/33	\$650,026	\$1,939,450	\$500,000	\$2,100,963	\$2,600,963	\$4,690,439
2033/34	\$682,294	\$1,939,450	\$425,000	\$2,157,089	\$2,582,089	\$4,778,833
2034/35	\$698,495	\$1,939,450	\$575,000	\$2,214,727	\$2,789,727	\$4,852,672
Total	\$19,395,000	\$19,394,500	\$5,075,000	\$19,620,869	\$24,695,869	\$58,410,369

The following table shows the Operational budget, capital budget, and the renewal forecast summary of water assets.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	\$2,876,875	\$1,980,954	\$382,500	\$724,213	\$1,106,713	\$5,582,042
2026/27	\$1,988,447	\$1,980,954	\$450,000	\$899,458	\$1,349,458	\$4,868,859
2027/28	\$1,320,444	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$4,282,847
2028/29	\$1,255,426	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$4,217,829
2029/30	\$7,648,462	\$1,980,954	\$450,000	\$981,449	\$1,431,449	\$10,610,865
2030/31	\$964,800	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$3,927,203
2031/32	\$964,212	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$3,926,615
2032/33	\$952,033	\$1,980,954	\$450,000	\$981,449	\$1,431,449	\$3,914,436
2033/34	\$931,939	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$3,894,342
2034/35	\$906,897	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$3,869,300
Total	\$19,809,535	\$19,809,540	\$4,432,500	\$9,475,263	\$13,907,763	\$49,094,338

1.7 Improvement Plan

A comprehensive Improvement Plan has been developed to strengthen asset management capability. Key actions include formalising Levels of Service, improving condition data and inspections, implementing structured maintenance and asset data systems, improving renewal modelling, forecasting 10-year operational and capital budgets, refining disposal and risk management processes, and categorising assets by location (treatment plants, pump stations, networks) for better planning.

A critical initiative is the **establishment of an Asset Management Steering Committee (AMSC)** to oversee implementation, provide strategic direction, monitor performance and drive continuous improvement across water and sewer asset management.

2. INTRODUCTION

2.1 Background

Coonamble Shire Council is located in north-western New South Wales, approximately 500 kilometers from Sydney, covering an area of around 9,900 square kilometers. The Shire includes the township of Coonamble and the villages of Gulargambone and Quambone, along with extensive rural and agricultural areas. It lies within the Orana region and forms part of the Western Plains of New South Wales.

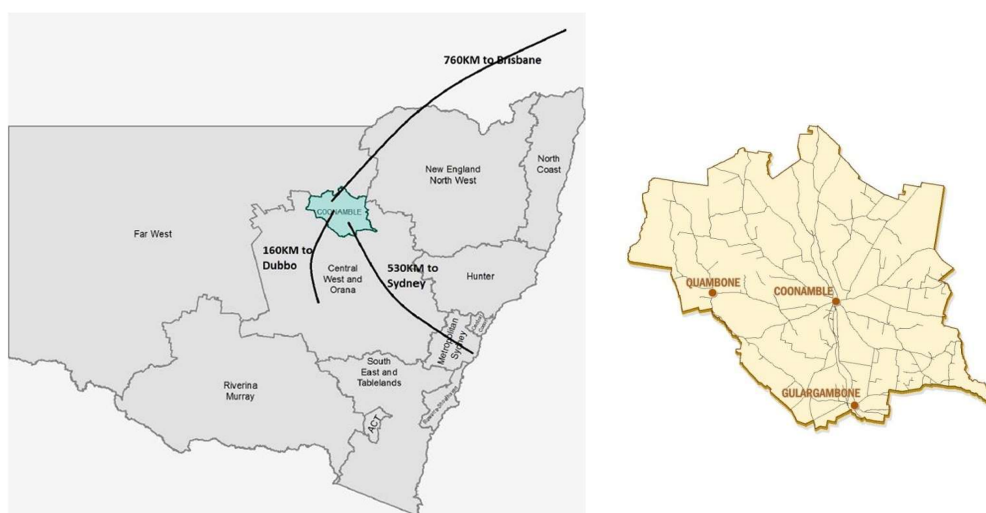


Figure 1 – Coonamble Local Government Area

Coonamble Shire has a population of approximately 3,900 people (based on the latest ABS estimates), with the majority residing in the township of Coonamble. The region is characterised by its strong connection to agriculture, particularly cropping and livestock grazing, and serves as a regional service Centre for surrounding rural communities.

The council is responsible for the provision and maintenance of essential water supply and sewerage services to support the health, wellbeing, and economic vitality of its communities. This includes the operation and maintenance of water treatment plants, sewerage treatment systems, pumping stations, pipelines, and associated infrastructure in the township of Coonamble and the village of Gulargambone.

2.2 Purpose of the Plan

This Asset Management Plan outlines a 10-year plan for managing Coonamble Shire's water and sewer assets, supporting Council's vision to plan, develop, and maintain infrastructure that is both sustainable and cost-effective.

The plan is grounded in responsible asset management principles, aiming to deliver the required levels of service to current and future customers while minimising lifecycle costs.

It ensures that water and sewer infrastructure continue to operate effectively throughout its intended life, balancing technical, financial, environmental, and community considerations.

Key objectives of this plan are to:

- Provide a clear strategy for the long-term management of water and sewer assets.
- Improve understanding of service level standards and enhance customer satisfaction and Council's reputation.
- Identify optimal whole-of-life costs to deliver the desired levels of service.
- Support decision-making by forecasting asset-related needs, management options, and funding requirements.
- Justify long-term works programs and future investment through evidence-based planning.
- Manage environmental, health, and financial risks associated with asset failure.

2.3 Asset Management Plan Structure

This Asset Management Plan has been developed in alignment with good practice guidance from the ISO 55000 Asset Management Standard and the IPWEA International Infrastructure Management Manual (IIMM). It reflects Council's current processes, practices, data, and standards in managing water and sewer infrastructure.

Coonamble Shire Council is committed to continuously improving its asset management capability and recognises that this Plan will need to be periodically updated to reflect changes in asset condition, service requirements, regulatory obligations, and operational practices.

The council's aim is for its Asset Management Plans to closely align with actual management practices. This ensures that long-term financial planning is realistic and supports the sustainable delivery of infrastructure and services to the community.

2.4 Water & Sewer Asset Summary

The following table provides a summary of water & sewer asset portfolio.

Asset Class	Asset Sub Class	Quantity	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sewer	Sewer Network	45570 m	\$18,578,039	\$12,887,057	\$5,690,981	\$150,952
	Sewer Pumping Station Assets	59	\$4,342,784	\$3,141,206	\$1,201,578	\$77,192
	Sewer Treatment Plant Assets	57	\$9,626,027	\$3,227,693	\$6,398,334	\$171,293
	Telemetry	34	\$1,102,630	\$453,689	\$648,941	\$50,189
	Total		\$33,649,479	\$19,709,645	\$13,939,834	\$449,626
Water	Bore	43	\$2,454,413	\$1,323,741	\$1,130,671	\$51,698
	Other structures	15	\$367,249	\$44,570	\$322,679	\$2,003
	Reservoir	15	\$4,455,476	\$2,733,077	\$1,722,399	\$64,466
	Water Main Network	74540 m	\$17,811,958	\$10,903,187	\$6,908,772	\$189,321
	Water Pumping Station Assets	3	\$34,060	\$17,573	\$16,488	\$1,076
	Water Treatment Plant Assets	64	\$4,196,937	\$3,083,207	\$1,113,730	\$100,762
	Telemetry	30	\$2,918,288	\$1,758,109	\$1,160,180	\$112,854
	Total		\$32,238,382	\$19,863,463	\$12,374,919	\$522,180

Table 1 - Summary of water & Sewer Asset Portfolio

2.5 Sewer Assets

The table below provides a summary of Council's sewer assets based on the 2025 valuation data.

Asset Type	Asset Sub Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Civil	Culvert	Concrete	1	#	\$5,897	\$3,590	\$2,306	\$81
Civil	Fencing	Mesh	4	#	\$163,218	\$46,376	\$116,842	\$6,777
Civil	Footpath	Concrete	2	#	\$31,252	\$12,957	\$18,295	\$634
Civil	Lagoon	Earth	5	#	\$1,198,898	\$825,112	\$373,786	\$13,055
Civil	Metal Work	Steel	1	#	\$9,435	\$4,151	\$5,283	\$189
Civil	Pit	Concrete	6	#	\$42,456	\$24,041	\$18,415	\$812
Civil	Pump Well	Concrete	15	#	\$3,978,481	\$3,088,379	\$890,102	\$52,545
Civil	Roads	Unsealed	1	#	\$4,953	\$1,882	\$3,071	\$198
Civil	Safety Rail	Standard	1	#	\$108,498	\$25,473	\$83,024	\$2,359
Civil	Structure	Concrete	11	#	\$6,424,943	\$1,750,886	\$4,674,057	\$96,840
Electrical	Flow Meter	Standard	5	#	\$48,523	\$17,288	\$31,235	\$1,580
Electrical	Switchboard	Standard	19	#	\$904,706	\$345,619	\$559,087	\$36,227
Electrical	Telemetry	Standard	17	#	\$309,017	\$155,249	\$153,769	\$18,368
Manhole	Manhole	Concrete (> 4.5)	50	#	\$507,645	\$414,185	\$93,460	\$4,467

Manhole	Manhole	Concrete (0 < 1.5)	272	#	\$1,578,440	\$921,065	\$657,374	\$15,230
Manhole	Manhole	Concrete (1.5 < 3.0)	251	#	\$1,136,477	\$680,343	\$456,135	\$10,889
Manhole	Manhole	Concrete (3.0 < 4.5)	92	#	\$623,420	\$409,752	\$213,668	\$5,840
Manhole	Manhole	HDPE (0<1.5)	1	#	\$5,173	\$5,173	\$0	\$43
Manhole	Manhole	HDPE (1.5<3.0)	3	#	\$15,520	\$15,520	\$0	\$129
Mechanical	Aeration	Standard	1	#	\$13,965	\$3,840	\$10,125	\$582
Mechanical	Aeration Pipe	Standard	1	#	\$19,551	\$3,631	\$15,920	\$1,397
Mechanical	Dosing	Standard	1	#	\$8,379	\$0	\$8,379	\$0
Mechanical	Mechanical	Standard	3	#	\$351,923	\$83,772	\$268,151	\$14,903
Mechanical	Pump	Submersible	30	#	\$473,699	\$147,165	\$326,534	\$31,419
Pipework and Fitting	#	Standard	5	#	\$973,647	\$283,175	\$690,472	\$20,709
Sewer Main	(0 < 1.5)	AC150	1748	m	\$382,568	\$217,470	\$165,098	\$3,706
Sewer Main	(0 < 1.5)	AC225	240	m	\$83,579	\$45,424	\$38,155	\$819
Sewer Main	(0 < 1.5)	DICL300	18	m	\$16,515	\$15,414	\$1,101	\$139
Sewer Main	(0 < 1.5)	EW150	3738	m	\$789,598	\$484,792	\$304,807	\$6,036
Sewer Main	(0 < 1.5)	EW225	138	m	\$48,037	\$29,493	\$18,544	\$367
Sewer Main	(0 < 1.5)	PE50	284	m	\$25,699	\$15,109	\$10,590	\$246
Sewer Main	(0 < 1.5)	PVC150	1173	m	\$267,476	\$221,781	\$45,695	\$1,865

Sewer Main	(0 < 1.5)	PVC300	5244	m	\$2,397,570	\$1,993,353	\$404,217	\$16,644
Sewer Main	(1.5 < 3.0)	AC150	3098	m	\$840,154	\$496,879	\$343,275	\$8,053
Sewer Main	(1.5 < 3.0)	AC225	346	m	\$152,656	\$79,116	\$73,540	\$1,513
Sewer Main	(1.5 < 3.0)	CAST150	1615	m	\$429,257	\$229,443	\$199,814	\$4,222
Sewer Main	(1.5 < 3.0)	EW150	8953	m	\$1,891,014	\$1,172,512	\$718,503	\$14,419
Sewer Main	(1.5 < 3.0)	EW225	626	m	\$276,242	\$169,605	\$106,637	\$2,112
Sewer Main	(1.5 < 3.0)	PE50	937	m	\$109,842	\$66,374	\$43,468	\$1,046
Sewer Main	(1.5 < 3.0)	PVC150	3065	m	\$938,275	\$795,410	\$142,865	\$6,487
Sewer Main	(1.5 < 3.0)	PVC225	229	m	\$101,131	\$72,592	\$28,539	\$734
Sewer Main	(1.5 < 3.0)	PVC300	115	m	\$66,461	\$59,977	\$6,484	\$447
Sewer Main	(3.0 < 4.5)	AC100	961	m	\$220,891	\$129,865	\$91,025	\$2,117
Sewer Main	(3.0 < 4.5)	AC150	864	m	\$304,914	\$192,969	\$111,946	\$2,876
Sewer Main	(3.0 < 4.5)	AC225	460	m	\$247,203	\$128,116	\$119,087	\$2,450
Sewer Main	(3.0 < 4.5)	CAST150	1199	m	\$423,116	\$219,285	\$203,830	\$4,194
Sewer Main	(3.0 < 4.5)	CAST200	23	m	\$10,841	\$5,618	\$5,222	\$107
Sewer Main	(3.0 < 4.5)	EW150	2670	m	\$941,978	\$587,672	\$354,306	\$7,171
Sewer Main	(3.0 < 4.5)	EW225	483	m	\$259,330	\$159,222	\$100,109	\$1,982
Sewer Main	(3.0 < 4.5)	PVC150	1763	m	\$622,120	\$548,453	\$73,667	\$4,225

Sewer Main	(3.0 < 4.5)	PVC225	75	m	\$40,196	\$32,014	\$8,181	\$283
Sewer Main	(3.0 < 4.5)	PVC300	1331	m	\$942,344	\$657,538	\$284,807	\$6,953
Sewer Main	(> 4.5)	AC225	172	m	\$106,557	\$55,225	\$51,333	\$1,056
Sewer Main	(> 4.5)	EW150	160	m	\$66,875	\$41,059	\$25,815	\$511
Sewer Main	(> 4.5)	EW225	128	m	\$79,569	\$48,853	\$30,716	\$608
Sewer Main	(> 4.5)	PVC150	790	m	\$331,097	\$298,793	\$32,304	\$2,228
Sewer Main	(> 4.5)	PVC225	803	m	\$497,309	\$448,788	\$48,521	\$3,346
Sewer Main	(> 4.5)	PVC300	978	m	\$800,950	\$722,804	\$78,147	\$5,389
					\$33,649,479	\$19,709,645	\$13,939,834	\$449,626

Table 2 – Summary of Sewer Assets

2.6 Water Assets

The table below provides a summary of Council's water assets based on the 2025 valuation data.

Asset Type	Asset Sub Type	Component	Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Civil	Bore Structure	Standard	9	#	\$1,816,234	\$935,592	\$880,643	\$27,494
Civil	Fencing	Mesh	4	#	\$107,318	\$57,612	\$49,706	\$3,785
Civil	Hardstand	Concrete	1	#	\$23,586	\$20,008	\$3,579	\$407

Civil	Lagoon	Earth	2	#	\$290,113	\$144,108	\$146,005	\$3,333
Civil	Metal Work	Steel	2	#	\$94,346	\$78,110	\$16,236	\$1,638
Civil	Pump Well	Concrete	2	#	\$554,281	\$477,534	\$76,747	\$7,106
Civil	Reservoir Roof	Steel	4	#	\$529,044	\$274,270	\$254,773	\$10,285
Civil	Reservoir Structure	Concrete	1	#	\$732,359	\$186,419	\$545,940	\$11,096
Civil	Reservoir Structure	Steel	3	#	\$3,069,066	\$2,193,131	\$875,935	\$40,885
Civil	Reservoir Structure	Steel Tank	3	#	\$71,939	\$39,242	\$32,697	\$1,386
Civil	Roads	Sealed	1	#	\$53,069	\$36,130	\$16,940	\$512
Civil	Standpipe	Standard	1	#	\$5,897	\$4,086	\$1,811	\$211
Civil	Structure	Concrete	8	#	\$1,123,893	\$953,005	\$170,888	\$14,460
Civil	Tank	Chemical	3	#	\$129,725	\$50,741	\$78,984	\$8,245
Electrical	Dosing	Standard	1	#	\$102,155	\$47,827	\$54,328	\$6,191
Electrical	Flow Meter	Standard	14	#	\$311,482	\$263,082	\$48,400	\$16,598
Electrical	Instrumentation	Standard	5	#	\$113,647	\$34,094	\$79,553	\$7,576
Electrical	Switch Board	AV Data	3	#	\$30,646	\$17,446	\$13,201	\$1,783
Electrical	Switchboard	Standard	14	#	\$2,661,125	\$1,585,765	\$1,075,360	\$98,381
Electrical	Telemetry	Standard	9	#	\$226,517	\$154,899	\$71,619	\$12,691
Mechanical	Actuator	Pneumatic	4	#	\$48,878	\$5,929	\$42,949	\$5,006

Mechanical	Blower	Standard	1	#	\$41,896	\$22,489	\$19,406	\$1,581
Mechanical	Compressor	Standard	2	#	\$41,896	\$19,615	\$22,281	\$2,539
Mechanical	Dosing	Standard	7	#	\$217,438	\$105,862	\$111,576	\$13,316
Mechanical	Dosing Skid	Standard	1	#	\$293,269	\$0	\$293,269	\$0
Mechanical	Pump	Booster	9	#	\$64,938	\$28,869	\$36,069	\$3,630
Mechanical	Pump	Dosing	1	#	\$5,586	\$0	\$5,586	\$0
Mechanical	Pump	Standard	9	#	\$281,957	\$145,408	\$136,549	\$10,627
Mechanical	Pump	Submersible	5	#	\$118,704	\$68,957	\$49,747	\$4,409
Mechanical	Safety Shower	Standard	5	#	\$25,137	\$11,756	\$13,381	\$1,528
Pipework and Fitting	#	Standard	15	#	\$1,253,198	\$1,011,207	\$241,991	\$16,322
Water Main	AC	100	21847	m	\$3,846,720	\$1,545,265	\$2,301,455	\$49,886
Water Main	AC	150	3046	m	\$786,257	\$228,840	\$557,417	\$10,768
Water Main	AC	200	2077	m	\$810,550	\$324,461	\$486,089	\$10,515
Water Main	AC	250	517	m	\$242,189	\$109,642	\$132,546	\$3,046
Water Main	CAST	100	407	m	\$103,548	\$26,750	\$76,798	\$1,438
Water Main	CAST	150	189	m	\$68,962	\$18,082	\$50,880	\$956
Water Main	Ducti	150	18	m	\$6,501	\$5,977	\$524	\$66
Water Main	PVC	100	25913	m	\$4,590,053	\$2,874,141	\$1,715,912	\$45,724

Water Main	PVC	150	12071	m	\$3,116,295	\$2,235,834	\$880,461	\$29,261
Water Main	PVC	200	2475	m	\$965,803	\$670,595	\$295,208	\$9,132
Water Main	PVC	300	5651	m	\$3,260,545	\$2,849,433	\$411,112	\$28,353
Water Main	PVC	75	13	m	\$1,620	\$1,252	\$368	\$15
					\$32,238,382	\$19,863,463	\$12,374,919	\$522,180

Table 3 – Summary of Water Assets

3. Strategic Alignment

3.1 Community Strategic Plan



The Coonamble Shire **Community Strategic Plan (CSP) 2025–2035** is the Shire’s highest-level strategic document, developed following the 2024 local government elections. It captures the community’s long-term vision, goals, and priorities for the next ten years and outlines the strategies required to achieve those aspirations.

Developed through extensive community consultation, the CSP reflects the social, economic, environmental, and infrastructure needs of the local community.

The CSP is underpinned by five strategic themes:

- Our Community
- Our Economy
- Our Assets
- Our Country
- Our Leadership

The CSP forms the foundation of NSW’s **Integrated Planning and Reporting (IP&R) Framework**, which ensures that local government planning is transparent, community-driven, and aligned across all levels. The framework includes:

- Community Strategic Plan (CSP) – 10+ year vision owned by the community
- Delivery Program – 4-year Council commitment aligned to the CSP
- Operational Plan – Annual actions and budget
- Resourcing Strategy, which includes:
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Plan
 - Asset Management Strategy & Plans

Asset Management Plans (AMPs) for infrastructure assets, including water and sewer, are developed to ensure the Council can deliver services in line with the CSP goals in a financially and operationally sustainable way.

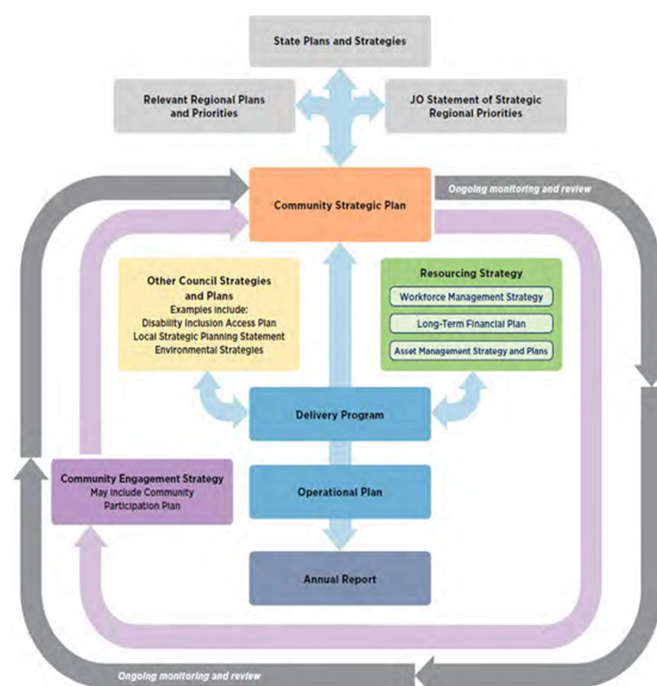


Figure 2 – Integrated Planning and Reporting Framework

3.2 Strategic Goals and Objectives - CSP

The Water and Sewer Asset Management Plan supports the Community Strategic Plan (CSP) by ensuring the delivery of safe, reliable, and cost-effective utility services that meet community expectations and promote long-term sustainability. In line with the CSP, Council aims to increase urban water satisfaction from 33% to 50% and sewerage satisfaction from 63% to 70% by 2035.

By aligning with the CSP, the AMP guides investment priorities, manages risks, and ensures compliance with service standards and regulatory requirements. It also strengthens Council's contribution to broader objectives such as environmental sustainability, economic growth, and community wellbeing.

3.3 Delivery Program (2025-2029) Actions

The Delivery Program 2025–2029 outlines Coonamble Shire Council's key priorities and actions over the medium term to deliver the strategic objectives of the Community Strategic Plan 2025–2035. This Asset Management Plan directly supports the Delivery Program by guiding the responsible planning, maintenance, renewal, and upgrade of Council's water and sewer infrastructure.

Several specific actions within the Delivery Program relate directly to water and sewer services. These include maintaining compliance with drinking water standards, implementing capital works and renewals, upgrading treatment systems, protecting water quality, and ensuring asset

management practices align with legislative and environmental obligations. This alignment ensures that water and sewer service delivery is both strategic and sustainable, reinforcing Council's long-term commitment to public health, environmental stewardship, and infrastructure resilience.

3.4 Operational Plan (2025-26) Actions

The Operational Plan 2025–2026 outlines the specific actions and resource allocations that implement the objectives of the Delivery Program and the broader Community Strategic Plan. This Asset Management Plan supports and is informed by the Operational Plan through the identification and delivery of priority actions related to water and sewer infrastructure.

Key activities identified in the Operational Plan ensure compliance with legislative requirements, ongoing service delivery, infrastructure renewal, and environmental stewardship. These actions enable the Council to maintain essential water and sewer services while advancing long-term planning and capital investment strategies.



Improvement Opportunity

Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.

3.5 Alignment of CSP, Delivery Program, and Operational Plan (2025-26)

The following table outlines the alignment between the Community Strategic Plan (CSP), Delivery Program, and Operational Plan for 2025–2026 as they relate to Transport & Drainage services. This alignment demonstrates how long-term community aspirations (CSP) are translated into medium-term commitments (Delivery Program) and delivered through specific annual actions and budgets (Operational Plan). By mapping these linkages, Council ensures that the planning, maintenance, and improvement of transport and drainage assets remain consistent with community priorities, legislative obligations, and available resources.

Goal	Strategy ID	Strategies	Measures of Success	Delivery Program Actions	Operational Plan Actions (2025–26)	Measure	Council Role	
A2: Our utilities								
Goal 9	Our approach to sanitation serves our current and longer-term needs	A2.1	15) Deliver a reliable supply of potable water to homes and public spaces.	Community satisfaction levels in potable water, sewerage and drainage Infrastructure and services.	Carry out Water Strategic Planning.	Develop and adopt IWCMS in conjunction with DCCEEW	IWCMS is adopted and receives concurrence from DCCEEW.	Service provider Advocate
						Prepare 30-year AMP and LTFP.	Adoption of Water AMP and LTFP	
		A2.2	16) Maintain high standards of sanitation in our homes and public spaces.	Infrastructure renewal ratio achieved. Infrastructure backlog ratio achieve reduction.	Ensure all development approvals consider existing utilities infrastructure in	Prepare and adopt 5-year Drought Contingency and Emergency Response Plan.	5-year Drought Contingency and Emergency Response Plan adopted.	
						Develop and implement procedure to ensure all development approvals consider existing	Procedure implemented and monitored.	

				Infrastructure backlog ratio achieve reduction.	their determination.	utilities infrastructure in their determination.	
					Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Prepare and submit annual report through TBL reporting.	Annual utilities performance report submitted.
					Implement water efficiency programs	Develop and implement water efficiency programs.	Two programs publicised annually.
					Carry out Sewerage Strategic Planning	Review and monitor Trade Waste Policy.	Trade Waste Policy implemented and monitored.
						Seek and obtain funding for concept and detailed designs for Coonamble Sewer Treatment Plant.	Concept and detailed designs for Coonamble Sewer Treatment Plan completed
						Complete 30-year Total AMP and LTFP for Coonamble LGA sewerage.	Coonamble sewerage 30-year Total AMP and LTFP completed.
A3: Our assets							

Goal 10	Our maintain and improve our natural and built assets to help our families, community, economy and environment thrive.	A3.1	18) Systematically enhance and maintain our homes, businesses, and other natural and built assets for functionality and aesthetics.	Community satisfaction with presentation of streets and public spaces Improved environmental sustainability through monitoring of conservation efforts and biodiversity protection	Deliver a Long-Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem-solving tool.	Develop and adopt a Long Term Financial Plan that accurately aligns with Asset Management Plans.	Adopted Long Term Financial Plan cross references Asset Management Plans.	Service provider Advocate Facilitator
L2: Our Integrity								
Goal 16	We make and implement informed decisions with trustworthiness, integrity and probity.	L2.3	27) Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.	Number of publications circulated to the community. Community satisfaction with communication	Employ quality engagement and communication tools and strategies, including Council's Community Engagement Strategy, which achieve increased community participation in decision-making	Evolve community engagement tools and methods to achieve increased community participation.	Number of initiatives and programs implemented.	Service provider Facilitator

					Maintain compliance with best practice governance standards.	Develop and implement an annual review of governance best practice advice, keeping Council up to date with industry standards	Annual review of governance guidance.	
					Deliver communication and marketing strategies which achieve brand building and maximises engagement with our community.	Implement annual review of communication strategy to increase engagement and communication with target groups.	Number of engagement and communication to outreach ratio.	

Table 4 - CSP, Delivery program, and Operational Plan (2025-2026) Alignment - Water and Sewer Services

3.6 Water and Sewer Management Plan (2017–2024)

This plan sets out the strategies for managing Coonamble Shire Council's water supply and sewerage services across Coonamble, Gulargambone, and Quambone. It covers water quality management, asset condition, renewal priorities, pricing structures, and capital investment needs. Key recommendations include targeted upgrades to treatment facilities, maintaining compliance with health and environmental standards, and ensuring long-term financial sustainability through informed pricing and investment planning.



Improvement Opportunity

Review and update the Water and Sewer Management Plan to reflect current operational, regulatory, and asset management requirements beyond 2024.

3.7 Coonamble STP Pollution Incident Response Management Plan (2021)

This plan outlines the procedures for preventing, responding to, and reporting pollution incidents at the Coonamble Sewage Treatment Plant. It details risk assessments, potential pollutants, safety equipment, mapping of critical infrastructure, and notification protocols under the Protection of the Environment Operations Act. It assigns responsibilities, provides incident response flowcharts, and includes training and review processes to ensure environmental protection and regulatory compliance.

3.8 Drought Management Plan 2021–2022

The Drought Management Plan provides a structured framework for ensuring the continuity of essential water supply during drought events. It sets clear objectives, including timely response protocols, customer communication, and targeted support for critical users (e.g., hospitals). The plan incorporates monitoring requirements, drought triggers, and a five-level restriction framework to manage demand and safeguard supply. Actions are aligned with NSW Best Practice Management Guidelines for Water Supply and Sewerage, ensuring resilience against future drought conditions.

3.9 Business Continuity Planning

Coonamble Shire Council's Business Continuity Plan (BCP) provides the framework for ensuring essential services, including water supply and sewerage, can continue or be rapidly restored in the event of a significant disruption. The BCP is part of an integrated suite of planning documents comprising the BCP Manual, Procedures, Contact Lists, and Critical Business Function Sub Plans for each department, including Infrastructure.

The purpose of the BCP is to build organisational resilience by identifying the actions, facilities, infrastructure, responsibilities, and processes required to maintain or restore critical functions. For water and sewer services, this includes measures to respond to events such as natural disasters, major equipment failures, contamination incidents, and other emergencies that could affect service delivery.

The BCP outlines a coordinated approach led by the Continuity Management Team (CMT), ensuring that key personnel are trained, response roles are clearly defined, and recovery priorities are

understood. It provides a staged process for identifying and managing risks, activating continuity arrangements, and maintaining compliance with legislative and community expectations.

By embedding these arrangements into Council's operations, the BCP ensures that water and sewer services remain reliable, resilient, and capable of supporting public health, safety, and community wellbeing during times of disruption.

3.10 Legislative and Regulatory Framework

The management of water and sewer assets by Coonamble Shire Council is governed by a range of legislative and regulatory instruments at both the state and local levels. These laws set out the responsibilities, standards, and compliance obligations relating to the provision of safe, reliable, and environmentally responsible water supply and sewerage services.

This framework ensures that Council operates within its legal authority, protects public health, safeguards the environment, and aligns with broader land use and infrastructure planning requirements. It also supports cost recovery mechanisms, performance reporting, and continuous improvement in service delivery.

The key Acts, regulations, and guidelines relevant to Coonamble Shire Council's water and sewer services are outlined below.

Legislation / Regulation	Description	Relevance to Coonamble Shire Council
Local Government Act 1993 (NSW)	Provides Council with authority to supply water and sewer services; outlines asset management responsibilities.	Primary legislation enabling Council's role as a water and sewer authority within NSW.
Local Government (Water Services) Regulation 1999	Regulates service connections, discharges, and metering requirements related to water supply and sewer systems.	Applies to how Council manages physical connections and network operations within the LGA.
Water Management Act 2000 (NSW)	Manages water rights, licensing, and use from surface and groundwater sources, including Great Artesian Basin.	Relevant for extraction and use of groundwater resources, especially from the Great Artesian Basin.
Public Health Act 2010 (NSW)	Ensures protection of public health by regulating drinking water safety and waterborne disease risks.	Council must comply with these standards when operating water treatment and distribution systems.
Protection of the Environment Operations Act 1997 (NSW)	Regulates environmental impacts from sewer discharge, including licensing, monitoring, and compliance.	Coonamble's sewerage system must meet discharge limits and environmental standards under this Act.
Environmental Planning & Assessment Act 1979 (NSW)	Governs planning approvals, zoning, and development controls that affect water and sewer infrastructure.	Development must consider proximity to water/sewer assets;

		Council applies controls via LEP and DCP.
Section 64 (LG Act 1993)- Developer Contributions	Allows Council to charge developers for additional demand placed on existing water and sewer infrastructure.	Used to recover infrastructure costs associated with new developments across the Shire.
NSW Health Drinking Water Guidelines	Sets water quality testing and compliance requirements for public water supply systems.	Council must monitor and report on water quality to meet public health compliance requirements.
NSW EPA Environment Protection Licences	Establishes conditions and performance standards for sewer discharges via Environment Protection Licences.	Council-operated sewer systems are subject to EPA-issued licences and periodic audits.
Civil Liability Act 2002 (NSW)	Provides protection from civil claims when acting in good faith in the performance of statutory responsibilities.	Reduces Council's exposure to liability when delivering services and managing infrastructure.
Work Health and Safety Act 2011 (NSW)	Establishes duties for ensuring the health and safety of workers and others affected by Council activities.	Applies to water and sewer staff and contractors to ensure a safe work environment.
Work Health and Safety Regulation 2017 (NSW)	Prescribes specific obligations for risk management, incident reporting, and infrastructure safety measures.	Supports implementation of safe work procedures and controls across utility operations.
Local Government (General) Regulation 2021- Procurement	Provides rules and thresholds for procurement activities including tenders, quotations, and contract management.	Guides fair and compliant procurement for infrastructure projects and operational services.
Government Information (Public Access) Act 2009 (NSW)	Supports transparency and access to procurement and operational information through public disclosure.	Ensures public access to procurement decisions and project-related information.

Table 5 - Legislation – Water and Sewer Services

3.11 Key External Stakeholders

The management of water and sewer infrastructure relies on the support and collaboration of a range of external stakeholders beyond Council. These stakeholders play vital roles in **regulation, funding, service delivery, emergency response, and environmental protection**. Their involvement ensures that water and sewer services are safe, sustainable, and compliant with legislative and community expectations.

Importantly, residents and local property owners are key stakeholders, as they are the end users of these essential services. Their feedback, usage patterns, and reporting of issues play a critical role in shaping service delivery, identifying emerging risks, and informing long-term planning.

Effective stakeholder engagement is essential to maintain alignment with government policy, respond to emergencies, secure funding, and deliver projects that benefit the Coonamble community.

- **Residents and Property Owners** – primary users of water and sewer services; contribute through service use, feedback, and reporting of faults or concerns
- **NSW Department of Planning, Housing and Infrastructure** – infrastructure policy, regulatory oversight, and capital funding (e.g. Safe & Secure Water Program)
- **NSW Health** – regulation and oversight of public health standards related to drinking water quality
- **NSW Environment Protection Authority (EPA)** – regulation of environmental compliance, particularly in relation to sewer discharge and reuse
- **Bureau of Meteorology (BoM)** – provision of climate and rainfall data for flood and drought planning
- **Essential Energy / Utility Providers** – coordination for service corridor access and infrastructure dependencies
- **NSW Public Works Advisory** – technical advice and support for major upgrades, renewals, and emergency works
- **Office of Water (within DPE)** – water licensing, allocations, and catchment management
- **Private Contractors and Consultants** – engagement for capital works, renewals, maintenance and technical assessments
- **State and Federal Funding Bodies** – infrastructure grant funding and support for system upgrades
- **Local Aboriginal Land Councils** – cultural heritage input and engagement for works affecting traditional lands or sensitive sites.

4. LEVELS OF SERVICE

Levels of Service (LOS) define the standards at which Coonamble Shire Council delivers water supply and sewerage services to the community. They provide a clear link between customer expectations, regulatory requirements, and the technical performance of Council's assets. By establishing measurable indicators, Council can ensure that water and sewer services are safe, reliable, sustainable, and aligned with community needs.

The Levels of Service framework balances two perspectives:

- Customer Levels of Service – reflect the outcomes that the community values, such as water quality, reliability, pressure, sewer reliability, and timely response to issues. These indicators translate community expectations into measurable service outcomes.
- Technical Levels of Service – reflect the internal standards that Council applies to manage and operate its assets, including compliance with environmental regulations, system performance, asset reliability, and maintenance practices. These technical measures ensure that customer outcomes are delivered in a sustainable and cost-effective way.

Setting clear Levels of Service allows Council to:

- Demonstrate accountability and transparency to the community.
- Provide a consistent basis for monitoring performance.
- Support long-term financial planning by linking service standards to asset investment needs.
- Prioritise renewal, maintenance, and operational activities based on agreed service outcomes.

The following tables outline the Customer and Technical Levels of Service for Water and Sewer Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

4.1 Levels of Service - Water

The following tables outline the **suggested** Customer and Technical Levels of Service for Water Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	Key Performance Indicator (KPI)
Water Quality	100% compliance with Australian Drinking Water Guidelines.
Water Pressure & Flow	Minimum 200kPa at 20 L/min at customer connections.
Reliability of Supply	< 100 unplanned interruptions per 1,000 properties per year.
Restoration Times	95% of unplanned interruptions restored within 5 hours.
Customer Responsiveness	90% of fault calls actioned within 30 minutes; urgent issues responded to within 2 hours.

Table 6 – Suggested Customer Levels of Service -Water Service

Level of Service	Key Performance Indicator (KPI)
Drinking Water Compliance	Continuous monitoring and annual reporting against ADWG standards.
System Pressure	Maintain average pressure $\geq 200\text{kPa}$ at peak demand.
Mains Breaks	< 20 water main breaks per 100 km of mains per year.
Metering Accuracy	All meters calibrated to $\pm 2\%$ accuracy every 10 years.
Planned vs Reactive Maintenance	$\geq 60\%$ planned maintenance vs $\leq 40\%$ reactive.

Table 7 – Suggested Technical Levels of Service - Water Service

4.2 Levels of Service - Sewer

The following tables outline the **suggested** Customer and Technical Levels of Service for Sewer Services in Coonamble Shire Council, including the key performance indicators (KPIs) that will be monitored and reported over time.

Level of Service	Key Performance Indicator (KPI)
Sewer Reliability	< 60 sewer main breaks/chokes per 100 km of mains per year.
Sewer Overflows	< 5 sewage overflows onto customer properties per 1,000 properties per year.
Response to Sewer Issues	Urgent blockages responded to within 4 hours; restoration within 24 hours.
Odour Management	< 5 odour complaints per 1,000 properties per year.
Customer Complaints	< 40 total water and sewer complaints per 1,000 connections per year.

Table 8 – Suggested Customer Levels of Service -Sewer Service

Level of Service	Key Performance Indicator (KPI)
Effluent Quality Compliance	100% compliance with EPA licence discharge limits.
Inflow & Infiltration Control	$< 15\%$ increase in flows during major rainfall events.
Pump Station Reliability	$\geq 95\%$ availability across all sewer pump stations.

Sewer Renewal Delivery	≥ 90% of planned renewal and rehabilitation program delivered annually.
Condition Assessment Frequency	CCTV inspection of 10% of mains per year (full network every 10 years).

Table 9 – Suggested Technical Levels of Service – Sewer Service

4.3 Future Direction – Levels of Service

Coonamble Shire Council recognises the need to establish clear Customer and Technical Levels of Service for both water supply and sewerage services. These measures will define the standards at which services are delivered, ensuring that customer expectations, regulatory requirements, and asset performance are aligned.

As part of this, Council will also develop a Customer Service Charter for water and sewer services. The Charter will set out the commitments Council makes to its customers, the rights and responsibilities of both parties, and the process for addressing service requests and complaints. This will provide the community with a clear understanding of what to expect and create a transparent basis for service delivery.

Developing and adopting the Levels of Service framework and Customer Service Charter will enable Council to:

- Provide transparency and accountability to the community.
- Monitor and report performance against agreed standards.
- Link service outcomes to long-term financial planning and asset investment.
- Prioritise renewal, maintenance, and operational activities in a consistent and cost-effective way.
- Strengthen community trust through clear commitments to service quality and responsiveness.

Council plans to formalise the proposed Levels of Service and Customer Service Charter and integrate them into its asset management practices. Once established, performance will be monitored and reported regularly, with reviews undertaken to ensure they remain relevant to community needs, sustainable for the organisation, and compliant with regulatory obligations.

Improvement Opportunity



- Develop and adopt formal Customer and Technical Levels of Service for water and sewer services, integrated into asset management practices and subject to regular review.
- Develop and adopt a Customer Service Charter for water and sewer services to define commitments, rights, responsibilities, and customer engagement processes.

4.4 Community Engagement 2022

Coonamble Shire Council undertook extensive community engagement in 2022 as part of the development of its Community Strategic Plan. This process included surveys, drop-in sessions, and other consultation activities designed to capture community views on Council's services and infrastructure. The engagement outcomes provide valuable insights into community expectations and priorities, which are directly relevant to the management of water and sewer services.

4.5 Community Feedback - Water Services

Feedback indicated that water services are a high community priority, with 67% of participants rating urban water services below expectations. Key issues raised included:

- Concerns about water quality, particularly odour, chlorinated taste, and discoloured appearance.
- Problems caused by calcium and lime build-up, resulting in damage to household appliances.
- Inconsistent or low water pressure in some areas.
- Specific concerns about the quality of Quambone's water supply.

4.6 Community Feedback - Sewer Services

The sewerage network was also highlighted as an area of concern. Feedback showed community frustration with the limited coverage of the sewerage system, with several properties within town limits still reliant on septic systems. The perception exists that the sewerage service requires greater reach and investment to meet community needs.

4.7 Implications for Service Planning

The community's feedback reinforces the importance of addressing water quality, pressure, and system coverage in future planning. For sewerage, expanding service coverage and reducing reliance on septic systems should be explored. These findings also demonstrate the need for Council to clearly define Customer and Technical Levels of Service and to develop a Customer Service Charter for water and sewer services. Together, these will provide transparency, strengthen accountability, and ensure that service delivery is aligned with community expectations.



Improvement Opportunity

Develop a Water and Sewer Strategy to address community feedback on water quality, pressure, and sewer network coverage, and to guide long-term service planning and investment.

5. FUTURE DEMAND

The future demand for water and sewer services in Coonamble Shire is shaped by a combination of social, environmental, economic, and regulatory influences. Understanding these drivers is essential for ensuring that Council's water supply and sewerage systems remain reliable, sustainable, and responsive to changing conditions.

This section outlines the key demand drivers expected to influence service needs over the life of the Asset Management Plan, along with corresponding projections and demand management strategies. These drivers include population trends, climate change and drought impacts, agricultural and industrial usage patterns, asset condition, regulatory requirements, and evolving community expectations.

By assessing the scale and timing of these changes, Council can prioritise investment, optimise asset utilisation, and implement targeted demand management initiatives. This approach ensures that infrastructure planning remains proactive, cost-effective, and aligned with both legislative requirements and the long-term vision set out in the Community Strategic Plan.

The table below summarises the primary demand drivers, anticipated impacts, and the strategies Council will apply to manage and respond to these changes.

Demand Driver	Projection	Demand Management Strategy
Population Growth	Modest growth across Coonamble, Gulargambone, and Quambone with stable household connections. Population trends suggest a small but steady increase in residential water and sewer demand.	Monitor population data and update network capacity models. Align renewal programs with growth areas to ensure service continuity.
Climate Change & Drought	Increased frequency of extreme heat events and prolonged droughts, leading to higher summer water demand and potential water scarcity.	Implement drought management plan triggers, enforce staged water restrictions, promote water efficiency campaigns, and increase climate-resilient infrastructure.
Agricultural & Industrial Water Use	Variable demand linked to seasonal agricultural production and industrial activities, particularly during irrigation seasons.	Negotiate water allocations with major users, encourage water recycling and efficiency in industry, and monitor high-use periods for system impacts.
Asset Age & Condition	Significant portions of the water and sewer networks are aging, leading to higher maintenance needs and potential service disruptions if not renewed.	Implement proactive asset renewal and condition assessment programs. Prioritise critical mains and pump station upgrades.

Regulatory & Environmental Compliance	Ongoing need to meet evolving NSW Health, EPA, and water quality standards, with potential tightening of discharge and reuse regulations.	Regular compliance audits, investment in treatment technology upgrades, and maintenance of Pollution Incident Response Management Plan readiness.
Community Expectations	Community demand for high-quality, reliable, and safe water and sewer services, alongside environmental sustainability commitments.	Enhance community engagement, improve service communication channels, and incorporate sustainability objectives into capital works planning.

Table 10 – Demand Drivers – Water and Sewer Service

6. LIFECYCLE MANAGEMENT PLAN

6.1 Asset Management Systems

The council currently uses a range of corporate information systems to record and manage asset-related data. These systems are central to the Council's asset management capability, serving as a key platform for informed decision-making, coordination of operations, and performance reporting.

Module	System
Customer Request Management	Practical Plus
Financial/Accounting	Asset Valuer
Records Management	Database – EDMS to be implemented in 21/22
Mapping (GIS)	MapInfo, MapBasic, QGIS, SIX maps
Asset Register	Asset Valuer/ Excel
Mobile Solutions	
Works Management	Practical Plus

Table 11 – Overview of Corporate Systems

It is understood that Council is exploring future options for its asset management system. As part of this process, it is essential to develop a clear implementation roadmap that incorporates any additional functionality currently managed through non-integrated

systems or manual processes. This will support greater efficiency, data integrity, and alignment across operational areas.

The lifecycle management plan outlines how Council intends to manage and operate its water and sewer assets to the agreed levels of service, while optimising life cycle costs and ensuring long-term sustainability.

6.2 Asset Useful Lives

The Appendix A summarises the estimated useful lives of Coonamble Shire Council's sewer and water assets, derived from the 2025 valuation data.

6.3 Asset Condition

Asset condition is a key indicator of asset health and functionality. It plays a critical role in estimating remaining useful life and forecasting when assets will require maintenance, renewal, or replacement. Condition data also supports the assessment of service performance and is essential for developing long-term funding scenarios and informing Council's strategic budget planning.

Council acknowledges the need to strengthen its inspection regime for water and sewer assets. However, given that many of these assets are sub-surface, inspections are often difficult, resource-intensive, and costly. As a result, the condition information available is limited. In the absence of a comprehensive inspection program, **Council has used 2025 revaluation data** as the best available source of condition information at both the asset and component levels.



Improvement Opportunity

Develop and implement a condition assessment program for water and sewer assets, with dedicated funding allocated through the Long-Term Financial Plan.

6.4 Condition Rating Table

Coonamble Shire Council's condition grading system aligns with good practice guidance from the International Infrastructure Management Manual (IIMM) and other relevant industry standards. Condition data for water and sewer assets, as recorded in the 2025 valuation registers, has been used to inform asset renewal modelling and strategic planning.

Asset condition is a key indicator of asset health and performance. It plays a critical role in determining the remaining useful life and forecasting when assets may require

maintenance, renewal, or replacement. Condition ratings also provide insight into service performance and are essential for developing long-term financial plans and prioritising investment.

The council applies a standardised 1 to 5 condition rating scale, which is summarised in the table below. This consistent framework supports objective assessment and informed decision-making across the water and sewer networks.

Condition	Description	Characteristics
1	Very Good	Asset is new or very close to as new.
2	Good	Asset is no longer in new condition. Only minor maintenance may be required.
3	Fair/ Average	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues.
4	Poor	Asset requires significant maintenance or replacement of the asset is required
5	Very Poor	Asset is physically unsound, and replacement is required

Table 12 – Condition Rating Scale – Water and Sewer Assets

6.5 Condition - Sewer Assets

A significant proportion of the concrete civil structures and standard safety rails are assessed to be in fair to poor condition, with some elements potentially requiring urgent remediation. The majority of the concrete pump wells, pits, metal works, footpaths, and fencing are also recorded as being in overall good to fair condition.

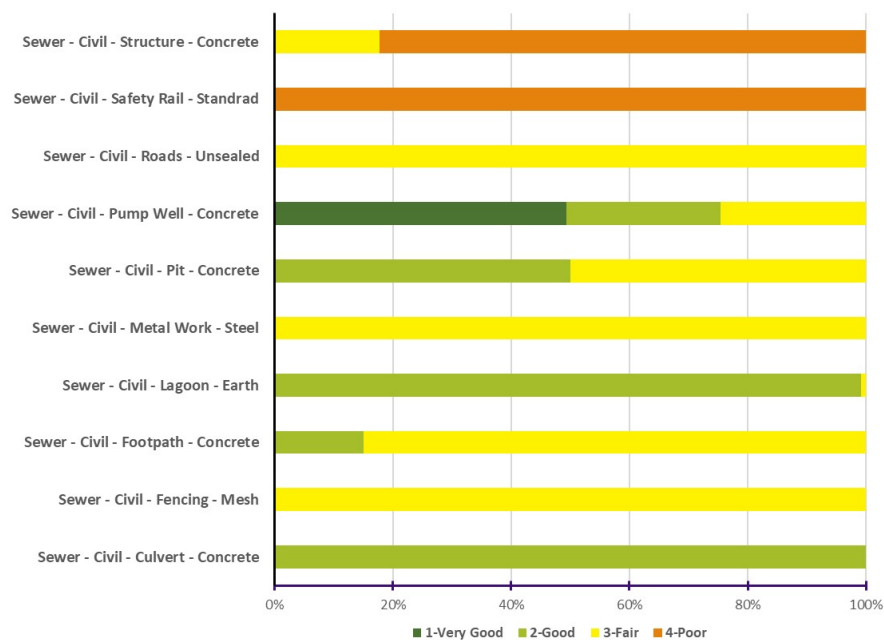


Figure 3 – Condition Profile: Civil Assets – Sewer

Around 40% of the flow meters are assessed to be in poor to very poor condition and may require urgent replacement to ensure operational reliability. Furthermore, a number of telemetry assets and switchboards have also been identified as being in fair to poor condition.

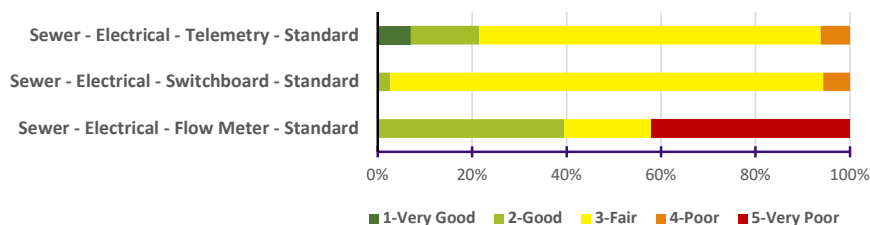


Figure 4 - Condition Profile: Electrical Assets - Sewer

The majority of the sewer manholes are in very good to fair to poor condition; with the exception of relatively newly installed HDPE manholes in the Yarran St development project and one newly installed in Pages Terrace.

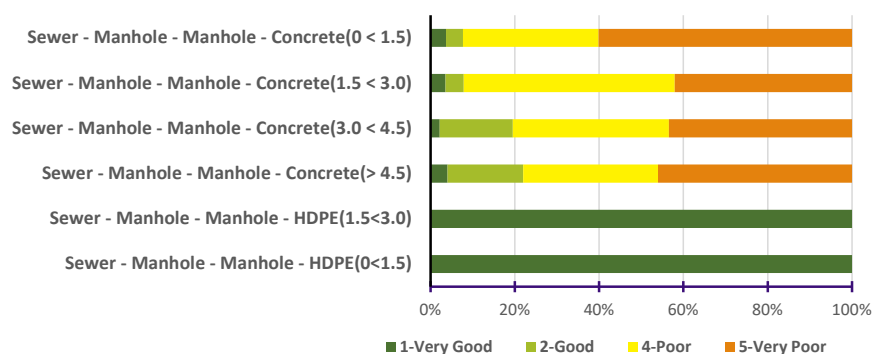


Figure 5 - Condition Profile: Concrete Manholes - Sewer

Based on the 2025 valuation data, all mechanical dosing systems are in very poor condition and may require urgent attention. In addition, the majority of standard mechanical assets are in fair to poor condition, with several submersible pumps, aeration pipes, and aerators also identified as being in fair to poor condition.

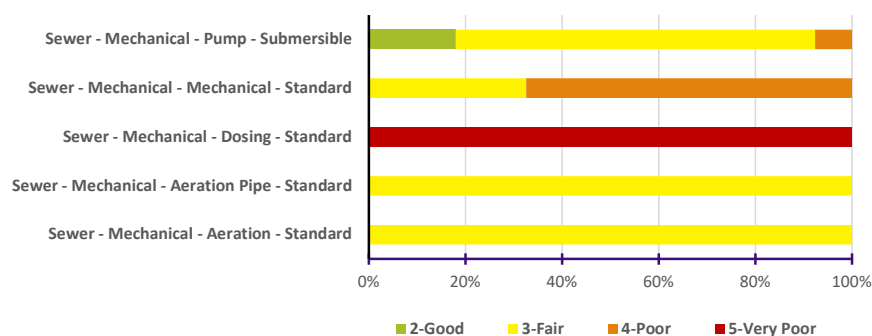


Figure 6 - Condition Profile: Mechanical Assets - Sewer

According to the 2025 valuation data, approximately 65% of the pipework and fittings are assessed to be poor to very poor condition and may require urgent intervention to ensure continued service reliability.

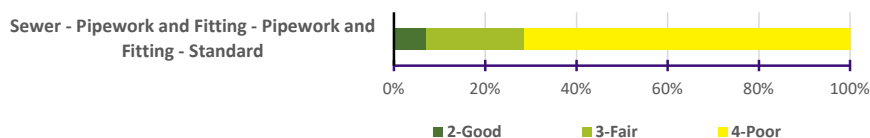


Figure 7 - Condition Profile: Pipework and Fittings - Sewer

According to the 2025 valuation data and a recent revision of material based Useful Life (UL) of our sewer mains, the majority of sewer mains laid at depths between 0m and 1.5m are assessed to be in very poor to condition and indeed many are exceeding their ULs. However, the PE 50mm is overall in fair condition. Although EW 225mm, EW 150mm, AC 225mm, and AC 150mm mains, display a range of between 20% - 62% very good to good condition, this is likely to be generated from erroneous installation year data. The PVC mains (150mm and 300mm) are identified as being in very good to fair condition. Overall, AC and EW mains require further investigation and prioritised renewal planning.

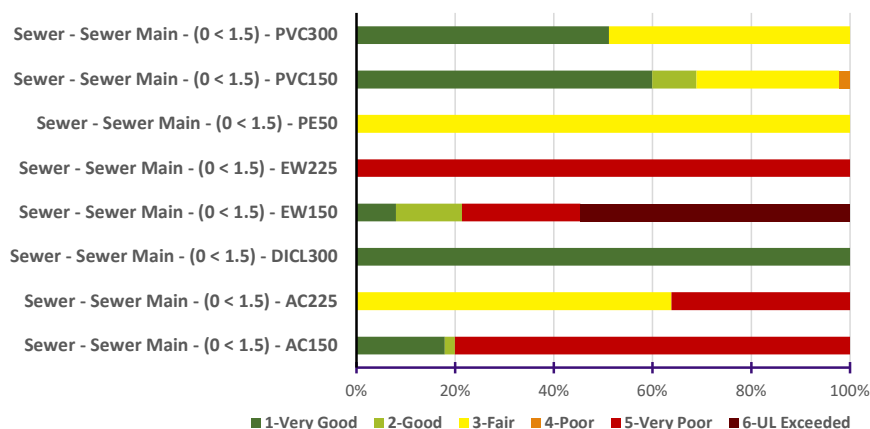


Figure 8 - Condition Profile: Sewer Mains (0<1.5m)

According to the 2025 valuation data, the majority of sewer mains laid at depths between 1.5m and 3m are assessed to be in fair to poor condition. However, approximately EW 225mm looks to contain erroneous data along with AC 225mm giving the impression of healthy assets, albeit unlikely. EW 150mm, Cast Iron 150mm, and AC 150mm mains, are in particularly very poor condition, whereas the PVC mains, are identified as being in very good to fair condition. Overall, AC and EW mains require further investigation and prioritised renewal planning.

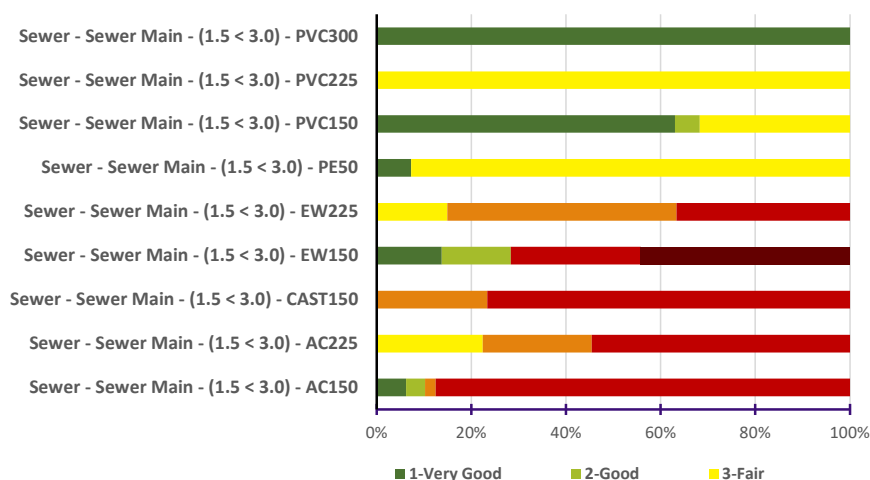


Figure 9 - Condition Profile: Sewer Mains (1.5<3m)

The 2025 valuation data indicates that most sewer mains installed at depths between 3m and 4.5m are in poor to very poor condition with the exception PVC mains. As expected when comparing the trend of the condition of AC and EW mains identified at shallower depths, mains of the same material share similar conditions. Cast iron sewer rising mains, such as sewer rising main 2 are in particularly very poor condition and will require further investigation and prioritised renewal planning.

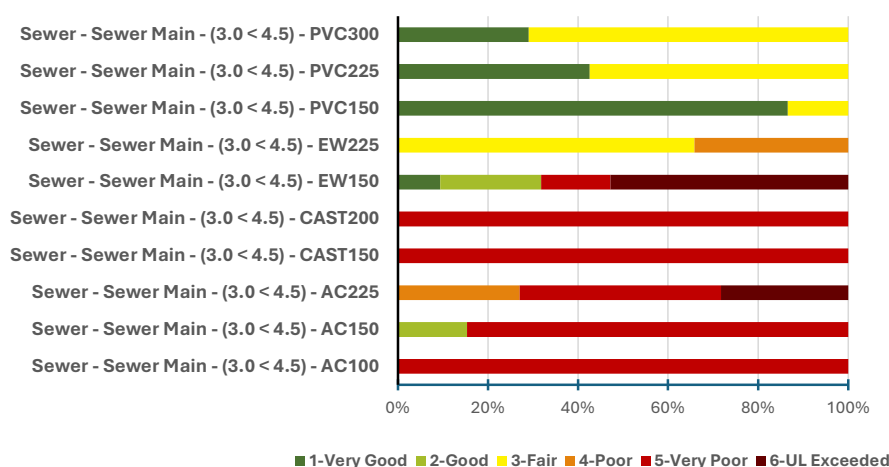


Figure 10 - Condition Profile: Sewer Mains (3<4.5m)

According to the 2025 valuation data, the majority of sewer mains laid at depths greater than 4.5m are assessed to be either very good condition or fair to exceeding their ULs. AC and EW mains are identified as being in fair to exceeding their ULs condition and require

further investigation and prioritised renewal planning. PVC mains are particularly very good in condition.

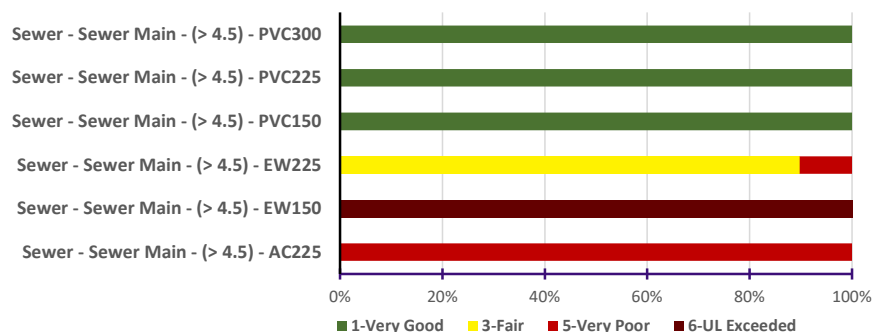


Figure 11 - Condition Profile: Sewer Mains (>4.5m)

6.6 Overall Condition of Sewer Assets

The condition profiles of Council's sewer assets have been developed using the 2025 valuation data and reviewed useful lives. While this provides a useful baseline for understanding asset performance, the data should be treated as indicative only. The water and sewer revaluation set to commence in early April 2026 should provide a better understanding as to how well the sewer assets are performing overall. Future condition rating accuracy will be verified through detailed field condition assessments.

Based on verified condition outcomes, a renewal program should be developed and prioritised to target assets in poor to very poor condition, while continuing to maintain and extend the life of assets currently in good to fair condition. This approach will support long-term service sustainability, minimise lifecycle costs, and ensure risks to public health and service delivery are effectively managed.

Improvement Opportunity



Implement a structured asset data collection and management program covering sewerage treatment plants, sewer pump stations, sewer reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.7 Condition – Water Assets

Based on the 2025 valuation data, a considerable proportion of assets are in poor to very poor condition, including approximately 90% of concrete reservoir structures, 20% of bore structures, as well as sections of fencing, reservoir roofs, steel tanks, and chemical tanks. All other civil assets are generally assessed to be in very good to fair condition.

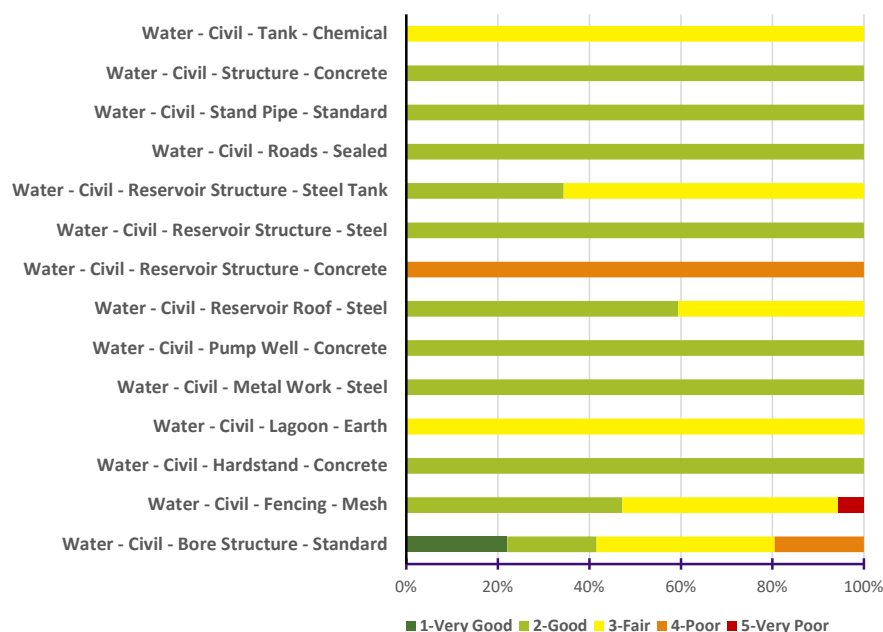


Figure 12 - Condition Profile: Civil Assets – Water

The 2025 valuation data indicates that most electrical assets are fair to very good condition. However, particularly in regard to telemetry these systems in place are older and more susceptible to cyber-security threats. These items require further investigation and prioritised for renewal planning.

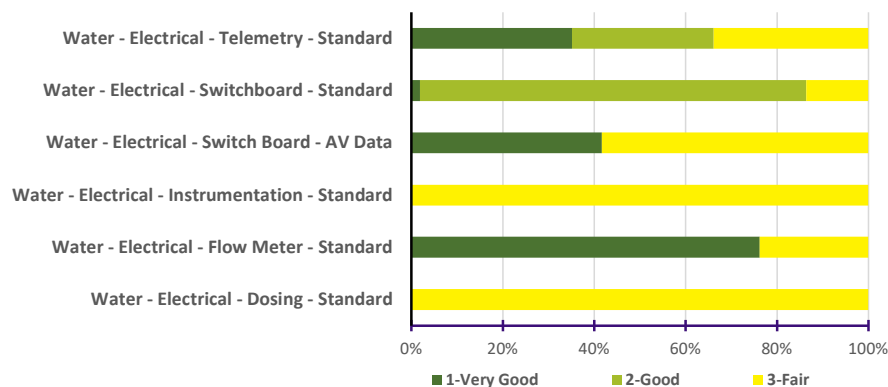


Figure 13 - Condition Profile: Electrical Assets - Water

While most mechanical assets remain serviceable, there are pockets of high-risk deterioration, particularly within dosing equipment, that may impact service delivery and operational safety if not addressed promptly.

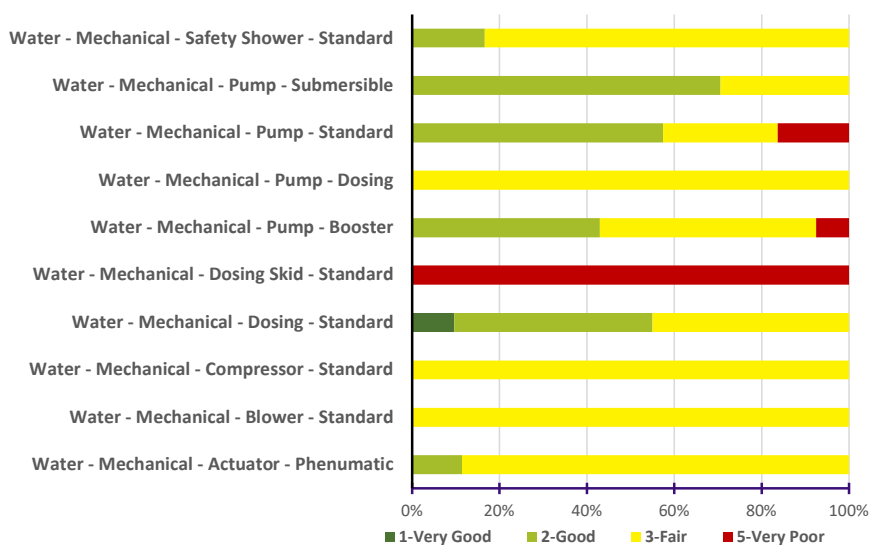


Figure 14 - Condition Profile: Mechanical Assets - Water

The majority of pipework and fittings are in very good to good condition, with a smaller proportion in fair condition and only isolated instances assessed as poor to very poor.

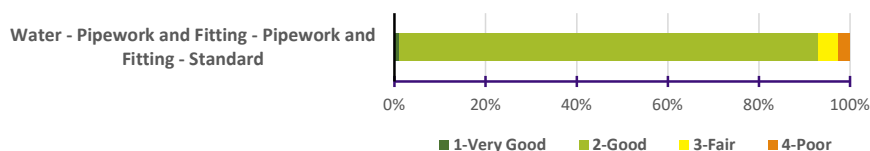


Figure 15 - Condition Profile: Pipes & Fittings - Water

The condition of water mains varies significantly by material and size. PVC and ductile mains are generally in good to fair condition with only minor instances of poor performance, while cast iron and asbestos cement (AC) mains show a much higher proportion in poor to very poor condition, particularly the smaller diameters (100mm–150mm). These asset groups represent the highest renewal priority.

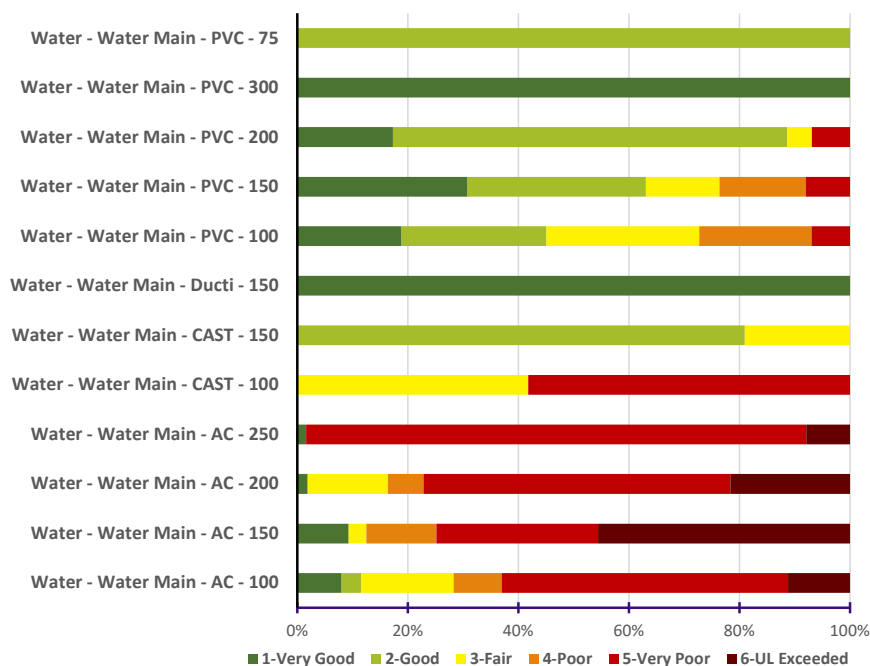


Figure 16 - Condition Profile: Water Mains

6.8 Overall Condition of Water Assets

The condition profiles of Council's water assets have been developed using the 2025 valuation data. While this provides a useful baseline for understanding asset performance, the data should be treated as indicative only. To ensure accuracy, the condition ratings need to be verified through detailed field condition assessments.

Based on verified condition outcomes, a renewal program should be developed and prioritised to target assets in poor to very poor condition, while continuing to maintain and extend the life of assets currently in good to fair condition. This approach will support long-term service sustainability, minimise lifecycle costs, and ensure risks to public health and service delivery are effectively managed.

Improvement Opportunity



Implement a structured asset data collection and management program covering water treatment plants, water pump stations, water reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.

6.9 Routine Operations and Maintenance Plan

Coonamble Shire Council is responsible for the ongoing operation and maintenance of its water supply and sewerage networks to ensure the continuous delivery of safe, reliable, and environmentally compliant services to the community. While formalised maintenance programs are still developing, routine activities are undertaken to manage service performance, respond to asset failures, and ensure regulatory obligations are met.

1. Current Maintenance Approach

At present, the majority of water and sewer maintenance is reactive in nature, with works typically initiated in response to:

- Customer complaints or service requests
- Asset failures (e.g. pipe bursts, blockages, pump breakdowns)
- Operational observations by field staff
- Regulatory or environmental incidents (e.g. overflows, leaks)

Council staff respond to faults as they arise and perform temporary or permanent repairs depending on the severity and urgency. This approach ensures immediate risks are managed; however, it can lead to higher long-term costs and increased service disruption.

2. Routine Operational Activities

Although largely reactive, Council undertakes a range of core operational tasks, including:

- Daily monitoring of water treatment plants and sewer pump stations.
- Operation of valves, pumps and control systems.
- Water quality sampling and testing to meet Health and regulatory standards.
- Sewer system monitoring to prevent overflows and environmental harm.
- Basic cleaning and minor repairs.

These activities ensure networks remain functional and compliant with safety and regulatory requirements.

3. Inspections and Condition Monitoring

To effectively plan, operate and manage its water and sewer assets, Council must understand how assets are performing in the field. Reliable maintenance and condition data is essential for both day-to-day operational decision-making and long-term strategic asset planning. This requires disciplined and regular inspections across the entire network.

Council's inspection activities can be grouped into three key categories based on purpose and level of detail:

Reactive / Safety Inspections

Reactive or safety inspections occur in response to service requests, customer complaints, operational observations, or urgent safety issues. These inspections aim to identify the cause of failure, assess risk, and determine appropriate action.

Council's objective is to inspect and prioritise reactive work within defined timeframes to manage public safety, maintain continuity of service, and minimise environmental or health risks.

Planned (Programmed Defect) Inspections

Planned inspections involve visual assessments of key asset components or sub-elements to identify defects before they escalate. These inspections support:

- Preventative and cyclic maintenance.
- Risk mitigation.
- Short-term work scheduling.
- Early identification of renewal needs.

Planned inspections help move Council away from a purely reactive model toward a more proactive and cost-effective maintenance approach.

Condition Inspections / Audits

Condition inspections are systematic, structured assessments that evaluate the physical and functional adequacy of water and sewer assets. Unlike basic defect inspections, condition audits provide data for:

- Lifecycle cost analysis
- Renewal forecasting
- Long-term asset planning
- Prioritisation of investment

These inspections support a strategic, portfolio-level understanding of asset performance and remaining useful life. While they do not capture every minor maintenance requirement, they are critical for evidence-based decision-making and the development of long-term financial plans.

4. Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant storm water assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

In summary, Council currently relies more on reactive inspections but recognises the need to expand planned and condition-based inspection programs. Over time, improving the structure,

frequency and documentation of inspections will enhance asset performance, reduce risk, and support more proactive and sustainable water and sewer asset management.

Improvement Opportunities



- Development of formal maintenance standards and schedules
- Establishment of inspection programs for critical assets
- Better defect recording and data capture
- Integration of maintenance information into the Asset Management System
- Use of condition assessment data to inform renewal priorities.

5. Current Operational Budget Summary

The table below outlines the projected 10-year operational expenditure for Coonamble Shire Council's water and sewer services, broken down into employee costs and materials/contracts. The forecast shows a gradual increase in operating costs over the planning period, primarily driven by workforce expenses and indexed contract and material costs. Over the 10-year period, total operational expenditure is estimated at approximately \$29.1 million, supporting the continued delivery of essential water and sewer services. This forecast provides a basis for long-term financial planning and ensures that adequate resources are allocated to maintain service reliability and regulatory compliance.

Financial Year	Employee Benefits & On-Costs - Water	Materials & Contracts - Water	Employee Benefits & On-Costs - Sewer	Materials & Contracts - Sewer	Total
2025/26	\$471,830	\$1,265,287	\$332,963	\$391,250	\$2,461,330
2026/27	\$520,543	\$1,184,652	\$508,208	\$391,250	\$2,604,652
2027/28	\$616,649	\$1,220,191	\$590,199	\$391,250	\$2,818,289
2028/29	\$638,232	\$1,250,696	\$590,199	\$391,250	\$2,870,376
2029/30	\$658,655	\$1,281,963	\$590,199	\$391,250	\$2,922,067
2030/31	\$679,073	\$1,314,012	\$590,199	\$391,250	\$2,974,534
2031/32	\$699,446	\$1,346,863	\$590,199	\$391,250	\$3,027,757
2032/33	\$720,429	\$1,380,534	\$590,199	\$391,250	\$3,082,412
2033/34	\$742,042	\$1,415,048	\$590,199	\$391,250	\$3,138,538
2034/35	\$764,303	\$1,450,424	\$590,199	\$391,250	\$3,196,176
Total	\$6,511,200	\$13,109,670	\$5,562,763	\$3,912,496	\$29,096,130

Table 13 - Operation Budget - Water and Sewer Services

6.10 Capital Works (Renewal, New and Upgrade)

Capital works for water and sewer assets include renewals, new (acquisition) projects, and upgrades/expansions. Each category serves a different purpose in managing service delivery, network performance and long-term sustainability.

Renewal

Renewal expenditure involves major work that restores, rehabilitates, replaces or renews an existing asset to its original service potential without increasing its design capacity. Renewal aims to address asset deterioration, extend useful life, and maintain service levels in a cost-effective manner.

Upgrade / Expansion

Upgrade or expansion works involve improving an existing asset beyond its original design capacity or function. These projects enhance performance, increase capacity, improve compliance or safety, or extend the service area. While upgrades improve service delivery, they typically result in additional future operational and maintenance costs.

New (Acquisition)

New assets are constructed or acquired to provide services in areas not previously served or to support growth, development or strategic infrastructure needs. New assets increase the size and complexity of the network and introduce new future lifecycle cost obligations (operations, maintenance, renewal and eventual disposal).

1. Renewal Strategy

Council will plan capital renewal and replacement projects to meet the level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner.
- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - The service delivery 'deficiency', present risk and optimum time for renewal/replacement.
 - The project objectives to rectify the deficiency.
 - The range of options, estimated capital and life cycle costs for each option that could address the service deficiency.
 - And evaluate the options against evaluation criteria adopted by the organisation; and
 - Select the best option to be included in capital renewal programs.
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible.
- Maintain a current infrastructure risk register for assets and service risks associated with

providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council.

- Review the current and required skills base and implement workforce training and development to meet the required construction and renewal needs.
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required.
- Review management of capital renewal and replacement activities to ensure Council is obtaining the best value for resources used.
- Renewal ranking criteria, and
- Asset renewal and replacement are typically undertaken to either:
 - Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
 - To ensure the infrastructure is of sufficient quality to meet the service requirements.

As a general principle, the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its condition deterioration rate and a prediction of the optimum time to renew. As the rate of repairs increases, a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

2. Renewal Standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our various water and sewer services.

These standards take into consideration the extensive work previously undertaken by the various professional and industry bodies such as:

- Australian Standards
- Water Services Association of Australia (WSAA)

All renewal works shall comply with Council's engineering standards and specifications for design and construction which apply at the time. The design of water and sewer renewal works is in all cases undertaken by suitably qualified and experienced practitioners.

3. Renewal Modelling

Renewal modelling has been undertaken to estimate the long-term investment required to maintain water and sewer assets at an acceptable level of service over the next 10 years. The model uses the 2025 valuation data as the primary source of asset age, condition, and replacement cost information, providing the most accurate and up-to-date basis for renewal forecasting. This modelling identifies when assets are likely to reach the end of their useful life and the funding required to replace or rehabilitate them before they fall into very poor condition or fail in service.

The analysis is based on the best available asset, condition, and financial data currently held by Council. As Council's asset management practices mature and more detailed condition data, performance information and lifecycle costing are captured, the renewal forecasts will be refined to improve accuracy and optimise investment timing.

The renewal funding projections presented in this AMP are based on the following key assumptions:

- Renewal costs are derived from the latest asset register and 2025 valuation data.
- Asset quantities, condition data and financial information are assumed to be accurate.
- Intervention occurs before assets reach "very poor" condition to balance risk, cost, and service levels.
- Deterioration curves, intervention triggers and asset performance are based on the CT Management renewal model, acknowledging inherent model limitations.
- Useful lives for water and sewer assets reflect Council's adopted lives and are considered reasonable.
- All projections are presented in today's dollar value (no escalation applied).
- No significant increase in the size of the asset base is assumed over the 10-year period.

Service levels are based on current performance and may be adjusted in future as community expectations or strategic objectives evolve.

4. Renewal Forecast

The following table presents Council's 10-year renewal forecast for water supply assets, based on the most recent valuation data and available information on asset age, condition, remaining useful life and expected replacement timing. The forecast covers key water supply asset groups including bores, reservoirs, water treatment plant (WTP), pump stations and the reticulation network. A current renewal backlog of approximately \$1.13 million has been identified. This represents assets that have reached or exceeded their expected renewal intervention point and will require prioritisation to minimise service risk and maintain reliability of the water supply system.

Annual renewal requirements commence at approximately \$1.45M in 2025/26 and increase progressively over the initial five years of the planning period, before declining to approximately \$698,000 by 2034/35. The increasing trend reflects the ageing profile of several key asset components, particularly within the water reticulation network and treatment infrastructure.

Over the 10-year planning period, the total forecast renewal requirement for water supply assets is approximately \$19.4 million. The majority of renewal expenditure relates to the water supply reservoirs, the supply network (\$6.17M and 5.01M respectively) and the water treatment plant assets (\$4.22 M), with additional investment required for bores, reservoirs and other supporting infrastructure. These renewal forecasts will inform Council's long-term financial planning and capital works programming, enabling renewal works to be prioritised in a risk-informed manner to maintain service reliability and minimise the likelihood of asset failure. The detailed annual renewal forecast is provided in the table below.

Asset Sub Class	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Bore	\$107,878	\$158,840	\$1,045,730	\$52,620	\$62,327	\$74,941	\$1,088,614	\$101,541	\$112,602	\$120,770	\$125,296	\$3,051,159
Reservoirs	\$188,986	\$170,482	\$233,754	\$52,026	\$2,551,796	\$53,138	\$55,081	\$56,819	\$58,145	\$59,317	\$60,696	\$3,540,240
Network	\$538,817	\$820,466	\$632,690	\$1,319,914	\$362,783	\$3,012,462	\$470,670	\$234,559	\$241,220	\$246,552	\$250,646	\$8,130,778
Pump Stations	\$0	\$0	\$50,046	\$91	\$392	\$1,009	\$1,848	\$2,748	\$3,558	\$4,173	\$4,546	\$68,411
WTP	\$4,190	\$80,000	\$479,369	\$78,738	\$98,991	\$127,058	\$166,213	\$200,483	\$226,554	\$241,337	\$245,259	\$1,948,192
Other	\$293,269	\$221,250	\$582,408	\$304,817	\$305,840	\$306,107	\$6,000	\$6,383	\$7,948	\$10,145	\$12,052	\$2,056,219
Telemetry	\$0	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Total	\$1,133,140	\$1,451,038	\$3,323,997	\$2,108,206	\$3,382,129	\$3,574,715	\$1,788,426	\$602,533	\$650,027	\$682,294	\$698,495	\$19,394,999

Table 14 - 10 Year Renewal Forecast - Water Assets

The following table presents Council's 10-year renewal forecast for sewer infrastructure, based on the most recent asset valuation data and available information on asset age, condition, remaining useful life and expected replacement timing. The forecast includes key sewer asset groups such as the sewer reticulation network, pump stations and sewer treatment plants. A current renewal backlog of approximately \$1.64 million has been identified, largely associated with sewer treatment plant infrastructure that has reached or exceeded its expected renewal intervention point. Addressing this backlog will be important to minimise operational risks and ensure the continued reliability of the sewer service.

Annual renewal requirements commence at approximately \$1.24M in 2025/26 and increase over the early years of the planning period, reaching approximately \$7.65M by 2030/31–2031/32, before gradually declining towards the end of the forecast period. This profile reflects the ageing condition of several key treatment plant components and associated mechanical and electrical assets.

Over the 10-year planning period, the total forecast renewal requirement for sewer infrastructure is approximately \$19.81 million. The majority of this investment relates to sewer treatment plant assets (approximately \$13.68M), followed by the sewer network (\$4.76 million) and pump stations (\$1.37 million).

These renewal forecasts will inform Council's long-term financial planning and capital works programming, enabling renewal activities to be prioritised in a risk-based manner to maintain service reliability and environmental compliance. The detailed annual renewal forecast is provided in the table below.

Asset Sub Class	Backlog	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Network	\$0	\$350,000	\$635,541	\$371,083	\$600,985	\$521,749	\$381,507	\$429,588	\$466,169	\$491,985	\$508,121	\$4,756,728
Pump Stations	\$28,810	\$50,000	\$124,202	\$148,403	\$181,637	\$182,377	\$167,924	\$148,670	\$129,258	\$111,814	\$97,246	\$1,370,341
Treatment Plants	\$1,608,614	\$839,451	\$928,704	\$500,958	\$472,804	\$6,944,336	\$415,369	\$385,954	\$356,607	\$328,139	\$301,530	\$13,082,466
Telemetry	\$0	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Total	\$1,637,424	\$1,239,451	\$1,988,447	\$1,320,444	\$1,255,426	\$7,648,462	\$964,800	\$964,212	\$952,034	\$931,938	\$906,897	\$19,809,535

Table 15 - 10 Year Renewal Forecast - Sewer Assets

It should be noted that the renewal forecasts presented in this AMP are based on lifecycle modelling assumptions derived from available asset register data, useful life estimates, and condition information. The modelling identifies the likely timing of asset renewal based on expected deterioration profiles and remaining useful life calculations.

While this approach provides a useful indication of the long-term renewal funding requirements, it does not represent a definitive capital works program. Actual renewal timing will continue to be refined through detailed condition assessments, operational inspections, risk assessments and service level considerations.

As asset data quality improves and additional condition information becomes available, the renewal forecasts will be reviewed and updated periodically to ensure they remain aligned with the current condition and performance of Council's water and sewer infrastructure.

Improvement Opportunities



In future, water and sewer assets should be categorised and valued by location (e.g. treatment plants, pump stations, and network assets) so that renewal needs can be forecast separately and capital budgets more accurately aligned with each asset group.

5. Asset Acquisition (New) and Upgrade

Coonamble Shire Council invests in new and upgraded water and sewer assets to ensure the network continues to meet current and future service demands, maintain regulatory compliance and support growth within the community.

Asset acquisition (new assets) generally occurs when extending the network to service new development areas, connecting new customers, or improving system redundancy and storage capacity. This may include new pipelines, pump stations, treatment process units or additional reservoirs where required.

Upgrades are undertaken when existing assets no longer meet performance, safety, environmental or capacity requirements. Upgrade projects may involve increasing pipe sizes, improving treatment plant processes, replacing obsolete electrical or mechanical components, improving pumping efficiency, or addressing compliance with health and environmental standards.

While the overall network is relatively stable, new works and upgrades are essential to:

- Improve reliability and operational efficiency
- Address growth or future demand
- Meet modern design and regulatory standards
- Reduce risk of failure or environmental impact
- Support long-term service sustainability

These projects are planned through Council's capital works program and aligned with long-term financial planning to ensure water and sewer services remain safe, reliable and fit for purpose.

6. Asset Renewal, New and Upgrade Budget Summary

Council's capital works program for water supply assets outlines planned new acquisitions, upgrades, and renewals across the Coonamble, Gulargambone and Quambone schemes. The total planned investment over the next 10 years for water capital program is \$5.1 million.

Council's sewerage capital works program includes new assets, upgrades, and renewals across the Coonamble and Gulargambone schemes. Total investment in sewerage capital works over the first four years is \$4.43 million

The primary focus over the next four years is on the renewal of ageing infrastructure to maintain service reliability, address asset deterioration and minimise the risk of failure. Targeted upgrades are included to improve capacity, performance and compliance with modern standards, while new works are limited and generally relate to localised system improvements or growth needs.

Financial Year	Water	Sewer
2025/26	\$575,000	\$382,500
2026/27	\$500,000	\$450,000
2027/28	\$425,000	\$517,500
2028/29	\$575,000	\$382,500
2029/30	\$500,000	\$450,000
2030/31	\$425,000	\$517,500
2031/32	\$575,000	\$382,500
2032/33	\$500,000	\$450,000
2033/34	\$425,000	\$517,500
2034/35	\$575,000	\$382,500
Total	\$5,075,000	\$4,432,500
Average	\$507,500	\$443,250

Table 16 –Capital Budget - Water Services

**Improvement Opportunities**

Ensure that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.

7. Future Capital Works and Upgrade Program

Through asset lifecycle modelling, Council has identified several potential capital works and upgrade projects to support the ongoing reliability, capacity and regulatory compliance of the water and sewer systems.

These projects have been identified through operational assessments, infrastructure planning activities and discussions with Council staff. The projects include upgrades to treatment infrastructure, new and replacement reservoirs, bore and rising main improvements, water quality upgrades, and improvements to telemetry and monitoring systems. In the sewer network, a major upgrade to the Coonamble Sewer Treatment Plant has also been identified as a future capital requirement.

The indicative projects currently identified have a combined estimated value of approximately \$22.74 million over the next 5 years. These works represent potential future capital investments aimed at maintaining service reliability, addressing ageing infrastructure, improving water quality management and ensuring the long-term sustainability of the water and sewer systems.

It should be noted that the projects listed below are indicative only and remain subject to further investigation, detailed design, business case development and funding availability. As such, the timing of many projects are currently listed as

Est. (estimated project year) and will be confirmed through Council's future capital works planning and long-term financial planning processes.

The table below summarises the key capital works projects currently identified by Council.

Asset Class	Capital Project	Year	Estimated Cost
Water	WTP upgrades	Est.2027	\$400,000
Water	Rising Main (WTP to Res 5)	Est.2028	\$1,000,000
Water	Replace Bore 3	Est.2031	\$1,000,000
Water	New Reservoir at Sporting Fields (subject to grant funding)	Est.2029	\$2,500,000
Water	Rising Main (WTP to new Res)	Est.2030	\$600,000
Water	Dedicated line to Hospital and Koonambil	Est.2030	\$500,000
Water	Telemetry upgrades	Est.2027 - 2028	\$600,000
Water	New Main from New Bore (Saleyards, standpipe and Truckwash)	Est.2030	\$1,500,000
Water	Chlorine Dosing - Bore 3	Est.2026	\$40,000
Water	Chlorine Dosing - Bore 4	Est.2026	\$40,000
Water	Chlorine Dosing - Bore 5	Est.2026	\$40,000
Water	Replace Bore 5	Est.2027	\$1,000,000
Water	Mains Replacement Program - Coonamble	Est.2026 - Ongoing	\$1,170,703
Water	Mains relining program - Coonamble	Est.2027	\$250,000
Water	Coonamble - Meter replacement program	Est.2026 - 2027	\$100,000
Water	Refurbishment works Coonamble WTP sed lagoon	Est.2026 - 2027	\$120,000
Water	Reservoir improvement program	Est.2026 - 2027	\$150,000
Water	Bore 5/Reservoir 5 Fencing upgrade	Est.2027	\$80,000
Water	Valve Replacement Program	Est.2027	\$50,000
Water	Mains Replacement - Quambone	Est.2026 - 2027	\$250,000
Water	Reservoir Improvements - Quambone	Est.2026 - 2027	\$60,000
Water	Quambone - Meter replacement program	Est.2026	\$6,250
Water	Mains Replacement Program - Gulargambone	Est.2026 - 2027	\$150,000
Water	Gulargambone - Meter replacement program	Est.2026	\$15,000
Water	Gulargambone Rd Bore Shed Replacement	Est.2026-2027	\$300,000
Water	Reservoir upgrades - Gulargambone	Est.2026-2027	\$85,000

Water	Electronic water meters (estimated costs)	Est.2027 - 2030	\$1,200,000
Sewer	Telemetry Upgrade	Est.2027 - 2028	\$600,000
Sewer	STP Renewal	Est.2030	\$6,500,000
Sewer	Coonamble - Mains relining	Est.2026 - 2030	\$900,000
Sewer	SSWP STP Replacement Option Report and Concept Design	Est.2026 - 2027	\$235,000
Sewer	STP Building Improvements	Est.2026 - 2027	\$50,000
Sewer	Coonamble Sewer Treatment Plant - Equipment Renewal	Est.2026 - 2027	\$105,000
Sewer	Main Junction Replacement Program	Est.2026 - 2029	\$150,000
Sewer	SPS (minor pump stations excluding SPS 1 & 2) upgrades	Est.2026 - 2027	\$100,000
Sewer	Sewer effluent reuse facilities upgrade	Est.2026 - 2027	\$208,000
Sewer	Sewer rising main replacement from Tooloon St SPS	Est.2026 - 2027	\$400,000
Sewer	Gular - Mains Relining	Est.2027 - 2029	\$200,000
Sewer	Gulargambone Sewer Treatment Plant - Tertiary Ponds	Est.2026	\$50,000
Sewer	Gulargambone Sewer Treatment Plant - Equipment Renewal	Est.2027	\$35,000
			\$22,739,953

Table 17 –Future Capital Works Program (Subject to Funding)

6.11 Disposal Plan

Disposal refers to any activity associated with the decommissioning, removal, sale, demolition, replacement, relocation, or financial write-off of an asset that is no longer required or no longer economically viable to maintain. Although disposal of water and sewer assets is relatively infrequent due to their long useful lives and essential service function, it is still an important part of the asset lifecycle and must be managed carefully.

1. Long Asset Lives and Strategic Disposal

Most of Council's water and sewer assets—such as pipes, concrete structures, treatment plant components, reservoirs and buildings—have useful lives of 60 years or more. As a result, disposal typically occurs:

- When assets have reached the end of their useful life and renewal is more cost-effective than ongoing maintenance.
- As part of capital or renewal projects where old assets are replaced.
- When infrastructure is realigned, upgraded, or made redundant due to network reconfiguration or land use changes.
- When assets fail to meet operational, safety or environmental standards and cannot be economically upgraded.

Any new capital project must consider how existing assets will be disposed of, both physically (e.g. removal or

abandonment) and financially (e.g. deregistration, write-off, or reclassification).

2. Common Disposal Practice – Pipes Left in Ground

In many cases, particularly with water and sewer mains, physical removal of old infrastructure is not practical or cost-effective. For example, when a new water main is installed to replace an old asbestos cement (AC) main, the old pipe is often left in the ground to avoid excavation costs and service disruption.

In these cases:

- The old main must remain in GIS and asset records to ensure contractors and maintenance staff are aware of its presence.
- The asset is removed from active service status and reclassified as a non-financial (retired) asset.
- The asset is financially disposed (written off or impaired) in the asset register.

This approach ensures safety and information accuracy while maintaining proper financial reporting.

3. Disposal Methods

Depending on the asset type and circumstances, disposal may involve:

- Financial write-off or revaluation
- Physical demolition or removal
- In-ground abandonment with GIS retention
- Sale or transfer of ownership
- Relocation or reuse of components
- Site rehabilitation or environmental remediation

4. Financial and Operational Considerations

When planning disposals, Council must consider:

- Cost of demolition or making the site safe
- Environmental compliance and approvals
- Potential salvage or resale value
- Reduction in future maintenance obligations
- Impact on service levels, redundancy or capacity

Disposal decisions should balance service needs, risk, cost, and long-term sustainability.

5. Integration with Renewal and Planning

Disposal is typically carried out as part of renewal or upgrade projects, not as a standalone action. Therefore, it should be integrated into capital planning, asset management systems and financial processes, ensuring:

- Accurate asset register updates,
- Transparent financial treatment,
- Alignment with lifecycle planning,
- Retention of critical network information (e.g. abandoned mains).

In summary, while the disposal of water and sewer assets is infrequent, it plays an important role in responsible asset management. Properly planning and documenting disposals ensure that redundant infrastructure is managed safely and cost-effectively, records remain accurate, and assets are financially accounted for in line with legislative and corporate requirements.

**Improvement Opportunities**

Review and update Asset Disposal Policy.

7. RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of Council's strategic risk and investment policies and the way it will manage risk associated with Council's water and sewer assets.

7.1 Risk Management Process

Council's risk management framework is aligned with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines. This framework provides a consistent and structured approach to managing risks across all of Council's operations, including the delivery of services and the management of infrastructure assets.

The objective of Council's asset-related risk management processes is to:

- Identify and understand all significant operational and organisational risks.
- Highlight the highest priority risks requiring short- to medium-term attention.
- Develop and implement appropriate strategies and treatments to mitigate these risks.

Council applies this risk management process to assess risks associated with service delivery from its water and sewer infrastructure. This includes identifying risks, assigning risk ratings, and developing treatment plans for risks deemed unacceptable.

Infrastructure or system risks assessed as Very High (requiring immediate corrective action) or High (requiring prioritised intervention) are considered critical and are summarised in the following sections.

7.2 Council's Operational Risk Register

Coonamble Shire Council maintains an Operational Risk Register that captures day-to-day risks associated with service delivery, asset operation, maintenance activities, project delivery, workforce safety, and organisational systems. The register identifies operational hazards, evaluates likelihood and consequences, assigns ownership, and establishes review timeframes and mitigation actions.

For water and sewer services, the operational risk framework supports proactive management of risks related to infrastructure reliability, service interruptions, workforce safety, compliance, project delivery, emergency response, and system performance. These risks are monitored through Council's internal governance processes and are reviewed periodically to ensure that controls remain effective and aligned with service delivery obligations.

The operational risk register forms a key part of Council's asset management framework by linking frontline asset risks with planning, maintenance, and renewal decisions. This ensures that asset lifecycle activities are informed by real operational exposure and that risk reduction is embedded into day-to-day management.

7.3 Council's Strategic Risk Register

Council's Strategic Risk Register identifies high-level risks that could impact long-term sustainability, financial performance, service delivery, organisational capability, and community outcomes. These risks extend beyond individual asset classes and reflect whole-of-organisation exposures such as financial sustainability, climate variation, service delivery performance, workforce capability, governance, compliance, emergency preparedness, and reputational risk.

Strategic risks directly influence the planning and funding of water and sewer infrastructure by shaping long-term priorities, investment decisions, and resilience planning. For example, risks associated with climate variability, economic conditions, emergency events, and service delivery continuity reinforce the need for sustainable asset renewal programs and robust lifecycle planning.

The integration of strategic risk management with asset management ensures that infrastructure decisions support Council's broader organisational objectives while protecting essential services and community wellbeing.

7.4 Critical Water Assets

This section identifies the assets that are critical to Council's water supply operations and outlines the associated risk management strategies. Critical assets are those whose failure could result in significant service disruptions, widespread loss of water supply, or serious public health impacts. The table below details these critical assets, the potential consequences of their failure, and the mitigation measures in place to manage associated risks.

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Water main linking supply from Castlereagh St to Koonambil and the Hospital in Coonamble. Single line supply, failure would leave health services without water.	Inadequate inspection	Very High	Construct a secondary supply line.
	program and untimely response to rectify defects	Very High	To be submitted for Safe and Secure Water Program funding for Business Case
Water main in Skuthorpe Street, Gulargambone that supplies the Hospital from the rear access. Single line supply, failure would leave health services without water.	Inadequate inspection program and untimely	Very High	Construct a secondary supply line from water main located in Bourbah Street (in front of Hospital).
	response to rectify defects	Very High	To be submitted for Safe and Secure Water Program funding for Business Case

Quambone Bore. No other source of water. Failure would leave Quambone community without potable water.	Inadequate inspection program and untimely response to rectify defects	Very High	Initiate a strict inspection regime of bore to ascertain and ensure its integrity. Schedule replacement if the condition is doubtful (replacement scheduled 2019 from Asset Register)
Drainage Levee breach failure	Inadequate inspection program and untimely response to rectify defects	Very High	Expression of Interest has been submitted for Safe and Secure Water Program funding for a second bore. E.O.I has also been submitted for a new pump for current bore.

Table 18 – Water Infrastructure Risks

7.5 Critical Sewer Assets

This section identifies the assets that are critical to Council's sewerage operations and outlines the associated risk management strategies. Critical sewerage assets are those whose failure could lead to significant service interruptions, environmental pollution, or public health risks. The table below outlines these critical assets, the potential consequences of their failure, and the mitigation measures implemented to manage those risks.

Risk Event	Cause	Risk Rating	Risk Treatment Mitigation Plan
Section of sewer pipe (cast), linking Pump Station 1 (Aberford St.) and new PVC rising main to STW in Coonamble. Single line supply, failure would render all sewerage services in Coonamble inoperable.	Inadequate inspection	Very High	Structurally re-line or re-construct section
	program and untimely response to rectify defects	Very High	
Rising main from Pump Station 2 (Tooloon St) to the western side of Coonamble. Inadequate inspection program and untimely response to rectify defects	Inadequate preventative maintenance program	Very High	Construct a secondary supply line from PS2 to intersect rising mains to Coonamble STW. To be submitted for Safe and Secure Water Program funding for Business Case
The discharge line from Coonamble STW to Golf Course and Racecourse. Single line supply, failure would likely <i>result in a serious pollution incident</i>	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line pipes to have confidence in the integrity of the line. An Expression of Interest has been submitted for a new STW at Coonamble, which would make this work redundant

The discharge line from Gular STW to Castlereagh River. Single line supply, failure would likely result in a serious pollution incident.	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line pipes to have confidence in the integrity of the line.
Rising main from Gular Pump Station 1 to Gular STW	Inadequate inspection program and untimely response to rectify defects	Very High	Structurally re-line or construct a secondary supply line.
Single line supply and failure would render all sewerage services in Gular inoperable.			To be submitted for Safe and Secure Water Program funding for Business Case

Table 19 – Sewer Infrastructure Risks

Improvement Opportunities

Review and update all risks and risk mitigation measures for both water and sewer assets.

8. FINANCIAL SUMMARY

Council's Long-Term Financial Plan (LTFP) outlines the financial resources expected to be available over future years and how these will be allocated to deliver essential services, maintain infrastructure and support future community needs. It identifies both the current and projected financial capacity of Council to continue providing safe, reliable and high-quality water and sewer services, while also planning for critical capital investment to address growth, ageing assets, regulatory compliance and future challenges.

This section presents the financial forecasts developed from the asset information, levels of service, risks and lifecycle strategies outlined in earlier sections of the AMP. These forecasts will continue to be refined over time as Council improves its asset data, condition information and understanding of future service requirements.

8.1 Financial Statements and Projections

1. Asset Valuations

The value of the assets covered by this Water and Sewer Asset Management Plan as recorded in our financial asset register as of 30 June 2025 are shown below.

Water	
Replacement Cost	\$32,238,382
Fair Value (Written Down Value)	\$19,863,463

Accumulated Depreciation	\$12,374,919
Annual Depreciation	\$522,180

Table 20 – Valuation Information – Water Assets

Sewer	
Replacement Cost	\$33,649,479
Fair Value (Written Down Value)	\$19,709,645
Accumulated Depreciation	\$13,939,834
Annual Depreciation	\$449,626

Table 21 – Valuation Information – Sewer Assets

2. Sustainability of Service Delivery

We use the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Asset Sustainability Ratio

Asset Renewal Funding Ratio measures the extent to which Council's renewal expenditure aligns with the estimated renewal demand identified in this Asset Management Plan. A ratio of **100%** means Council is fully funding its renewal needs, while a ratio **below 100%** indicates a potential funding shortfall and increasing risk of asset deterioration or service failure.

Asset Sustainability Ratio compares the actual or planned renewal expenditure against the annual depreciation of the asset base. This ratio indicates whether Council is renewing assets at a rate equal to or greater than the rate at which they are wearing out. A ratio of **90–110%** is generally considered sustainable over the long term.

As the capital expenditure program is currently presented as a single lump-sum allocation without a breakdown between renewal, new, and upgrade works, it is not possible to reliably calculate the Asset Renewal Funding Ratio or the Asset Sustainability Ratio currently.

These ratios require clear separation of expenditure types to assess whether renewal investment is sufficient to maintain asset conditions and service levels. It is therefore recommended that future capital budgets clearly identify renewal, new, and upgrade funding components to improve financial transparency, support asset performance monitoring, and enable more accurate sustainability reporting.

3. 10-Year Budget vs Lifecycle Demand – Water Assets

The comparison between projected lifecycle demand and planned funding indicates that the long-term investment required to sustain water assets is higher than the funding currently allocated within Council's budgets. Over the 10-year planning period, total lifecycle demand is estimated at approximately \$35.33 million, compared with a combined capital and operational budget of approximately \$24.70 million.

The table below outlines the annual renewal forecast, available capital funding, operational budgets, and total lifecycle funding for water assets across the 10-year horizon.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	\$2,584,178	\$1,939,450	\$575,000	\$1,737,117	\$2,312,117	\$6,260,745
2026/27	\$3,323,997	\$1,939,450	\$500,000	\$1,705,194	\$2,205,194	\$6,968,641
2027/28	\$2,108,206	\$1,939,450	\$425,000	\$1,836,840	\$2,261,840	\$5,884,496
2028/29	\$3,382,129	\$1,939,450	\$575,000	\$1,888,927	\$2,463,927	\$7,210,506
2029/30	\$3,574,715	\$1,939,450	\$500,000	\$1,940,618	\$2,440,618	\$7,454,783
2030/31	\$1,788,426	\$1,939,450	\$425,000	\$1,993,086	\$2,418,086	\$5,720,962
2031/32	\$602,534	\$1,939,450	\$575,000	\$2,046,308	\$2,621,308	\$4,588,292
2032/33	\$650,026	\$1,939,450	\$500,000	\$2,100,963	\$2,600,963	\$4,690,439
2033/34	\$682,294	\$1,939,450	\$425,000	\$2,157,089	\$2,582,089	\$4,778,833
2034/35	\$698,495	\$1,939,450	\$575,000	\$2,214,727	\$2,789,727	\$4,852,672
Total	\$19,395,000	\$19,394,500	\$5,075,000	\$19,620,869	\$24,695,869	\$58,410,369

Table 22 – Financial Summary – Water Assets

4. 10-Year Budget vs Lifecycle Demand – Sewer Assets

The table below compares the projected renewal demand for sewer assets with Council's planned capital and operational budgets over the 10-year planning period. This provides a consolidated view of the lifecycle investment required to sustain sewer services relative to the funding currently allocated.

The renewal forecast has been developed using the 2025 valuation data and reflects the expected timing and cost of asset replacement based on current asset information.

Over the 10-year period, total renewal demand is estimated at approximately \$10.28 million, compared with a capital budget of \$4.43 million and operational funding of \$9.48 million, resulting in a combined planned investment of approximately \$13.91 million. When capital and operational requirements are considered together, the total lifecycle demand for sewer assets is estimated at \$26.25 million across the planning horizon.

This comparison highlights the importance of continued long-term financial planning to ensure that capital allocations remain aligned with lifecycle requirements and that sufficient investment is available to manage asset risks, maintain regulatory compliance, and sustain service levels for the community. The table below presents the annual renewal forecast, capital funding allocations, operational budgets, and total lifecycle demand for sewer assets over the 10-year planning horizon.

Financial Year	Renewal Forecast	10 Year Capital Program (Avg) * see Table 16	Capital Budget	Operational Budget	Total Budget	Total Lifecycle Demand
2025/26	\$2,876,875	\$1,980,954	\$382,500	\$724,213	\$1,106,713	\$5,582,042
2026/27	\$1,988,447	\$1,980,954	\$450,000	\$899,458	\$1,349,458	\$4,868,859
2027/28	\$1,320,444	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$4,282,847
2028/29	\$1,255,426	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$4,217,829
2029/30	\$7,648,462	\$1,980,954	\$450,000	\$981,449	\$1,431,449	\$10,610,865
2030/31	\$964,800	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$3,927,203
2031/32	\$964,212	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$3,926,615
2032/33	\$952,033	\$1,980,954	\$450,000	\$981,449	\$1,431,449	\$3,914,436
2033/34	\$931,939	\$1,980,954	\$517,500	\$981,449	\$1,498,949	\$3,894,342
2034/35	\$906,897	\$1,980,954	\$382,500	\$981,449	\$1,363,949	\$3,869,300
Total	\$19,809,535	\$19,809,540	\$4,432,500	\$9,475,263	\$13,907,763	\$49,094,338

Table 23 – Financial Summary – Sewer Assets

8.2 Funding Strategy

Coonamble Shire Council's funding strategy for water and sewer assets is based on ensuring long-term financial sustainability while maintaining safe, reliable and compliant services. Funding for operations, maintenance, renewal, upgrades and new assets is primarily sourced from user charges, reserves, capital grants and borrowings where appropriate. Council's Long-Term Financial Plan and Asset Management Plans are aligned to prioritise renewal of existing infrastructure before expansion, and to ensure that essential services are maintained within available financial capacity.

Where funding gaps exist, Council will review service levels, optimise maintenance and renewal timing, seek external funding opportunities, and progressively refine financial forecasts as asset data and modelling improve. The overall objective is to deliver financially responsible and sustainable water and sewer services for the community into the future.

9. IMPROVEMENT PLAN AND MONITORING

9.1 Improvement Plan

To strengthen the management of water and sewer assets and ensure long-term service sustainability, Council has identified a series of improvement actions as part of this Asset Management Plan. These actions respond directly to gaps in current practices, including the need for clearer service levels, better asset data, formal maintenance and inspection programs, improved financial forecasting, and stronger governance.

The improvement actions focus on:

- Aligning service delivery with community expectations
- Developing robust asset data and condition information
- Establishing planned maintenance and inspection programs
- Enhancing renewal modelling and financial planning over 10 years
- Improving disposal, risk management and governance frameworks
- Integrating asset management into Council's strategic and operational planning

Each action has been assigned to a responsible officer or team to ensure accountability and implementation. These improvements will progressively build Council's asset management maturity and support more efficient, evidence-based decision-making.

The following table outlines the key improvement actions for water and sewer assets.

Item No.	Task	Responsibility
1	Ensure all actions outlined in the 2025–2026 Operational Plan are appropriately resourced and delivered within the specified timeframes.	Manager- Finance
2	Review and update the Water and Sewer Management Plan to reflect current operational, regulatory, and asset management requirements beyond 2024.	Planning Manager -Water and Sewer
3	Develop and adopt formal Customer and Technical Levels of Service for water and sewer services, integrated into asset management practices and subject to regular review.	Planning Manager -Water and Sewer
4	Develop and adopt a Customer Service Charter for water and sewer services to define commitments, rights, responsibilities, and customer engagement processes.	Planning Manager -Water and Sewer
5	Develop a Water and Sewer Strategy to address community feedback on water quality, pressure, and sewer network coverage, and to guide long-term service planning and investment.	Planning Manager -Water and Sewer
6	Develop and implement a condition assessment program for water and sewer assets, with dedicated funding allocated through the Long-Term Financial Plan.	Manager- Assets/Manager- Finance
7	Implement a structured asset data collection and management program covering sewerage treatment plants, sewer pump stations, sewer reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager- Assets
8	Implement a structured asset data collection and management program covering water treatment plants, water pump stations, water reticulation networks, and associated infrastructure. The program should capture accurate information on asset location, condition, performance, and criticality to enable evidence-based planning, prioritised renewals, and improved long-term financial forecasting.	Manager- Assets
9	Develop of formal maintenance standards and schedules for both water and sewer assets.	Operations Manager- Water and Sewer
10	Establish inspection programs for critical water and sewer assets.	Operations Manager- Water and Sewer
11	Integrate maintenance information into the Asset Management System for better defect recording and data capture.	Manager- Assets/Manager- Water and Sewer
12	Use of condition assessment data to inform renewal priorities	Manager- Assets

13	Ensure water and sewer assets are categorised and valued by location (e.g. treatment plants, pump stations, and network assets) so that renewal needs can be forecast separately and capital budgets more accurately aligned with each asset group.	Manager- Assets/Operations Manager- Water and Sewer
14	Ensure that the capital works program is categorised by capital expenditure type for all future years, using the standard classifications: renewal, new, and upgrade.	Manager- Finance
15	Review and update Asset Disposal Policy.	Manager- Finance/Manager - Assets
16	Review and update all risks and risk mitigation measures for both water and sewer assets.	Planning Manager and Operations Manager- Water and Sewer
17	Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.	Manager- Assets

Table 24 – Improvement Actions

9.2 Monitoring and Review Procedures

This Asset Management Plan will be reviewed as part of Council's annual budget and planning processes. Any material changes to service levels, asset performance, or available resources resulting from budget decisions will be reflected in the plan to ensure accuracy and alignment with organisational priorities.

The plan will be updated annually to ensure it remains current and continues to reflect:

- Agreed levels of service
- Asset condition and valuation data
- Forecast operating, maintenance, renewal, upgrade/new and disposal costs
- Financial projections incorporated into the Long-Term Financial Plan (LTFP)

In addition, this Asset Management Plan will have a four-year lifecycle and will be fully reviewed and updated every four years to inform the development of the:

- Community Strategic Plan
- Delivery Program and Operational Plan
- Long-Term Financial Plan

This regular review process ensures that asset management remains integrated with Council's broader strategic and financial planning, supports evidence-based decision making, and enables the ongoing provision of sustainable water and sewer services to the community.

9.3 Performance Measures

To ensure this Asset Management Plan (AMP) is effectively implemented and delivers the intended improvements, Council will monitor performance through a combination of delivery, process, and governance-based measures. These measures will track progress against the improvement actions, evaluate the maturity

of asset management practices, and confirm alignment with organisational goals.

Key performance measures will include:

Delivery of Improvement Actions

- Percentage of AMP improvement actions completed on time
- Progress status (Not Started / In Progress / Completed / Deferred)
- Visibility of responsibilities and accountability for each action
- Integration of completed actions into business-as-usual processes

Asset Management Capability and Maturity

- Adoption of formal Levels of Service (Customer and Technical)
- Condition assessment and data collection programs implemented
- Accuracy and completeness of the asset register
- Use of renewal modelling and long-term financial forecasting
- Integration of maintenance and asset data into the Asset Management System

Financial Alignment and Sustainability

- 10-year operational and capital budget forecasts established
- Renewal funding aligned to renewal demand
- Asset Renewal Funding Ratio and Asset Sustainability Ratio monitored
- Improved alignment between AMP, LTFP, and capital works planning

Governance and Accountability

- Establishment of an Asset Management Steering Committee (AMSC)
- Regular AMSC meetings to oversee implementation of AMP actions
- Strategic direction and decision-making supported by reliable data
- Monitoring and reporting of performance to Executive and Council



Improvement Opportunities

Establish an Asset Management Steering Committee (AMSC) to oversee strategic direction of overall asset management.

9.4 Continuous Improvement

Performance will be reviewed annually and reported through internal governance processes. As asset management capability improves and more accurate data becomes available, Council will refine performance measures to support higher levels of service, financial sustainability and efficient delivery.

Appendix A – Useful Lives of Assets

Water Assets – Useful Lives

Asset Class	Category	Asset Type	Asset Sub Type	Useful Life
Water	Civil	Bore Structure	Standard	72
Water	Civil	Fencing	Mesh	25
Water	Civil	Hardstand	Concrete	58
Water	Civil	Lagoon	Earth	87
Water	Civil	Metal Work	Steel	58
Water	Civil	Pump Well	Concrete	78
Water	Civil	Reservoir Roof	Steel	52
Water	Civil	Reservoir Structure	Concrete	66
Water	Civil	Reservoir Structure	Steel	74
Water	Civil	Reservoir Structure	Steel Tank	54
Water	Civil	Roads	Sealed	104
Water	Civil	Stand Pipe	Standard	28
Water	Civil	Structure	Concrete	77
Water	Civil	Tank	Chemical	16
Water	Electrical	Dosing	Standard	17
Water	Electrical	Flow Meter	Standard	16
Water	Electrical	Instrumentation	Standard	15
Water	Electrical	Switch Board	AV Data	17
Water	Electrical	Switchboard	Standard	27
Water	Electrical	Telemetry	Standard	17
Water	Mechanical	Actuator	Pneumatic	8
Water	Mechanical	Blower	Standard	27
Water	Mechanical	Compressor	Standard	17
Water	Mechanical	Dosing	Standard	17
Water	Mechanical	Dosing Skid	Standard	10

Water	Mechanical	Pump	Booster	16
Water	Mechanical	Pump	Dosing	7
Water	Mechanical	Pump	Standard	26
Water	Mechanical	Pump	Submersible	27
Water	Mechanical	Safety Shower	Standard	17
Water	Pipework and Fitting	Pipework and Fitting	Standard	74
Water	Water Main	AC	100	65
Water	Water Main	AC	150	65
Water	Water Main	AC	200	65
Water	Water Main	AC	250	65
Water	Water Main	CAST	100	80
Water	Water Main	CAST	150	80
Water	Water Main	Ducti	150	100
Water	Water Main	PVC	100	90
Water	Water Main	PVC	150	90
Water	Water Main	PVC	200	90
Water	Water Main	PVC	300	90
Water	Water Main	PVC	75	90

Sewer Assets – Useful Lives

Asset Class	Category	Asset Type	Asset Sub Type	Useful Life
Sewer	Civil	Culvert	Concrete	73
Sewer	Civil	Fencing	Mesh	24
Sewer	Civil	Footpath	Concrete	53
Sewer	Civil	Lagoon	Earth	91
Sewer	Civil	Metal Work	Steel	50
Sewer	Civil	Pit	Concrete	52

Sewer	Civil	Pump Well	Concrete	72
Sewer	Civil	Roads	Unsealed	25
Sewer	Civil	Safety Rail	Standard	46
Sewer	Civil	Structure	Concrete	66
Sewer	Electrical	Flow Meter	Standard	15
Sewer	Electrical	Switchboard	Standard	25
Sewer	Electrical	Telemetry	Standard	17
Sewer	Manhole	Manhole	Concrete (> 4.5)	68
Sewer	Manhole	Manhole	Concrete (0 < 1.5)	68
Sewer	Manhole	Manhole	Concrete (1.5 < 3.0)	68
Sewer	Manhole	Manhole	Concrete (3.0 < 4.5)	68
Sewer	Mechanical	Aeration	Standard	24
Sewer	Mechanical	Aeration Pipe	Standard	14
Sewer	Mechanical	Dosing	Standard	10
Sewer	Mechanical	Mechanical	Standard	24
Sewer	Mechanical	Pump	Submersible	16
Sewer	Pipework and Fitting	Pipework and Fitting	Standard	51
Sewer	Sewer Main	(> 4.5)	AC225	60
Sewer	Sewer Main	(> 4.5)	EW150	55
Sewer	Sewer Main	(> 4.5)	EW225	55
Sewer	Sewer Main	(> 4.5)	PVC150	85
Sewer	Sewer Main	(> 4.5)	PVC225	85
Sewer	Sewer Main	(> 4.5)	PVC300	85
Sewer	Sewer Main	(0 < 1.5)	AC150	60
Sewer	Sewer Main	(0 < 1.5)	AC225	60
Sewer	Sewer Main	(0 < 1.5)	DICL300	80
Sewer	Sewer Main	(0 < 1.5)	EW150	55
Sewer	Sewer Main	(0 < 1.5)	EW225	55

Sewer	Sewer Main	(0 < 1.5)	PE50	110
Sewer	Sewer Main	(0 < 1.5)	PVC150	85
Sewer	Sewer Main	(0 < 1.5)	PVC300	85
Sewer	Sewer Main	(1.5 < 3.0)	AC150	60
Sewer	Sewer Main	(1.5 < 3.0)	AC225	60
Sewer	Sewer Main	(1.5 < 3.0)	CAST150	70
Sewer	Sewer Main	(1.5 < 3.0)	EW150	55
Sewer	Sewer Main	(1.5 < 3.0)	EW225	55
Sewer	Sewer Main	(1.5 < 3.0)	PE50	110
Sewer	Sewer Main	(1.5 < 3.0)	PVC150	85
Sewer	Sewer Main	(1.5 < 3.0)	PVC225	85
Sewer	Sewer Main	(1.5 < 3.0)	PVC300	85
Sewer	Sewer Main	(3.0 < 4.5)	AC100	60
Sewer	Sewer Main	(3.0 < 4.5)	AC150	60
Sewer	Sewer Main	(3.0 < 4.5)	AC225	60
Sewer	Sewer Main	(3.0 < 4.5)	CAST150	70
Sewer	Sewer Main	(3.0 < 4.5)	CAST200	70
Sewer	Sewer Main	(3.0 < 4.5)	EW150	55
Sewer	Sewer Main	(3.0 < 4.5)	EW225	55
Sewer	Sewer Main	(3.0 < 4.5)	PVC150	85
Sewer	Sewer Main	(3.0 < 4.5)	PVC225	85
Sewer	Sewer Main	(3.0 < 4.5)	PVC300	85



COONAMBLE
SHIRE COUNCIL



10.8 DISPOSAL OF ASSETS POLICY

File Number: -

Author: Executive Assistant

Authoriser: General Manager

Annexures: 1. Draft Disposal of Assets Policy [↓](#)

RECOMMENDATION

That council adopt the Disposal of Assets Policy with no changes.

EXECUTIVE SUMMARY:

This report presents the draft Disposal of Assets Policy which was on public exhibition from 15 April 2026 until 27 May 2026. During this time no submissions were made.

The policy provides a clear governance framework for the disposal of Council-owned assets, ensuring disposals are lawful, transparent, ethical, and financially responsible.

The policy is supported by a detailed Disposal of Assets Procedure, which sets out the operational steps for implementation. The procedure is an internal, operational document that will be used to guide staff in the implementation of the policy. The procedure will be approved and maintained under delegated authority.

Adoption of the policy will support consistent and defensible decision-making, clarify approval responsibilities, and ensure that asset disposals achieve best value for the community while managing risk and compliance obligations.

BACKGROUND

Council disposes of assets periodically as part of normal asset lifecycle management, including plant, equipment, infrastructure, and land. To ensure consistency, probity, and compliance, it is appropriate to distinguish between:

- Policy, which sets Council's governing principles and approval requirements; and
- Procedures, which provide operational guidance for staff.

The draft Disposal of Assets Policy establishes Council's position and governance controls for asset disposal. It is supported by a Disposal of Assets Procedure that provides step-by-step operational processes. The procedure is an internal management document, designed to remain flexible and responsive to legislative or operational change, and is therefore not proposed for Council adoption or public exhibition.

REPORT:

The draft Disposal of Assets Policy establishes a high-level framework governing the disposal of all Council-owned assets, regardless of value, except where specific legislation applies. The policy focuses on governance, accountability, and approval authority rather than operational detail.

Key features of the policy include:

- Clear articulation of purpose and objectives, focused on best value, transparency, and compliance.
- Explicit recognition that certain disposals, particularly the disposal of Council-owned land, require a resolution of the elected Council and cannot be approved under delegated authority.
- Alignment with relevant legislation, including the *Local Government Act 1993* (NSW) and the *Local Government (General) Regulation 2021*.
- Identification of accepted disposal methods while allowing flexibility in their application.
- Integration with Council's Delegations of Authority and Asset Management Framework.

Operational detail, workflows, and documentation requirements are addressed in the supporting Disposal of Assets Procedure. This separation ensures:

- Council retains control over key governance and approval matters through the policy; and
- Officers can administer and update operational processes efficiently under delegation, without the need for repeated Council endorsement.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	N/A
Our Economy	N/A
Our Assets	N/A
Our Country	N/A
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	N/A
Economic	Positive
Governance	Positive

Financial Resource Implications:

The adoption of the draft Disposal of Assets Policy does not in itself have a direct financial impact. The policy supports existing asset management and financial practices and seeks to maximise value from asset disposals over time.

Policy / Legal and Statutory Implications:

The policy strengthens Council's compliance with:

- The *Local Government Act 1993* (NSW);
- The *Local Government (General) Regulation 2021*;
- Australian Accounting Standards; and
- NSW Audit Office requirements relating to asset management and disposal.

It provides clarity around approval authority and reinforces probity, transparency, and accountability in disposal decisions.

Risk Management – Business Risk/Work Health and Safety / Public:

The policy contributes to risk mitigation by:

- Reducing the likelihood of unauthorised or non-compliant assets disposals;
- Ensuring high-risk disposals, such as land, are subject to Council resolution;
- Supporting auditable decision-making processes; and
- Promoting ethical and transparent practices that reduce reputational and compliance risk.

Options:

1. Endorse the draft Disposal of Assets Policy (recommended).

Provides a contemporary and compliant framework for asset disposal aligned with good governance principles.

2. Defer endorsement and request amendments.

Delays implementation and may result in continued reliance on inconsistent practices.

3. Do not endorse the policy.

Would leave Council exposed to governance, compliance, and audit risks associated with unclear or inconsistent disposal arrangements.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: Yes



DISPOSAL OF ASSETS POLICY
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH 2030
VERSION: DRAFT

Responsible Officers
Directorate

Manager Assets; Manager Finance and Procurement
Corporate Services

Table of Contents

1.	Purpose	2
2.	Objectives	2
3.	Statement	2
4.	Definition	3
5.	Implementation	3
6.	Legislation Requirements	4
7.	Procedures Relating to this Policy	4
8.	Policy Review History	5

Disposal of Assets Policy
Draft

Page 1



DISPOSAL OF ASSETS POLICY
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH 2030
VERSION: DRAFT

1. Purpose

The purpose of this policy is to provide a clear framework for the disposal of Council-owned assets to ensure that disposals are conducted in a lawful, ethical, transparent and financially responsible manner.

This policy ensures asset disposal decisions:

- Achieve best value for the community.
- Comply with legislative and regulatory requirements.
- Are consistent with good governance and probity principles.
- Support efficient asset management outcomes.

2. Objectives

The objectives of this policy are to:

- Provide guidance for the consistent and compliant disposal of Council assets.
- Ensure fair and open processes are used when disposing of assets.
- Minimise financial loss and maximise return where appropriate.
- Ensure accountability, transparency and appropriate authorisation.
- Align asset disposal with Council's strategic objectives and Asset Management Framework.

3. Statement

Council recognises that the disposal of assets is an important component of responsible asset management. Council is committed to ensuring that all asset disposals are undertaken:

- In the best interests of the community.
- In accordance with legislative requirements.
- In a manner that is ethical, defensible and auditable.

No Council asset is to be disposed of without appropriate approval, documentation and compliance with this policy and associated procedures.



DISPOSAL OF ASSETS POLICY
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH 2030
VERSION: DRAFT

Council approval requirements

Notwithstanding any delegation to Council officers, the following asset disposals require a decision of the elected Council and cannot be approved under delegated authority:

- The sale, exchange, lease or other disposal of Council-owned land, including community land and operational land, except where expressly permitted by legislation.
- Any disposal where legislation requires a resolution of Council.
- Any disposal which Council has, by resolution, determined is not to be delegated.

All other asset disposals may be approved under delegated authority in accordance with Council's Delegations of Authority and this policy.

4. Definitions

For the purposes of this policy:

- **Asset** means any property, plant, equipment, infrastructure or other tangible or intangible item owned or controlled by Council.
- **Authorised Officer** means an employee delegated authority in accordance with Council's Delegations Register.
- **Disposal** means the sale, trade-in, transfer, donation, scrapping, demolition or other form of alienation of a Council asset.
- **Fair Market Value** means the value of an asset as determined by independent valuation or market-based assessment.
- **Land Disposal** has the same meaning as in the *Local Government Act 1993* (NSW).

5. Implementation

This policy applies to all Council assets, regardless of value, except where specific legislation applies to a particular asset class.

Disposal of assets will be implemented by:

- Assessing assets identified as surplus, obsolete or uneconomical to maintain.
- Considering alternative uses or internal transfer before disposal.

Disposal of Assets Policy
Draft

Page 3



DISPOSAL OF ASSETS POLICY
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH 2030
VERSION: DRAFT

- Determining the most appropriate disposal method based on value, risk and community interest.
- Obtaining required approvals in accordance with Council's delegations.
- Maintaining accurate records of all disposals.

Disposal methods may include:

- Public auction or tender.
- Public expression of interest.
- Trade-in.
- Private sale (where legislation permits).
- Transfer, donation or destruction (where justified).

All asset disposals must be supported by appropriate documentation and financial records.

6. Legislative Requirements

This policy is to be read in conjunction with the following legislation and standards (as amended from time to time):

- *Local Government Act 1993* (NSW)
- *Local Government (General) Regulation 2021*
- NSW Audit Office Accounting and Asset Management Guidelines
- Australian Accounting Standards (AASB)
- Council's Code of Conduct
- Council's Delegations of Authority

7. Procedures Relating to this Policy

Procedure Name	Public or Internal Facing
Asset Disposal Procedure	Internal
Delegations of Authority	Internal (public register)
Asset Management Framework	Internal (public Integrated Planning and Reporting documents)
Procurement Policies (where applicable)	Public

Disposal of Assets Policy
Draft

Page 4



DISPOSAL OF ASSETS POLICY
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH 2030
VERSION: DRAFT

8. Policy Review History

Date	Changes Made	Approved By
	Initial adoption	

DRAFT

Disposal of Assets Policy
Draft

Page 5

10.9 DRAFT SALEYARD MANAGEMENT PROCEDURE**File Number:** -**Author:** Director Sustainable Communities and Planning
Executive Manager Corporate Governance**Authoriser:** General Manager**Annexures:** 1. Draft Saleyard Management Procedure [↓](#)**RECOMMENDATION**

That Council receive and note the Draft Saleyard Management Procedure report.

EXECUTIVE SUMMARY:

The purpose of this report is for Council to note the Draft Saleyard Management Procedure which will be presented to the Coonamble Saleyard Committee following the 17 June Council Meeting.

BACKGROUND:

The DRAFT Saleyard Management Procedure was presented to the 4 March 2026 Saleyard Committee Meeting for review and feedback. The procedure was then updated to include the feedback received from the committee.

This procedure is an internal document and will be approved and maintained under delegated authority.

REPORT:

The procedure was created to ensure compliance and safety was maintained at the Coonamble Saleyards. A brief summary of the draft procedure is outlined as follows:

The Coonamble Livestock Saleyards operate as a Council-managed facility supporting the western NSW livestock industry. The site includes cattle pens, drafting races, loading and unloading ramps, a truck wash facility, effluent ponds, drainage systems, an amenities building, public parking areas, stormwater controls and secure perimeter fencing. These assets support safe and efficient livestock handling and public access.

Council is the asset owner and operator, with the Saleyards Supervisor responsible for daily operations, WHS and environmental management. Agents manage livestock sales, NLIS and NVD documentation, while contractors provide cleaning, waste, effluent and maintenance services. Livestock receipt occurs as per sale notices, public access is restricted to sale days, truck wash use requires Council approval, and maintenance is undertaken during business hours or as required.

An extreme heat rule applies to protect animal welfare, worker safety and public health. No sales or yarding occur when the Bureau of Meteorology forecasts temperatures of 40°C or above on the sale day and the two preceding days. The Saleyards Supervisor makes this determination five days prior at 3:00 pm and notifies all relevant parties.

All users must complete an induction, sign the register and wear appropriate PPE including steel-cap boots and high-visibility clothing. Key hazards include moving cattle, heavy vehicle movements, effluent and wash-down areas, and slip or trip risks. All incidents must be reported to Council within 24 hours.

On sale days, pre-sale checks include inspection of pens, gates, races, water troughs, effluent capacity, truck wash operation and weather conditions.

During receipt, livestock are unloaded at designated ramps and documentation is verified, with unfit stock refused entry. Throughout the sale, traffic is marshalled, public access is restricted to safe zones and animal welfare is continuously monitored.

After the sale, yards are washed down, waste is removed and effluent and stormwater systems are inspected.

Animal welfare standards follow the Australian Animal Welfare Standards and Guidelines for Saleyards and Depots.

Water must be available at all times, electric prodders are prohibited, shade is used where possible and any injured or distressed animals are isolated immediately.

All livestock must have a valid NVD and movements must be recorded through NLIS.

Suspected disease is reported immediately to Local Land Services, and the truck wash is used for interstate livestock, biosecurity events and directed cleans.

Traffic management requires all vehicles to follow designated entry and exit routes, adhere to a 10 km/h speed limit and park only in marked bays. Reversing must not occur without a spotter, and pedestrian exclusion zones are strictly enforced.

Environmental management includes the operation of effluent ponds, stormwater diversion systems, sediment traps, truck wash discharge controls and solid waste management.

The Pollution Incident Response Management Plan (PIRMP) forms Annexure A to the main document.

Emergency response procedures cover fire, effluent overflow, chemical spills, animal disease and serious injury. Staff must know evacuation assembly points, follow the Emergency Plan and PIRMP and contact emergency services immediately.

Records such as induction registers and incident reports are retained for seven years, maintenance logs for the life of the asset and NLIS/NVD records as required.

The saleyards procedures are reviewed annually, after major incidents or when legislation changes to ensure continuous improvement.

Purpose

The draft procedure was developed to provide a **clear, consistent and comprehensive operational framework** for the Coonamble Livestock Saleyards. Because the saleyards involve multiple risks, regulatory obligations and operational responsibilities, Council required a single, consolidated procedure that brings together governance, WHS, animal welfare, biosecurity, environmental management and emergency response into one structured document. Creating the procedure ensures that all users including Council staff, agents, contractors and visitors, understand their responsibilities, follow uniform processes and meet legal and industry standards.

It also supports compliance with animal welfare legislation, environmental protection requirements and workplace safety laws, while providing a reliable reference for day-to-day operations, sale day activities and incident management. The procedure was therefore developed to improve safety, accountability, operational efficiency and regulatory compliance across the entire saleyards operation.

**SALEYARD MANAGEMENT PROCEDURE****APPROVAL DATE: DD MONTH YYYY****REVIEW DATE: DD MONTH YYYY****VERSION: 1****Responsible Officer**
DirectorateDirector Sustainable Communities and Planning
Sustainable Communities and Planning**Table of Contents**

1.	Purpose	3
2.	Definition	3
3.	Site Overview	3
3.2	Key Site Features -	3
3.3	Operating profile	3
4.	Governance and Management Structure.....	4
5.	Operating Model (Council Operated).....	4
5.2	Council:.....	4
5.3	Agents:.....	4
6.	Hours of Operation	4
7.	Extreme Heat Operating Rule (Coonamble).....	5
8.	Work Health and Safety.....	5
8.2	Induction	5
8.3	Key Hazards	5
8.4	Incident Reporting.....	5
9.	Sale Day Operating Procedures	5
9.1	Pre-sale.....	5
9.2	Receival	6
9.3	During sale.....	6
9.4	Post-sale.....	6
10.	Animal Welfare	6
11.	Livestock Traceability and Biosecurity.....	6
12.	Traffic and Heavy Vehicle Management.....	6
13.	Environmental Management (Coonamble).....	7
14.	Emergency and Incident Response.....	7
14.2	Emergency types:	7
14.3	Staff must:.....	7
15.	Records and Compliance	7



SALEYARD MANAGEMENT PROCEDURE
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

- 16. Review and Continuous Improvement..... 7
- 17. Documents Relating to this Procedure 8
- 18. Policy Review History 8

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**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

1. Purpose

These procedures establish the operational, safety, animal welfare, environmental and governance requirements for the management and operation of the **Coonamble Livestock Sale Yards** as a **Council-operated community and regional service** supporting the western NSW livestock industry.

2. Definition

Word or Terminology	Description
National Livestock Identification System (NLIS)	A system that is used for the identification and tracking of livestock in Australia.
National Vendor Declaration (NVD)	A legal document that communicates the food safety and treatment status of animals as they move through the supply chain.
Pollution Incident Response Management Plan (PIRMP)	A document that outlines the procedures in place to minimise the risk of a pollution incident on a premises. It includes clear and effective notification, action and communication procedures.

3. Site Overview

3.2 Key Site Features

- Multiple cattle pens and drafting races
- Loading/unloading ramps for road trains and semis
- Truck wash facility
- Effluent holding ponds and drainage network
- Amenities building (agents, buyers, public)
- Public carpark and heavy vehicle hardstand
- Stormwater controls and sediment traps
- Perimeter fencing and gated access

3.3 Operating profile

- Primarily cattle sales (yarding and auction days)
- Licensed livestock agents conduct sales
- Council owns, maintains and operates the facility



**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

4. Governance and Management Structure

Role	Responsibility
Coonamble Shire Council	Asset owner and operator
General Manager	Overall accountability
Director- Sustainable Communities and Planning	Operational oversight
Saleyards Supervisor / Coordinator	Day-to-day operations, WHS, environment
Saleyards Advisory Committee	Industry advice, performance review
Livestock Agents	Sale compliance, NLIS, welfare
Contractors	Cleaning, waste, effluent, maintenance

5. Operating Model (Council Operated)

5.2 Council:

- Maintains yards, pens, ramps, roads, truck wash, effluent ponds
- Manages WHS, environment, biosecurity, access control
- Supervise site operations and compliance.

5.3 Agents:

- Manage consignments, buyers, auctions, documentation

6. Hours of Operation

Activity	Standard
Livestock receival	As per sale notice
Public access	Sale days only
Truck wash	Council approval only
Maintenance	Business hours or as required



**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

7. Extreme Heat Operating Rule (Coonamble)

No livestock sales, yarding, or public operations will occur at the Coonamble Saleyards on any day where the Bureau of Meteorology forecasts a maximum temperature of 40°C or greater on the day of sale and the two days prior to the sale (3 consecutive days).

- The decision is made by the **Saleyards Supervisor** by 3:00 pm the five (5) days prior.
- Livestock agents, transporters and the public will be notified.
- This rule is non-negotiable and applies regardless of commercial impacts.
- The purpose is to protect:
 - Animal welfare
 - Worker safety
 - Public health

8. Work Health and Safety

8.2 Induction

All users must:

- Sign the Saleyards Induction Register
- Receive site safety briefing
- Wear PPE (steel cap boots, high-vis, helmets where required)

8.3 Key Hazards

- Moving cattle
- Heavy vehicle movements
- Effluent and wash-down areas
- Slips, trips, manual handling

8.4 Incident Reporting

All incidents are reported to Council within 24 hours and recorded

9. Sale Day Operating Procedures

9.1 Pre-sale

- Inspect pens, gates, races
- Check water troughs
- Check effluent system capacity
- Confirm truck wash operational
- Confirm weather forecast (heat rule)



**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

9.2 Receival

- Stock unloaded at designated ramps
- NVD & NLIS verified
- Unfit stock refused entry

9.3 During sale

- Traffic marshalled
- Public restricted to safe zones
- Animal welfare monitored continuously

9.4 Post-sale

- Yard wash-down
- Waste removal
- Effluent and stormwater inspection

10. Animal Welfare

Council adopts the **Australian Animal Welfare Standards and Guidelines for Saleyards and Depots**.

Key rules kept onsite:

- Water available at all times
- No electric prodders
- Shade utilised where possible
- Injured or distressed animals isolated immediately

11. Livestock Traceability and Biosecurity

- All livestock must have a valid NVD
- All movements recorded through NLIS
- Suspected disease reported immediately to Local Land Services
- Truck wash used for:
 - Interstate livestock
 - Biosecurity events
 - Directed cleans

12. Traffic and Heavy Vehicle Management

- Designated entry and exit routes
- 10 km/h site speed limit
- Truck parking in marked bays only
- No reversing without a spotter
- Pedestrian exclusion zones enforced



**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

13. Environmental Management (Coonamble)

Council manages:

- Effluent ponds
- Stormwater diversion and sediment traps
- Truck wash discharge controls
- Solid waste (manure, carcasses, packaging)

The **Pollution Incident Response Management Plan (PIRMP)** for the Coonamble Saleyards is in a separate document.

14. Emergency and Incident Response

14.2 Emergency types:

- Fire
- Effluent overflow
- Chemical spill
- Animal disease
- Serious injury

14.3 Staff must:

- Know evacuation assembly points
- Follow PIRMP and Emergency Procedures outlined within the PIRMP
- Contact emergency services immediately

15. Records and Compliance

Record	Retention
Induction register	7 years
Incident reports	7 years
Maintenance logs	Life of asset
NLIS/NVD copies	As required

16. Review and Continuous Improvement

Reviewed:

- Annually
- After any major incident
- When legislation changes



**SALEYARD MANAGEMENT
PROCEDURE**
APPROVAL DATE: DD MONTH YYYY
REVIEW DATE: DD MONTH YYYY
VERSION: 1

17. Documents Relating to this Procedure

Procedure Name	Public or Internal Facing
Coonamble Saleyards Charter	Internal

18. Policy Review History

Date	Changes Made	Approved By
04 March 2026	Creation of the Saleyards Management Procedure	

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10.10 COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - PROJECT UPDATE**File Number:** -**Author:** General Manager**Authoriser:** General Manager**Annexures:**
1. GHD-Offsite Bore Supply Works [↓](#)
2. Revised Draft Works Program [↓](#)**RECOMMENDATION**

Receive and note the Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) - Project Update report.

- 1. That Council note the progress of the Coonamble Artesian Bore Baths project, including land acquisition, Development Application lodgement, water purchasing, consultant engagement and bore construction planning.**

EXECUTIVE SUMMARY:

Progress has continued on the Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) project in recent months, including advancement of the land acquisition, water licensing, Development Application lodgement, detailed design activities and operational planning.

The project is now transitioning from concept planning into approvals, procurement and delivery readiness, with key project milestones currently progressing in accordance with the GHD project delivery program.

BACKGROUND:

Coonamble Artesian Bore Baths (Coonamble Artesian and Cultural Experience) project as a key tourism and community infrastructure initiative for the Shire.

The project is supported by \$5.5 million in NSW Government funding through the Regional Tourism Activation Fund (RTAF) together with Council's co-contribution of \$1.25 million, providing a total project budget of \$6.75 million.

Council continues to progress the project through detailed planning, design, water licensing, land acquisition and statutory approvals.

REPORT:**Project Funding and Expenditure**

Below tables provide information on current funding received and forecast project expenditure.

Funding Position

Income from Funding	\$ Value
NSW Government – Regional Tourism Activation Fund (RTAF)	\$5,500,000
Council Contribution	\$1,250,000

Income from Funding	\$ Value
Total Funds Available	\$6,750,000
Funding Received by NSW Government (Milestone 1)	\$1,375,000
Balance of Funding to Claim from NSW Government	\$4,125,000

Current and Forecast Expenditure

Expenditure	\$ Value
<i>Expenditure to Date (2024/25 & 2025/26)</i>	<i>\$380,939.76</i>
Artesian Bore Construction (estimated)	\$500,000
GHD Consultant Design and Final Quantity Survey (estimated)	\$100,000
Operational / Business and Marketing Plan	\$14,000
Additional Survey Requirements (estimated)	\$10,000
Water Conveyancer – Waterfind (estimated)	\$11,000
Purchase of Water for 126ML (estimated)	\$126,000 – \$630,000
Development Application Fees	\$35,000

Council notes that the estimated cost to purchase groundwater entitlements remains variable depending on market availability and negotiated pricing.

Amendments to Concept Design

Following recent meetings with Jenny Rand and project stakeholders, several amendments have been made to the conceptual design of the Artesian Bore Baths precinct.

GHD Group Pty Ltd will provide revised concept layouts incorporating the following amendments into the final and construction design documentation:

- Relocation of the camp kitchen to a more central camping area location
- Replacement of the circular pool design with a single rectangular pool including access ramp and seating
- Space allocation for a future cool pool and associated plant infrastructure
- Inclusion of a playground adjacent to the bore baths precinct

In addition, the proposed bore construction location has been relocated approximately 40 metres in a southerly direction to minimise heat loss between the bore and bathing pools.

Council notes that the approved Works Approval for the bore did not specify fixed GPS coordinates, with approval applicable across the entirety of Lot 212 DP754199.

Purchase of Water

Council has engaged Waterfind Pty Ltd to assist with the acquisition of groundwater entitlements for operation of the Artesian Bore Baths facility.

Waterfind has been engaged to purchase 126ML of groundwater entitlements on behalf of Council within the Great Artesian Basin Groundwater Source. The

engagement includes market due diligence, seller engagement and transaction management.

The estimated cost of Waterfind's engagement is approximately \$11,000, excluding the actual purchase cost of water entitlements. Current indicative market pricing for groundwater entitlements is estimated between \$1,000 and \$5,000 per megalitre.

At the time of preparing this report, no formal offers from vendors have been received.

Development Application and Crown Land Acquisition

The Development Application for the project was lodged with Council in April 2026 and is currently being assessed by an independent planning consultant engaged by Council.

The application includes:

- Traffic Impact Assessment
- Statement of Environmental Effects (SEE)
- Architectural documentation
- Civil design documentation for the intersection and site works

The final determination of the Development Application will be undertaken by the Joint Regional Planning Panel.

Council is also progressing the compulsory acquisition of land associated with the project. The General Manager met onsite with a representative from Value NSW, Department of Planning, Housing and Infrastructure on Wednesday 27 May regarding acquisition processes and valuation matters. A verbal update will be provided at the meeting.

Operational and Marketing Plan

Council has engaged Jenny Rand & Associates to prepare the Operational / Business and Marketing Plan for the facility.

The project is expected to take approximately 13 weeks, with completion anticipated in August 2026.

The plan will assist Council in determining:

- operational structure
- pricing strategy
- marketing opportunities
- tourism positioning
- long-term financial sustainability of the facility.

Amendment to Bore Works Approval

Council has submitted a request to amend the existing Works Approval / Statement of Approval issued by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) to increase the approved bore depth from 670 metres to 725 metres.

The request follows discussions with a drilling contractor who recently completed nearby artesian bore works at Beanbah Bore and achieved significantly higher water temperatures at greater depths.

Council considers the amendment prudent to maximise the likelihood of achieving suitable operational water temperatures for the Bore Baths without requiring additional water heating infrastructure.

The Mayor and General Manager met with the Hon. Rose Jackson MP, Minister for Water, in Sydney on Wednesday 5 May seeking support to fast-track the amendment request.

On Tuesday 26 May, Council received notification that the amendment to the Notification of Approval for Groundwater Work was successful with the change for the bore depth to 725 meters.

Construction of Bore

Council has sourced quotations from suitably qualified regional drilling contractors for construction of the artesian bore.

Due to the significant depth required for the bore construction, only a limited number of drilling contractors possess the appropriate equipment and drilling rigs capable of undertaking the works.

Quotations were evaluated on Tuesday 2 June based on pricing, contractor availability and technical capability.

Further details are provided in the confidential section of this business paper.

GHD Works Program

GHD have revised their work program to reflect recent changes in design and specifications which will be completed by Friday 25 September 2026. Refer to the attachments for the Works Program.

Rising main from Artesian Bore Bath bore to the Water Treatment Plant

In late January, Council commenced investigations into the construction of a rising main from the proposed Artesian Bore Baths bore to provide non-potable water supply to the Truck Wash, Cattle Saleyards, Standpipe and Cemetery. The purpose of the project is to reduce reliance on the town's treated potable water supply, particularly during periods of high demand associated with hot and dry weather conditions.

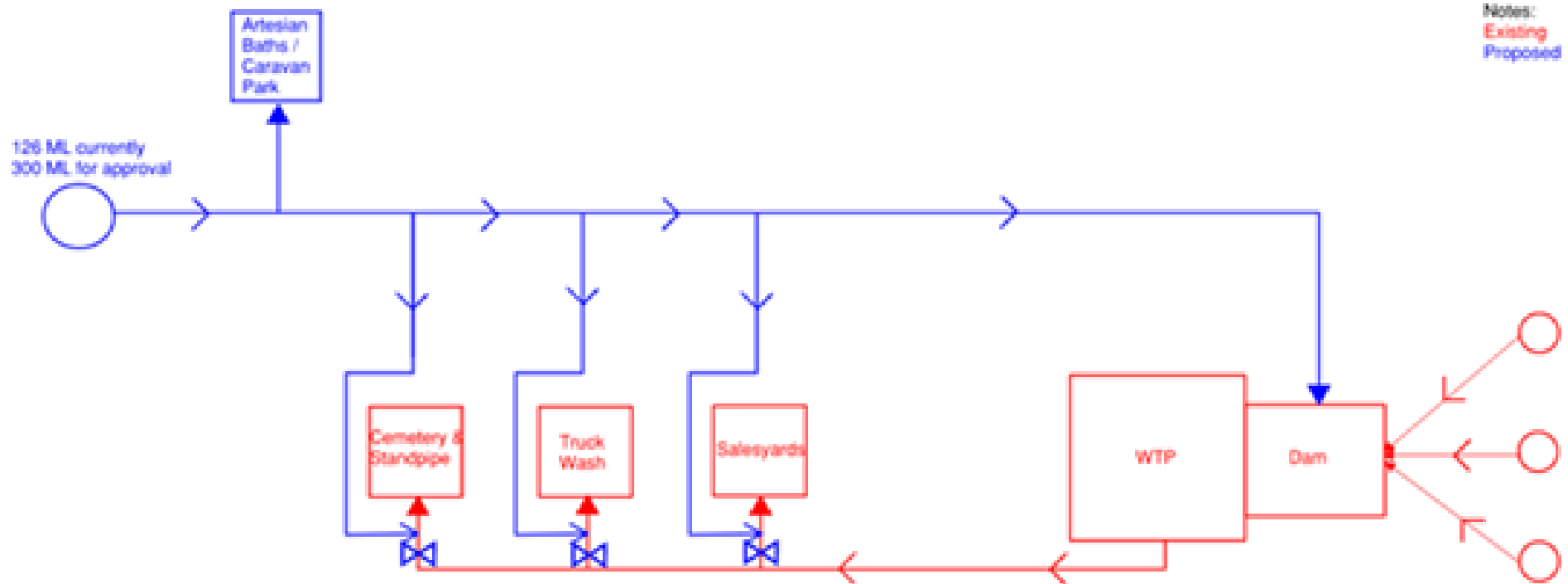
Following further discussions and operational review, the scope of the project has since been expanded to include extension of the rising main through to the Coonamble Water Treatment Plant. This would provide an additional supplementary raw water supply to the town's water system in the event of failure or reduced output from existing town water bores.

All connected facilities would retain their existing potable water supply connections, ensuring continuity of service should the Artesian Bore Baths bore become unavailable or experience operational issues.

Council notes that the current approved Water Access Licence allocation associated with the Artesian Bore Baths bore is 126ML per annum, which was assessed and approved based solely on supply requirements for the Bore Baths facility. The existing allocation is not sufficient to support supply to additional facilities or supplementary town water supply requirements. Any future connection and operation of the expanded rising main network would therefore require additional water allocation or acquisition of further groundwater entitlements.

A schematic layout of the proposed rising main connection from the Artesian Bore Baths bore to the Water Treatment Plant is below in this report.

Also attached is a proposal from GHD Group Pty Ltd outlining the scope and fee proposal for preparation of detailed design documentation for the proposed rising main infrastructure.



Level 3, GHD Tower, 24 Honeysuckle Drive,
Newcastle 2300 NSW,
Australia
ghd.com/design



Your ref: [0000]
Our ref: 12677807

26 May 2026

Greg Hill
Coonamble Shire Council
80 Castlereagh Street
Coonamble, NSW 2829

VAR004 – Offsite Bore Supply Works

Dear Greg,

GHD is pleased to submit this proposal to provide engineering services for the development of a non-potable water supply system servicing the Truck Wash, Cemetery/Standpipe, and Cattle Saleyards at Coonamble.

This proposal has been prepared in response to recent discussions with Council and confirmation of the preferred servicing arrangement, in accordance with the revised schematic diagram below. The approach reflects Council's direction to implement a single, integrated non-potable supply system sourced from the Artesian Baths bore, with distribution along a trunk main and use of the Water Treatment Plant (WTP) dam as a balancing and operational buffer.

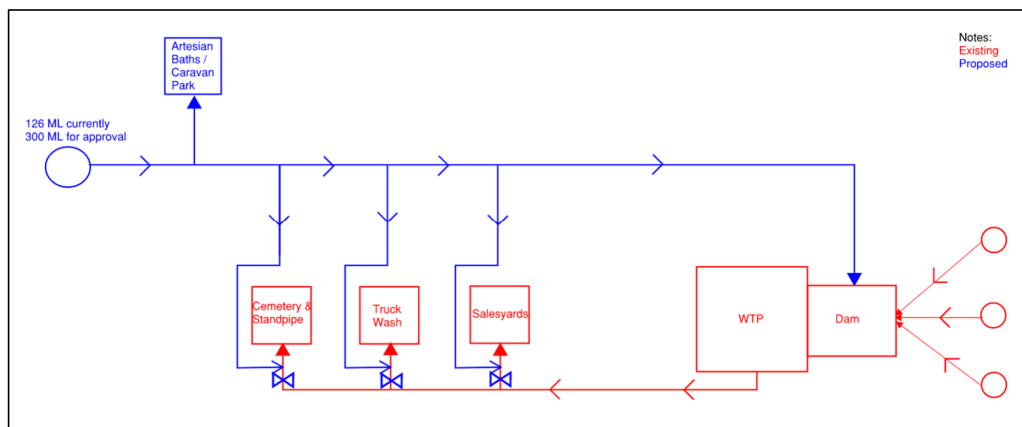


Figure 1 Schematic diagram of the agreed scope

The proposal outlines:

- Our understanding of the project and servicing approach
- The scope of services and methodology, incorporating a staged concept and detailed design approach
- Key deliverables and design outputs
- Assumptions and exclusions to support scope and fee clarity

→ The Power of Commitment

GHD Pty Ltd | ABN 39 008 488 373

1. Introduction

Coonamble Shire Council (CSC) is progressing the development of a non-potable water supply system to service key operational facilities, including the Truck Wash, Cemetery/Standpipe, and Cattle Saleyards.

The proposed system will support improved water sustainability outcomes by reducing reliance on potable supply while maintaining resilience through retention of the existing potable reticulation system as backup.

GHD has been engaged to support Council in developing a servicing strategy and design for this system, aligned with Council's preferred configuration.

2. Project understanding

Based on Council's input, the non-potable system is intended to be configured as a single integrated network, comprising:

- The Artesian Baths bore as the primary source of supply
- A single trunk main conveying water past the demand nodes and through to the WTP dam
- Direct supply to the Truck Wash, Cemetery/Standpipe, and Cattle Saleyards via offtakes
- The WTP dam functioning as balancing storage and operational buffer only
- Existing potable reticulation retained as backup supply

This proposal assumes that Council is pursuing an increase in bore allocation to support the full system demand.

3. Methodology

GHD will deliver the services in a structured and staged manner to support progressive refinement of the design.

3.1 Stage 1 – Concept design (LiDAR based)

The concept design phase will establish the feasibility and configuration of the system.

This will include:

- **Demand Assessment**
Review of historical usage data to establish average and peak demand, adopting a worst-case simultaneous operation scenario. Consideration will also be given to potential supply of the Artesian Baths / Caravan Park.
- **Source and Supply Assessment**
Concept-level review of the Artesian Baths bore capacity, including consideration of current and proposed allocation. This will include a high-level assessment of supply capability relative to demand.
- **Pump Assessment and Selection**
Review of the existing borehole pump selection to determine its suitability for the updated demand. Where required, revised pump duty conditions and preliminary pump selection will be undertaken.

- **Concept Servicing Configuration**

Development of a concept system layout including:

- trunk main configuration
- distribution connections to demand points
- integration with the WTP dam as a buffering element

- **Concept Hydraulic Assessment**

Indicative hydraulic assessment to confirm system feasibility, including order-of-magnitude pump duties and pressure estimates, based on LIDAR data and assumed operating conditions.

3.2 Stage 2 – Detailed design (Complete survey based)

Following confirmation of the concept design, the design will be progressed to detailed design incorporating survey data.

This will include:

- Integration of survey data collected round selected route
- Refinement of pipeline alignment and connections
- Revised hydraulic analysis and confirmation of system performance
- Pump duty verification and finalisation
- Preparation of draft and final design documentation suitable for construction

4. Safety in Design

GHD will apply a Safety in Design (SiD) approach throughout the project in accordance with relevant standards and guidelines.

This will include:

- Identification of hazards associated with the proposed works
- Consideration of risks during construction, operation, and maintenance
- Development and maintenance of a Safety in Design Risk Register
- Progressive review and refinement of risks through the design stages

The Safety in Design process will ensure that safety risks are identified early and mitigated through design where practicable.

5. Deliverables

Deliverables will be provided in accordance with the staged approach outlined in this proposal.

Stage 1 – Concept design

- Demand assessment based on review of historical flow data
- Preliminary pump selection
- Concept Design Report (draft and final)
- Concept Design Drawings (draft and final) – limited to plan layouts
- SiD register

Stage 2 – Detailed design

- Final pump selection
- Detailed Design Report (draft and final)
- Detailed Design Drawings (draft and final) – including tie-in details
- SiD register

6. Meetings and coordination

The scope includes allowances for:

- One inception meeting with Council; and
- One online review meeting during each development stage of concept and detailed design.

7. Required information

The following information is required from CSC to complete the outlined scope:

- Historical flow data recorded by flow meters at demand locations.
- Pressure requirements at demand locations.
- Water levels at the source of supply.
- Survey data of the selected alignment (required for the detailed design stage).

8. Assumptions and exclusions

This proposal has been prepared based on the following assumptions:

- The design is based on the assumed increase in water allocation for the Artesian Baths bore (approximately 126 ML to 300 ML), subject to Council approval.
- LIDAR data will be used for concept design preparation.
- Plan and long section only are allowed for during the concept design.
- Site survey data (provided by CSC) will be used for the detailed design development.
- Detailed plans and sections are allowed for during the detailed design.
- Existing potable supply will remain as backup only.
- Specification will be detailed as notes on the detail design drawing; no separate technical specification document is proposed.

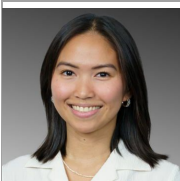
The following items are excluded:

- Bore yield confirmation through testing or hydrogeological investigations
- Securing approval of increased water allocation
- Electrical design and power supply
- Detailed control systems, automation, or SCADA design
- Structural design (conventional thrust blocks will be adopted in the design, if required)
- Survey, geotechnical investigations, or additional site investigations
- Construction phase services and site supervision
- Approvals and permitting processes (unless otherwise requested)

9. Project team

GHD has assembled a team with experience in water supply planning, pipeline design, and non-potable servicing strategies.

Table 1 Project Team

Key Personnel	
	Tom Potter Project Director Tom is a multiskilled built environment design consultant with 25 years industry experience. During this time, he has been engaged in master planning, urban design and architectural projects for leading firms in Australia and abroad. Tom's experience spans end-to-end delivery of a wide range of projects across multiple sectors and includes feasibility and site selection studies, concept design and development and landscape character and visual impact assessments for various state significant developments. Tom is committed to improving design outcomes in a meaningful way and has a particular interest and skills working with clients, stakeholders and communities to develop and deliver innovative design solutions to engage and delight end users.
	Samuel Finlayson Project Manager Samuel has lead Project Manager experience with a passion for contributing to the successful and safe delivery of projects. Samuel brings on-site knowledge and experience to assist him with a wide range of project delivery at GHD. Key skills, particularly Stakeholder Management and Change Management, has enabled him to effectively navigate complex project environments, ensuring successful outcomes and fostering strong relationships with all project stakeholders. His university studies focused on developing complementary project management skills in cost, quality, risk, and time management. The range of projects Samuel has been working on include small refurbishments and minor commercial works, through to large civil and residential projects. Involvement in these projects has allowed Samuel to develop a large array of vital project management skills that are crucial for the successful delivery of projects.
	Moustafa Reda Senior Water Engineer Moustafa is a Professional Engineer (MIEAust) with extensive experience in the design and analysis of water and wastewater systems. His expertise spans projects of various scales, from strategic and master planning studies through to concept and detailed design and design review, across both urban and regional contexts. His experience encompasses associated infrastructure, including surface and underground water sources, desalination plants, reservoirs (concrete and steel), pipelines (steel, ductile iron, and PE installed via open trench, trenchless methods, and above ground configurations), water and sewage pumping stations, wet wells, instrumentation, valves, fittings, chambers, surge protection systems, and odour control solutions (including gas-phase systems such as carbon filters and biofilters, and liquid-phase systems such as chemical dosing).
	Jen Manalang Water Engineer Jaynelle is a Civil Engineer who has established herself as a professional in the fields of water supply, distribution, and sewerage systems. Her career commenced in the water industry as a hydrologist, studying catchments and potential flooding around project sites, before progressing to the design of drainage and, ultimately, water and sewerage systems. Jaynelle has contributed to various water and wastewater asset designs, delivering solutions tailored to the unique needs of clients. She has experience in water and wastewater planning, developing servicing strategies for both urban growth and new developments.

10. Fee

GHD's estimated fee for the development of the non-potable water supply system is provided as a lump sum fee, based on the scope of services, methodology, assumptions, and exclusions set out in this proposal. A fee breakdown is provided below.

Table 2 Fee breakdown

Item	Task	Fee (excluding GST)
1	Project management	\$6,030.00
1.1	Project planning, management and control	\$2,850.00
1.2	Meetings (incept and design review) – virtual / online	\$3,180.00
2	Stage 1 – Concept Design	\$31,835.00
2.1	Demand and source assessment	\$3,770.00
2.2	Hydraulic analysis	\$7,030.00
2.3	Pump selection	\$2,825.00
2.4	Report	\$6,890.00
2.5	Drawings	\$9,810.00
2.6	SiD register	\$1,510.00
3	Stage 2 – Detailed Design	\$29,115.00
3.1	Hydraulic analysis	\$5,775.00
3.2	Pump selection	\$1,020.00
3.3	Report	\$6,890.00
3.4	Drawings	\$13,920.00
3.5	SiD register	\$1,510.00
	TOTAL (excluding GST)	\$66,980

11. Terms of engagement

This variation is proposed to be carried out under the existing project terms and conditions. Please contact me if you require further details or wish to discuss the above-mentioned scope of work and fee.

Regards



Tom Potter
Project Director
0419 032 892
Thomas.potter@ghd.com

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Item 10.10

Item 10.10

11 PLANNING AND SUSTAINABILITY

11.1 PLANNING, REGULATORY AND COMPLIANCE DEPARTMENT UPDATE

File Number: -

Author: Compliance and Support Officer

Authoriser: Director Sustainable Communities and Planning

Annexures: Nil

RECOMMENDATION

That the Planning, Regulatory and Compliance Department report be received and noted.

EXECUTIVE SUMMARY:

The Planning, Regulatory and Compliance Department continues to deliver core statutory functions across development assessment, regulatory enforcement, companion animal management, and environmental compliance. Activity during May 2026 reflects steady development enquiry, ongoing regulatory investigations, and continued operational pressures relating to illegal dumping and EPA compliance requirements.

BACKGROUND:

The Planning, Regulatory and Compliance Department is responsible for:

- Assessing Development, Construction Certificate, Complying Development Certificate, Building Information Certificate and Occupation Certificate applications.
- Administering Local Government Act approvals.
- Managing companion animal regulation and enforcement.
- Responding to regulatory matters including illegal dumping and development and environmental compliance.
- Ensuring Council meets statutory obligations under the *Environmental Planning and Assessment Act 1979*, *Local Government Act 1993*, and associated Regulations.

REPORT:

This report summarises departmental activity for May 2026.

Regulatory Services

Companion animal activity for May 2026:

Seizure Activities:	Dogs	Cats
Seized	0	0
Returned to Owner	0	0

Impounding Activities:	Dogs	Cats
Animals in pound at start of month	8	0
Incoming Animals	Dogs	Cats
Transferred from seizure activities	0	0
Abandoned or Stray	13	0
Surrendered	34	0
Total Animals in Pound	55	0

Outgoing Animals	Dogs	Cats
Released to Owner	2	0
Euthanised	10	0
Released to Rehoming Organisation	33	0
Sold	0	0
Died at Pound	0	0
Stolen from Pound	0	0
Escaped from Pound	0	0
Total Animals Leaving Pound	45	0
Animals in Pound at end of Month	10	0

No dog attacks were reported during May 2026.

Planning Services

The following is a summary of applications determined under delegated authority during May 2026:

May 2026			
Application Number	Description of Works	Address of Proposed Works	Approved Date
Development Applications			
DA001/2026	Transportable dwelling and verandah	Castlereagh Highway Coonamble	28/05/2026
DA006/2026	Rural Subdivision & Consolidation of lots	Castlereagh Highway Coonamble	15/05/2026
DA007/2026	Rural Subdivision (Boundary Adjustment)	923 Warrena Road Coonamble	02/06/2026
DA010/2026	New Swimming Pool	Lot 135, DP 753385 2015 Goorianawa Road Black Hollow	15/05/2026

Construction Certificates			
CC005/2026	New Storage Shed (Lions Club – Gular)	Lot 135, DP 753385 128-130 Munnell Street Gulargambone	15/05/2026
CC010/2026	New Swimming Pool	Lot 135, DP 753385 2015 Goorianawa Road Black Hollow	15/05/2026
Building Information Certificates			
	NIL		
Occupation Certificates			
	NIL		
Local Government Approvals			
LA005/2026	Transportable Dwelling	Castlereagh Highway, Coonamble	28/05/2026
LA006/2026	Mobile Food Van (private land)	97 Castlereagh Street, Coonamble	02/06/2026
LA007/2026	Mobile Food Van (public land)	1 Broad Street, Coonamble	02/06/2026

The following is a summary of applications under assessment as of 31 May 2026:

Type	Reference Number	Submitted Date	Address	Development Description	Workflow Status
BIC	BIC-51541	14/04/2026	68 Castlereagh St Coonamble	Building Information Certificate for unapproved works	Additional Information Requested
DA	PAN-630288	14/04/2026	68 Castlereagh St Coonamble	Change of use	Additional Information Requested
DA	PAN-634230	28/04/2026	Caswell Street, Wingadee	Artesian Bore Bath	Under Assessment
DA	PAN-632282	21/04/2026	9917 Merri Merri Rd Quambone	Rural Subdivision	Under Assessment
DA	PAN-628827	08/04/2026	Back Gular Rd Combara	Rural Subdivision	Additional Information Requested
DA	PAN-619576	06/03/2026	8 Yalcogrin St, Gulargambone	Shade structure and storage shed	Additional Information Requested

DA	PAN-494496	06/03/2026	3-7 Sydney St, Coonamble	Terminus Hotel Cabin expansion	Additional Information Requested
OC	CFT-894645	03/02/2026	7 Zoccoli St, Coonamble	Residential shed	Additional Information Requested
OC	CFT-870558	15/12/2025	1683 Billeroy Rd Coonamble	New residential dwelling	Additional Information Requested
S68	S68-2026- 2554	11/02/2026	2717 Wingadee Rd, Wingadee	On-site sewage management system	Additional Information Required

Note: Most application delays are due to incomplete applications, which requires Council to request additional information. The submission of higher quality applications will streamline the assessment process and therefore improve determination timeframes.

Public Exhibition of Development Applications

DA014/2026 – The Coonamble Artesian Bore Bath has been placed on public exhibition from 1 June 2026 to 28 June 2026 for a period 28 days as per the Coonamble Community Participation Plan.

Under Part 2.4 and Schedule 6 the *State Environment Planning Policy (Planning Systems) 2021*, as Council is the applicant, landowner and developer, Council's development is considered regionally significant as the estimate development cost is more than \$5 million.

Council has engaged an independent town planning consultancy, NextGen Lead and Planning NSW Pty Ltd, to prepare all relevant reports for submission to the Western Regional Planning Panel for determination.

Planning Proposal updates

PP2025-345 – Rezoning and removal of minimum lot size of "Old Sheep Saleyards" on Back Gular Road, Coonamble has been formally adopted by Council at the meeting held on 15 April 2026.

Council has provided the Department of Planning, Housing and Infrastructure (DPHI) with the Council resolution to facilitate the drafting instructions for the Parliamentary Counsel's Office (PCO) to draft the LEP amendment.

Regional Housing Strategy Planning Fund (RHSPF)

The Coonamble Shire Urban Housing Strategy has been forwarded to the Department of Planning, Housing and Infrastructure (DPHI) for endorsement, prior to publishing on Council's website and Council commencing investigation and activation of the recommended actions. The Urban Housing Strategy aligns with the strategic plans and policies developed for the Central West Orana Region, Coonamble Shire LGA and NSW, and sets a clear direction for how Council will plan, deliver and support housing through until 2041.

Coonamble Regional Livestock Market (Saleyards)

	May	Year to Date
Income	0	(188,564)
Expenditure	8,209	180,638
Total	8,209	(7,926)

No cattle sales were held during May 2026.

Truck Wash

	May	Year to Date
Income*	0	(56,035)
Expenditure	1,110	54,555
Total	1,110	(1,480)

* Please note that income for the Truck Wash is not reconciled until after the end of each month.

11.2 WASTE RECYCLING EMPLOYMENT INITIATIVES REPORT**File Number:** -**Author:** Manager Waste, Recycling & Employment
Compliance & Finance**Authoriser:** Director Sustainable Communities and Planning**Annexures:** Nil**RECOMMENDATION:**

That Council receive and note the following report Waste, Recycling and Employment Initiatives report.

EXECUTIVE SUMMARY:

This report provides an overview of key waste, recycling, compliance, and employment initiatives undertaken during May 2026. Major operational activities include weighbridge compliance upgrades, illegal dumping response, cardboard recycling implementation, CRC compliance, and planning for the Household Chemical Clean-Out Program.

Council continues to work closely with the NSW EPA, Crown Lands, NetWaste group, and regional partners to address regulatory requirements and improve service delivery.

BACKGROUND:

Council continues to deliver a broad range of waste, recycling and employment-linked initiatives. These include weighbridge upgrades, illegal dumping management, cardboard recycling, CRC compliance, chemical clean-out planning, regional FOGO collaboration, and participation in national workforce programs.

Council officers also attended the Waste 2026 Conference, marking 30 years of sector reform.

REPORT:

The purpose of this report is to provide Council with a comprehensive update on waste operations, recycling initiatives, illegal dumping response, employment programs, compliance matters, community engagement, and regional collaboration undertaken during May 2026.

Consultation has involved a wide range of stakeholders across government, industry and the community. Engagement has taken place with NSW EPA, NetWaste, Paper Resources, Gilgandra Shire Council, Warren Shire, Walgett Shire, Liverpool Plains Shire and Shoalhaven Shire.

Discussions have also included Remondis (ETS), Crown Lands NSW, Workforce Australia, Resource Hub, Waste Initiatives and Tomra Cleanaway. Community members have contributed through survey distribution, ensuring local perspectives are incorporated into planning and decision making.

Illegal dumping cleanup costs are increasing, creating a clear need for additional funding support.

Chemical CleanOut events receive only partial funding (approximately 50% from the NSW EPA), leaving councils to cover the remaining costs.

Procurement of compliant weighbridge software is necessary to meet regulatory requirements. Failure to procure the required weighbridge software exposes councils to non-compliance risks.

Developing a FOGO exemption strategy is expected to prevent substantial long-term costs. If a FOGO exemption is not secured, councils may face operational demands that are unsustainable in the long term.

Waste Management Services

The tables below provide the revenue and expenditure for all waste disposal facilities in the Coonamble Shire.

Solid Waste Management

Income	MAY	Year to Date
Annual Charges - Residential	0	769837
Annual Charges – Non- Residential	0	292268
Interest on Overdue Annual Charges	1971	20507
Grant – Pensioner Subsidy	0	15724
Gate Fees – Domestic	3353	44497
Gate Fees – Commercial	10587	147511
Sales – New Bins	190	4706
Return & Earn Commission	3386	39283
Sales – Recyclables	0	31242
Private Works	944	24460
Total Revenue	\$20,431	\$1,390,034
Expenditure	MAY	Year to Date
Solid Waste Collection Expenses	12598	161001
Solid Waste Other Expenses	0	5928
Insurance	0	2909
Electricity	822	3796
Telephone & Communications	248	3339
Printing - Waste Depo	385	667
Rates and Charges	0	523

General Expenses	0	3973
Plant & Equipment Maintenance	1911	3699
Waste Depot Operations	96067	539020
Waste Depot Wages	27707	332258
Building Maintenance	0	4354
Private Works	376	17386
Plant & Equipment	137	2368
Waste Operations Housing Subsidy	567	2193
Total Expenditure	\$140,818	\$1,083,413

Return and Earn – 2025/2026

Site	MAY		Year to Date	
	Items	Amount	Items	Amount
Coonamble	70359	\$ 7,035.90	884,493	\$ 88,449.30
Quambone	6696	\$ 669.60	90,370	\$ 9,037.00
Total			974,863	\$ 97,486.30

11.3 ESTABLISHMENT OF AUTOMATED RETURN AND EARN DEPOT AT COONAMBLE WASTE FACILITY

Author: Building Certifier

Authoriser: Director Sustainable Communities and Planning

Annexures: 1. Coonamble Shire Council - OTC to AD Conversion [↓](#)

RECOMMENDATION

That Council:

- 1. Support the transition from the current over the counter (manual) container deposit facility to an automated depot.**
- 2. Approve the construction of a 20m x 20m concrete slab to support the initiative.**
- 3. Enter into an agreement with TOMRA Cleanaway to deliver the project.**

EXECUTIVE SUMMARY:

This report outlines the proposed transition from the current over the counter (manual) container deposit facility to an Automated Depot (AD) in Coonamble, in partnership with TOMRA Cleanaway.

The project represents a significant opportunity to modernise the local waste facility, reduce operating costs, and deliver long-term environmental and economic benefits to Council and the wider community.

BACKGROUND

The existing Return and Earn collection system in Coonamble operates as a manual counting facility, relying on two full-time staff to count containers by hand, which results in high labour input and ongoing wage costs.

Because the process is entirely manual, the facility has limited throughput capacity and reduced operational efficiency. Together, these constraints hinder overall performance, diminish the customer experience, and undermine the long-term financial sustainability of the current operating model.

REPORT:

The introduction of an automated depot (AD) is proposed to replace existing manual processes through advanced container processing technology.

In comparison to the current manual process, the proposed AD will:

- Process high volumes quickly and efficiently (up to 100 containers per minute),
- Reduce reliance on manual labour and supervision,

- Improve accuracy and recycling quality through automated sorting technology.

This facility is set to be the first automated depot in northwestern NSW, positioning Coonamble as an industry leader in regional waste innovation.

Financial benefits to Council

Council stands to gain clear financial advantages, as the current need for two full-time staff will be reduced, easing pressure on wages and resourcing.

With automation removing labour-intensive processes, operational efficiency increases while reliance on manual work decreases. As a result, lower workforce costs improve operational margins and deliver long-term savings for Council, strengthening its financial position over time.

Revenue

Increased processing volumes are expected to strengthen revenue streams and create opportunities for future expansion, supporting both operational growth and strategic planning.

At the same time, data generated through automated systems provides more accurate and timely insights, enabling improved performance management, clearer reporting, and more reliable forecasting.

Table 1 and the graph below show the volumes of product currently being processed manually by waste facility staff at the Coonamble waste facility. Over the last three (3) years there has been a 200% increase in the volume of product being processed. The figure of \$97,486.30 is what has been paid back to the community over the current financial year.

The revenue to Council in the current financial year is \$40,016.25 Based on 4 cents per transaction. It should be noted that two staff members currently count these bottles by hand.

History has shown the volume of product is increasing each year. The current resourcing and service level provided is not sustainable in the long term. Council will be required to provide additional resourcing to provide this service going forward.

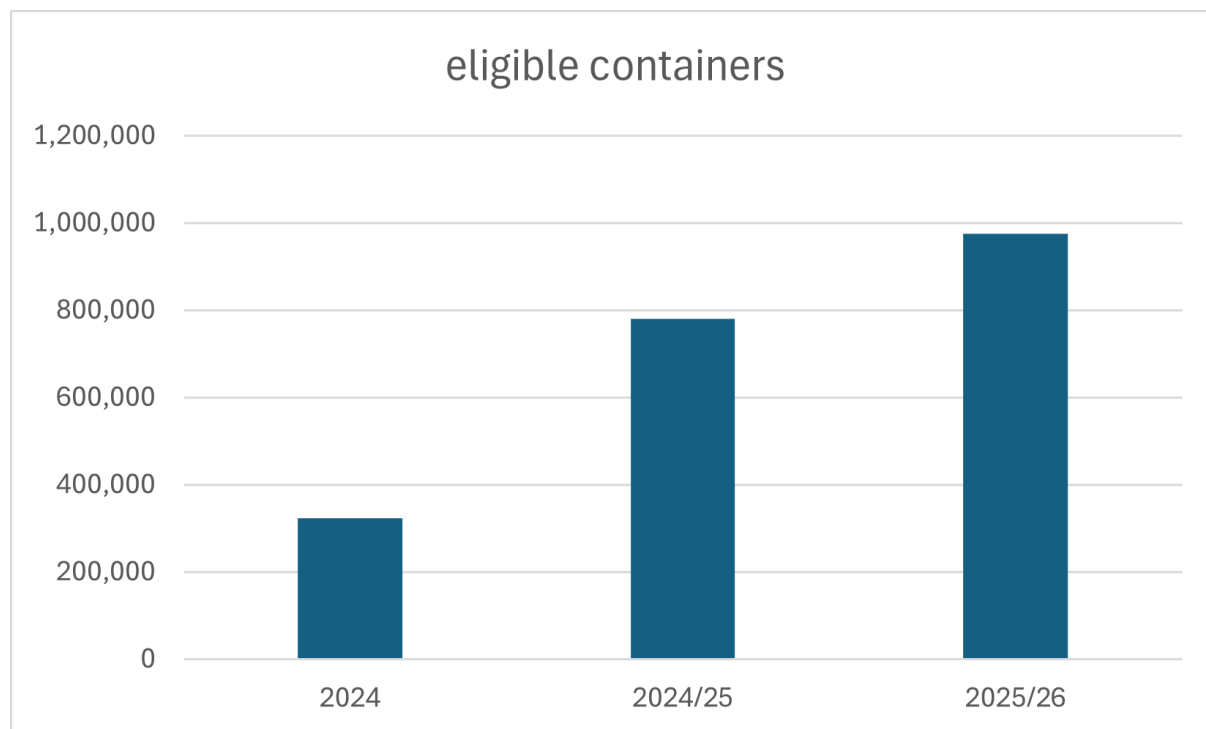
Once the automated depot is operational, the expected transaction process increases from 4 cents per transaction to between \$0.5928 cents per transaction, providing additional revenue to Council.

In addition, TOMRA CLEANAWAY are considering (still at the analysis stage) the opportunity to process material from areas surrounding Coonamble (*including Coonabarabran, Nyngan, Warren, Walgett, Baradine, Quambone, Enngonia, Collarenebri, Cobar, Mungindi, Cumborah, Gilgandra, Lightning Ridge, Bourke and Brewarrina etc.*) at Coonamble waste facility as part of a first regional counting centre (rather than shipping materials to Eastern Creek, Sydney).

A feasibility study will need to be undertaken prior to negotiations between TOMRA CLEANAWAY and Coonamble Shire Council.

	COONAMBLE		QUAMBONE		TOTAL	
Months	Total Bottles	Total Amount	Total Bottles	Total Amount	Total Bottles	Total Amount
Jul 2025	79,740	\$7,974.00	3846	\$384.60	83,586	\$ 8,358.60
Aug 2025	67,148	\$6,714.80	8,291	\$829.10	75,439	\$7,543.90
Sep 2025	70,307	\$7,030.70	9,792	\$979.20	80,099	\$8,009.90
Oct 2025	64,194	\$6,419.40	6,445	\$644.50	70,639	\$7,063.90
Nov 2025	71,005	\$7,100.50	10,026	\$1,002.60	81,031	\$8,103.10
Dec 2025	66,952	\$6,695.20	8,648	\$864.80	75,600	\$7,560.00
Jan 2026	111,301	\$11,130.10	6,353	\$635.30	117,654	\$11,765.40
Feb 2026	99,243	\$9,924.30	13,969	\$1,396.90	113,212	\$11,321.20
Mar 2026	98,551	\$9,855.10	12,148	\$1,214.80	110,699	\$11,069.90
Apr 2026	85,693	\$8,569.30	4,156	\$415.60	89,849	\$8,984.90
May 2026	70,359	\$7,035.90	6,696	\$669.60	77,055	\$7,705.50
Grand Total	884,493	\$ 88,449.30	90,370	\$ 9,037.00	974,863	\$ 97,486.30

Table 1



Investment by TOMRA CLEANAWAY

The partnership brings substantial support through significant capital investment to deliver the required infrastructure, ensuring the system is built to a high operational standard. This is reinforced by ongoing technical servicing and maintenance, which helps maintain reliability and performance over time.

In addition, marketing and community engagement programs will drive public awareness and participation, strengthening overall program outcomes.

Council Contribution Requirements

Council is required to construct a 20m x 20m concrete slab to support the installation of the automated depot. The slab is estimated to cost \$100k. Budget exists for the slab within the FY25/26 waste budget.

Benefits to the Community

Faster processing times and reduced wait periods create a smoother, more efficient experience for users, while the modern, clean and user-friendly facility design makes recycling more appealing and accessible. This increased convenience encourages greater community participation in recycling, supporting stronger environmental outcomes overall.

Local economic and social benefits

Fundraising opportunities within the community are strengthened through this model, creating new ways for residents to contribute to local causes. It also opens the door for local groups, charities, and businesses to participate, deepening community involvement and shared benefit.

Payments will be processed through a reverse EFTPOS transaction system on site, with manual bank transfer available as a contingency. The facility is intended to operate as a fully cashless service.

In addition, local promotion and awareness campaigns supported by TOMRA Cleanaway help boost visibility and engagement, ensuring strong community uptake.

Environmental Outcomes

Increased recycling rates are achieved through more efficient and consistent processing, while automated sorting significantly reduces contamination and improves the quality of recovered materials. Together, these improvements lead to a substantial reduction in the volume of waste sent to landfill, supporting stronger environmental outcomes for the community.

Waste Facility enhancement

Transforming the waste facility would shift it from a cost centre to a value-adding community asset, supported by a proposed increase in output and overall efficiency.

The upgraded model would also provide scalable capacity to grow in line with community demand, ensuring the facility remains responsive and future-focused. At the same time, it would deliver improved environmental outcomes that align with broader sustainability goals, strengthening both operational performance and long-term community benefit.

Strategic objectives

The project aligns with Council's objectives by:

- Reducing operational costs.
- Improving service delivery.
- Supporting environmental sustainability.
- Attracting external investment into the region.
- Enhancing infrastructure in a remote community.

Conclusion

The conversion of the existing manual container deposit facility to an Automated Depot represents a positive and future-focused outcome for Coonamble Shire Council and the community.

The initiative delivers a range of interconnected benefits, including **reduced wage and operating costs, significant private investment from TOMRA Cleanaway, and improved recycling outcomes that cut down on landfill**. It also strengthens the program's social impact by **enhancing community access and participation**, creating a system that is easier for people to use and support.

Together, these advantages contribute to **long-term financial and environmental sustainability**, ensuring the program remains both economically viable and ecologically responsible.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Cultivating Our Wealth
Our Assets	Our Assets
Our Country	Sustainable Care for Country
Our Leadership	Our Ongoing Improvement

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	Positive
Environmental	Positive
Economic	Positive
Governance	N/A

Financial Resource Implications:

Forecasted estimated slab expenditure to be funded from existing FY25/26 waste budget.

Policy / Legal and Statutory Implications:

Improved recycling outcomes and reduced landfill

Risk Management – Business Risk/Work Health and Safety / Public:

Improved site operations reducing risk to staff and customers

Options:

N/A

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

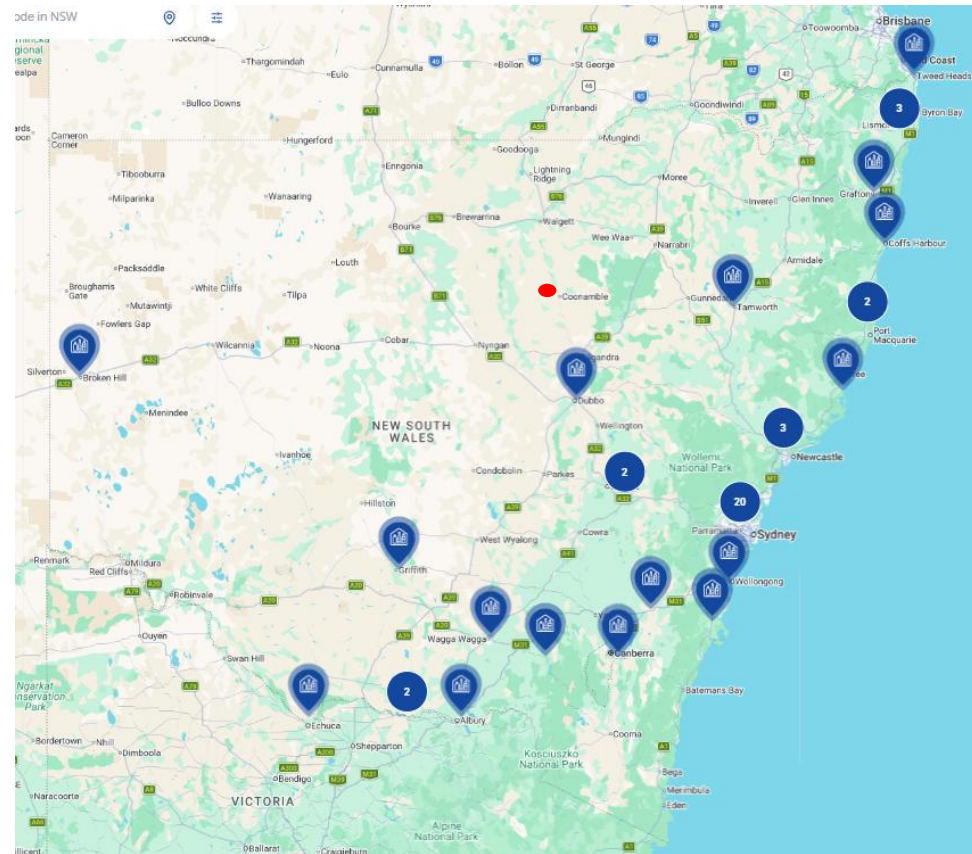


COONAMBLE SHIRE COUNCIL - OTC TO AD CONVERSION

COONAMBLE SHIRE COUNCIL OTC TO AD CONVERSION

Automated depots (AD's) provide a cost-efficient, scalable, and customer-friendly solution within the NSW Return and Earn Scheme. By adding automation to the township of Coonamble, this will maximise throughput and accessibility for the community and will set a strong platform for sustainable growth.

Compared to the manual / over the counter collection point currently operational at Coonamble, an automated depot will deliver strong operational, financial, and customer experience advantages while being **the first automated depot located within a remote location of NSW.**



AUTOMATED DEPOT ADVANTAGES

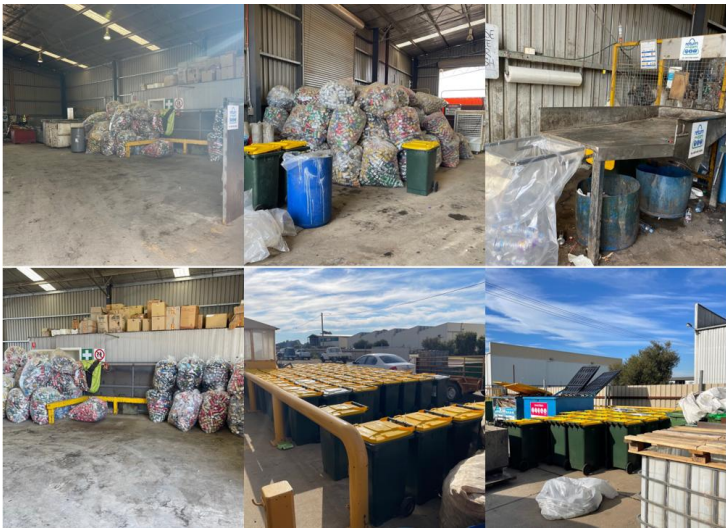
- 1. Lower Operating Costs:** Significantly reduce reliance on labour, minimising wages, supervision, and various cash-handling requirements. This results in a more efficient cost structure and improved margins over time.
- 2. High Throughput and Efficiency:** Machines can process large volumes of containers quickly and consistently. Minimised staff manual handling eliminates bottlenecks, allowing more containers to be processed per hour, particularly during peak periods.
- 3. Enhanced Customer Convenience:** Offer a faster (~100 containers per min.), easier experience with minimal wait times. Improving accessibility and encouraging repeat usage.
- 4. Scalable:** Can be expanded incrementally by adding machines as demand grows at nil cost to the operator
- 5. Data and Insights:** Detailed operational data, including transaction volumes and peak usage times. This supports better decision-making, labour forecasting, and performance optimization and can assist with ESG reporting.
- 6. Improved Customer Experience and Brand Perception:** Clean, modern, and technology-driven environments enhance user experience and align with sustainability goals. This strengthens community acceptance and supports partnerships bringing innovation to regional areas.
- 7. Consistent Sorting and Quality Control Technology:** Barcode scanning ensures accurate container recognition and reduces contamination, improving recycling outcomes and reducing disputes.
- 8. Services:** Technical support and bin clearances at no cost to operator

VOLUME GROWTH ACTIVITIES

Upon go live, TOMRA Cleanaway will provide the following assistance to generate awareness of the facility and drive volume to the site. This will include the following:

- Account management support: A dedicated Account Manager has been assigned to your site to provide front line support for any issues you may experience with your account . Your Account Manager can assist with training, site specific issues or concerns, service requirements and take any additional enquiries specific to your site and/or the scheme.
- Volume Growth project: TOMRA Cleanaway's dedicated BDM will provide project support on establishing new relationships, approaches to various commercial businesses and increasing awareness within Coonamble and surrounding townships.
- Communications support including Proactive Media support and local area marketing for launch and for ongoing milestones and storytelling
- Marketing support: including, but not limited to, local area marketing at launch, promotional materials featuring the Return and Earn logo and/or information, educational information and materials, and digital assets that feature the Return and Earn brand
- A grand opening event will be arranged with invitations to V.I.P's including NSW EPA, a representative of the Ministers for Environment, local community groups and charities and potential volume customers including pubs, clubs, hotels

OTC TO AD CONVERSION EXAMPLE



Operator as OTC



Operator after conversion to AD

SUPPORTING IMAGES



11.4 ECONOMIC DEVELOPMENT & GROWTH REPORT TO JUNE 2026 MEETING

File Number: -

Author: Manager Economic Development & Growth

Authoriser: Director Sustainable Communities and Planning

Annexures: 1. Project Management Options - Artesian Baths - JRA May26 [↓](#)

RECOMMENDATION

That Council receive and note the Economic Development and Growth report.

EXECUTIVE SUMMARY:

The Economic Development & Growth team are focused on initiatives aimed at:

- Assisting the growth and retention of local business and population.
- Attracting diverse, sustainable and responsible new industry and development.
- Building the profile of the Coonamble LGA to attract investment, industry, news residents and tourism.

BACKGROUND:

The EDG portfolio includes both economic development and tourism components.

Key projects and activities included in Council's strategic and operational plans are being progressed as outlined below:

REPORT:

Economic Development

Sons of the Soil site (SOTS) redevelopment – Options Analysis (budgeted)

- EOI process for interested buyers - See **separate report**.
- Structural Engineer visited 1 and 2 June to conduct inspections on SOTS verandah in order to provide a detailed scope for costing. Preliminary advice is positive.

Next steps:

- Await report from Structural Engineer (expected approx. 12 June).
- Await council decision on EOI process.

Housing Action Plan

- Began preparations to activate the adopted Coonamble Shire Housing Strategy through a Housing Action Plan.

- With support of other council staff have commenced mapping unoccupied houses and vacant land belonging to NSW Government, Community Housing Providers including Indigenous Housing Providers with potential to activate homes in partnership with Homes NSW and a registered Community Housing Provider.

Next steps:

- Prepare draft Housing Action Plan for commencement pending NSW Government endorsement of Coonamble Shire Housing Strategy.

Coonamble Main Street Enhancement (budgeted)

- Contacted main street businesses who had expressed interest in painting.
- 1 EOI received, 2 pending.
- Requested remaining funding to be rolled over to 2026/27.

NEXT STEPS:

- Determine level of assistance possible within budget.

Heritage Review for Local Environment Plan (grant-funded)

- Sent advice provided by heritage consultant David Scobie to owners of heritage properties who received a site inspection including Coonamble CWA and St Barnabas Anglican Hall, Quambone.
- Heritage consultant has provided information and advice for interpretive panels relating to Tin Town in consultation with Regional Art Trail project officer.

NEXT STEPS:

Support consultant in final phases of Heritage Review:

1. Review the primary recommendation to create heritage lists for the shire - Coonamble, Gulargambone and Quambone and the sundry areas.
2. Review the recommendation to create two heritage conservation areas for Coonamble and Gulargambone.
3. Review a proposal for future heritage advice to shire property owners.
4. Review a proposal for a nominal annual heritage grant scheme.
5. Table the report.

Business Activation Fund (budgeted)

- Two applications received. **See separate report for closed session.**

NEXT STEPS:

- Continue to promote next round of applications.
- Process payments of any approved applications in accordance with adopted policy and procedures.

Dental Services (staff time only at this stage)

- Gathering information on demand for service. Data provided so far by AMS (school screening results), Coonamble MPS and Western Local Health District Oral Health Team.
- Liaising with Coonamble Local Aboriginal Land Council (CLALC) regarding potential options if they choose to make the dental clinic space and equipment available. Provide info to CLALC at meetings scheduled for 2 and 9 June.

Next steps:

- Await CLALC determination of whether the clinic will be made available.
- Draft Prospectus to take to potential dental service providers.

Health Services Gap Analysis & Stakeholder Roundtable (staff time only)

- Requested by Mayor and General Manager (GM) in response to issues raised around access to paediatric services and the changing landscape of local health services.
- A stakeholder roundtable is proposed to identify local needs and gaps in services.
- Compiling list of relevant stakeholders and setting date for roundtable.

Next steps:

- Continue to liaise with health services to facilitate a local roundtable in June/July 2026.

Industrial Land Provision – Precinct development and land sale

- Awaiting outcome of land rezoning process and council budget for 2026/27.

Next steps:

- Begin process to prepare subdivision plan for site.

Business Support (staff time only)

- Responding to inquiries from private businesses.
- Received inquiries regarding options for (1) reactivating local abattoir, (2) wild game processing proposal, (3) shop-top housing.

Next steps: Link businesses to government-funded sources of advice and support. Provide relevant local information and facilitate connections to progress investment proposals.

Youth Accommodation – Coonamble and Gulargambone (staff time only, budget for ongoing management and operations TBC)

- Meetings held with three potential Property Managers. Discussions continuing.

Next steps:

- Continue to work with interested parties to submit documentation for a decision to be made.
- Recommend preferred option in conjunction with GM and Director Planning and Sustainable Communities.

EV Chargers

Next Steps:

- Await outcome of Kar Chargers' application for Coonamble shire under NSW Government's Electric Vehicle Fast Charging Grants.

Tourism & Events

Artesian Baths Operations & Marketing Plan (budgeted)

- Liaising with Jenny Rand & Associates (JRA) to research and develop the Plan.
- JRA has provided feedback on design and an overview of potential Management options for Stage 1 and Stages 2/3 of the facility. **See attached for information.**
- Survey distributed to councillors to help ascertain some key directions around design and operation.

Next steps:

- Continue to supply information to project consultant.
- Liaise with GHD and relevant stakeholders as needed.
- Work with other staff on project planning and capital expenditure review for the project.
- Support project consultant schedule as per below:

Month	April			May				June					July
Week Commencing - Monday	13th	20th	27th	4th	11th	18th	25th	1st	8th	15th	22nd	29th	6th
Week Number	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Project Start-Up													
Study Commissioned / Project Start													
Receive and review available documents													
Organise first visit, consultation & site inspection													
2. Research and Consultation													
Visit to Coonamble (3-4 days during this period)													
Research and consultation													
Collate research findings and discuss with Council													
3. Plan Preparation													
Prepare draft plans													
Consideration by Council													
Finalise Plans													

The completion of the project by end of June / early July is contingent on:

- Being able to commence the study in the week commencing Monday 13th of April and being able to visit Coonamble and undertake the consultation in the week commencing 20th April (preferred) or 27th April.
- There are no delays after submission of key research and consultation findings to Council in the week commencing 25th of May.
- There are no delays in getting asset management requirements and data, particularly operating cost data, from Council.
- Key people that need to be consulted, being available during the research and consultation phase.

Coonamble Museum – Remediation Work on Station & Stables

- Shreeji Engineers appointed. Structural Engineer Hari Gohil has conducted site investigations on Monday 1 and Tuesday 2 June. Preliminary advice indicates a manageable outcome to remediate damage to the former police station and stable buildings.

Next Steps:

- Commission detailed engineering report, including scope of works suitable for costing. Expected ETA is around 12 June.

Tourism Signage: (budgeted)

- Signage audit: for Quambone, Gulargambone & Coonamble is complete.
- Town entry signs: Quambone, Gulargambone & Coonamble are installed.
- Flagpoles and banners: Poles have been supplied. Banners are designed and ordered awaiting delivery, 6 new designs in total. Request for installation of new flagpoles has been made.
- Shire Entrance Signage: Quote for the design has been received, and initial stages of design concepts have started, once designs are received, they will be shared with Council.
- RV Friendly Camping at Showground: QR code for payment/donation for stay at the RV Friendly site has been updated and installed on the current signage at the showground along with new information signs for the back of the toilet doors. Since installation Council has received multiple bookings and payments. The RV Friendly Campsite is currently closed due to the Coonamble Show and Rodeo from 24 May until 10 June.

Freedom Ride Trail – Blue Plaque

- Coonamble Shire Council has been approached by the Heritage NSW Blue Plaque Team following a community engagement process undertaken as part of the '1965 Freedom Ride Blue Plaque Trail'. Through this process, Gulargambone was identified as a significant location associated with the Freedom Ride and has been selected to receive a commemorative Blue Plaque as part of the statewide trail initiative.
- The location for the plaque has now been confirmed on the exterior wall of the Two Eight Two Eight building with the approval of the property owners. Installation is currently anticipated to occur in June, with an official unveiling event proposed for July. Final dates are yet to be confirmed.
- Background on Gulargambone's significance to the Freedom Ride – supplied by Heritage NSW:

When the Riders reached Gulargambone on 13 February 1965, they were given only an hour to visit the local Reserve. In that brief visit, something powerful happened. People were willing to talk.

The Riders heard honest stories about the difficulty of finding regular work and the poor housing conditions Aboriginal people were forced to live in. Their daily lives were shaped by uncertainty and discrimination.

"Spoke to Mr and Mrs Baxter – very old and very interesting. Apparently, town jobs for aborigines impossible to get, shearing jobs pay well but are uncertain and seasonal. Welfare board and police very much disliked. Housing very poor." - Anne Curthoy.

In town the Riders carried out more surveys, confirming what they heard on the Reserve. They learned about local 'rules', like only select Aboriginal people being allowed into the pub, and the cafe refusing to serve Aboriginal customers.

Next steps:

- Await date for launch event.

Coonamble Regional Art Trail (grant-funded)

- Project Manager visited week of 18 May.
- Quambone Contemplation Circle – design created, fabricator engaged, and foundation works are being negotiated.
- Gulargambone Metal Galah sculptures – Brain Campbell has begun construction of the Galahs.
- Smith Park Murals (Amenities Block) – mural artist Lukas Kasper has been formally engaged to deliver the Smith Park mural project. Following further project review, it was determined that the scope of works will focus solely on

the amenities block, with the bore shed—originally included within the project scope—now allocated to a separate project initiative.

A collaborative workshop was facilitated by the Project Manager on Wednesday 20 May, involving local artists alongside Lukas Kasper to assist in the development of the mural concept and ensure local input into the creative direction of the project.

A draft mural concept was subsequently distributed to all Councillors for review and comment on Thursday 28 May. Five (5) Councillors endorsed the artwork and/or the process undertaken, one (1) provided feedback only. Two (2) Councillors did not respond.

- Tin Town Contemplation Circle – initial design concepts have been created with the input of local community members.

Next steps:

- Proceed with creation and installation of artworks.
- Mural painting to commence on site week beginning 22 June.

Real Country Regional Tourism Collaboration

- Real Country Destination Strategic Plan adopted.
- Real Country project, Warrena Creek Reserve development business case adopted in principle.
- Real Country gift hampers created and sold over the Christmas period and still available for purchase at our Information & Exhibition Centre.
- IG account: @thisisrealcountry active with engagement increasing.

Next Steps:

- Creation of Warrena Creek Reserve Masterplan with the incorporation of the Real Country infrastructure works.
- Creation of Warrena Creek Reserve Plan of Management.

Country Heartline – Regional Drought Resilience Program Grant consortium project

- This is a collaborative initiative between Bogan and Warren Shires, led by Warren Shire staff, with a similar objective to the Real Country Regional Tourism partnership involving Coonamble, Gilgandra and Warrumbungle Shires.
- The initial funded phase is now complete, delivering a comprehensive suite of resources including a digital media implementation plan, strategic marketing

plan, Agritourism Start-Up Handbook, Country Heartline map and brochure, signage templates, website and social media platforms, as well as three workshops delivered across the three participating shires.

- Locations for the new Country Heartline information signs has been decided, with one being installed in Smith Park and another at the RV Camping site at the Coonamble Showground. Council also received 2 wayfinding signs which one will be installed in Quambone and the other Gulargambone. All four signs are to be installed mid-June.

Next Steps:

- Work with Bogan & Warren Shires on social media plan and new business onboarding plan.
- Installation of information & wayfinding signage.

Neville Owen Collection – Digitisation

- The Neville Owen Collection of photographs and negatives is held by Coonamble Shire Council on behalf of the Coonamble district community, having been bequeathed by Mr Owen prior to his passing in 2020.
- Council has previously sourced grant funding to engage specialist consultants to undertake a Collection Significance Assessment (2012) and a Preservation Needs Assessment (2014). These documents are prerequisites for a funding application to digitise the collection.
- Council was approached by local history enthusiasts to progress this. An opportunity became available through the Community Heritage Grants of the National Library of Australia. With support from local organisations and Morris Piper, an application for funding was submitted on 7 May 2026.
- A further opportunity is available in June for a much smaller amount through the Royal Australian Historical Society (RAHS). Investigations are underway as to the eligibility for this grant.

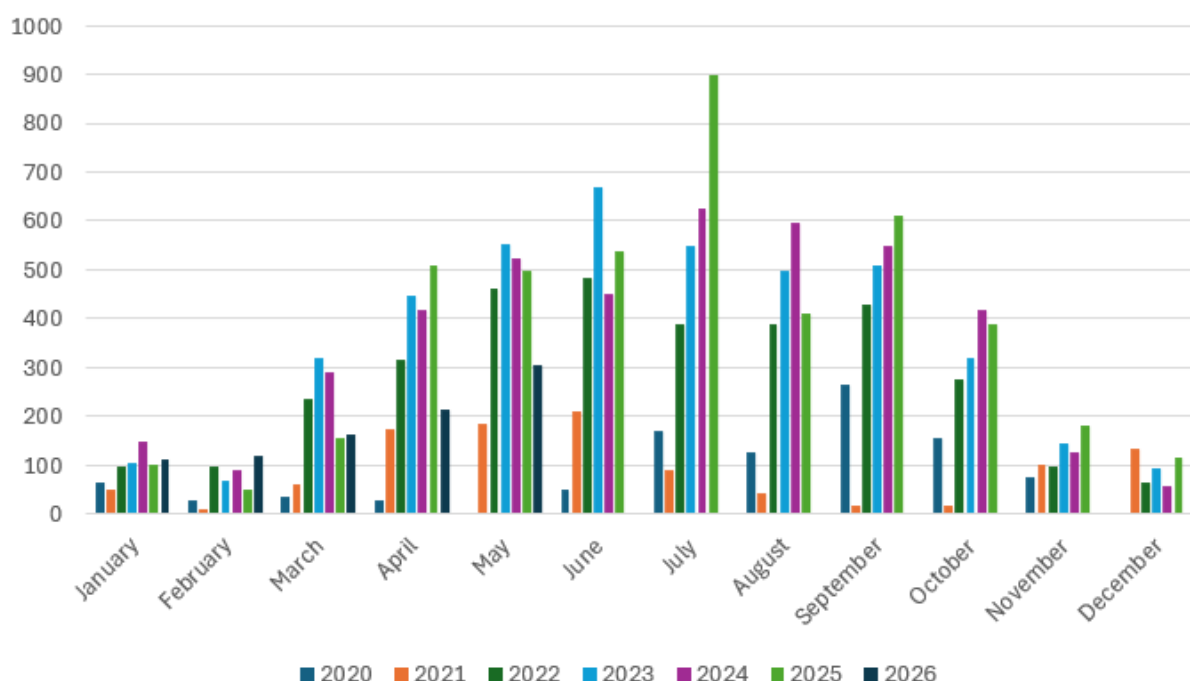
Next steps:

- Await outcome of CHG funding.
- Consider application to RAHS.

Coonamble Information and Exhibition Centre

- Since the previous reporting period, the Coonamble Information and Exhibition Centre has welcomed a total of 304 visitors during May. This represents a significant decrease compared to the same period last year, which recorded 497 visitors.
- The decline in visitor numbers is attributed to broader factors impacting the tourism industry nationally, including the current cost of fuel affecting travel patterns.
- Despite this, the Centre continues to play an important role in supporting visitors to the region and enhancing their overall experience.

Coonamble Information & Exhibition Centre Visitor Stats



Cowchella

Planning for Cowchella is continuing to progress, with artist bookings currently being finalised and formal confirmations expected to occur over the next month. The event program is continuing to take shape, with a strong focus on delivering a vibrant and engaging festival experience that reflects the unique character of the region.

Development of the Cowchella brand has now been completed, with marketing materials and event collateral currently being rolled out across multiple channels.

This includes promotional assets designed to build community awareness and excitement ahead of the event, while also establishing a strong and recognisable identity for Cowchella moving forward.



Council has secured a valuable promotional opportunity through the support of the Coonamble Rodeo, who have kindly agreed to allow Cowchella promotion during the June Long Weekend Rodeo festivities. As part of this activation, a combined Cowchella and Coonamble Information & Exhibition Centre promotional stall will be present at the event, providing an opportunity to engage directly with attendees and visitors. Event banners and supporting signage will also be installed throughout the precinct to help generate visibility, awareness, and anticipation for the festival.

The new Cowchella branding has been well received internally and forms a key component of the event's refreshed identity. In addition, a range of branded merchandise has been developed and will be available for purchase as part of the event rollout, further contributing to the festival atmosphere and promotional reach of the event.



Coonamble Riverside Caravan Park

Council staff conducted an inspection of the park at the request of the Manager, regarding a range of safety, security and visitor access matters.

The following maintenance and improvement works have been identified:

- Quotations are being obtained for the installation of new secure doors and locking systems for the male and female amenities blocks. These upgrades have been identified as a safety and security priority and will enable the facilities to be secured after hours, and use limited to paying visitors only.
- Quotations are also being sought for repairs to the (two older) cabin access steps, which are cracked and have been identified as a safety concern.
- An internal request has been submitted for the delivery of road base to address significant potholes within the park driveway that are impacting vehicle access and visitor safety.

Council continues to receive 25% of rental income generated from the villas located within the Caravan Park.

MANAGEMENT OPTIONS – Stage 1

Stage 1: Artesian pool + amenities, primitive camping area for self-contained rigs only.
Revenue Generating Potential = Low

Revenue Estimate:

Assumptions:

- Free entry to the pool
- Fee for primitive camping - per rig per night (comparison: Pilliga = \$7, Burren \$5)
- Camping area can be accessed 365 days per year (no closure due to wet weather, roads to Coonamble are not closed by flooding etc)

Note: Both Narrabri and Walgett Council operate Pilliga and Burren bore baths on an honour system through the ability to pay on-line with Walgett Council also having a cash box at Burren Junction. Both Councils estimate that they are receiving about 60% of the revenue they should be receiving as some visitors (generally the drifters) are not paying any site fees while some visitors are not paying for all of the nights that they are staying.

	Days	Average No. Rigs / Night	Total Site Nights	Notes
Low Season	151	3	453	November, December, January, February, March
Shoulder season	122	20	2440	April, May, September, October
Peak Season	92	40	3680	June, July, August
Total	365	18	6573	
	Site Fee per Night		Est Revenue Potential	Assume 60% recovered
	\$5		\$32,865	\$19,719
	\$7		\$46,011	\$27,607
	\$10		\$65,730	\$39,438

Stage 1: On-site Operations / Management Tasks

Daily – estimated time 1-2 hours per day – 7 days per week during peak times; 5 days per week other times – this will often just be a quick check during the low season and there will be nights when there will be no vans.

- Check filtration plant / chlorinator & water quality testing
- Clean and re-stock amenities
- Sweep / hose pool deck
- Rubbish removal - empty bins / remove litter
- Check camping area

As Needed

- Empty and clean pool (depending on the filtration system – could be weekly or once every 2-3 months)
- Lawn mowing / weed control
- Road grading / re- gravelling (if unsealed access road)
- Landscape development and maintenance
- Repair any vandalism / graffiti etc
- Maintenance and repairs
- Ranger services

Off-site Operations

- Financial management
- Marketing and Promotion

Stage 1 Management Options will be limited

Management Option	Description	Advantages	Disadvantages
1. Council-operated	Council outdoor staff responsible for daily maintenance; financial management undertaken in-house; marketing undertaken by Tourism Unit.	• Quality control – ensure that the facility is well maintained. • Minimises risk if Council is responsible for maintenance. • Visual presence on-site daily – contact with visitors to the facility – able to respond to complaints and to discourage people from over-staying / moving in.	• Higher cost – Council award rates for outdoor staff are higher than the private sector. • Penalty rates on weekends • No full-time on-site supervision – increased potential for vandalism and/or anti-social behaviour. - increased possibility that campers do not pay site fees / do not pay correct site fees.
2. Some services outsourced.	Council contracts out the daily cleaning and/or grounds maintenance (mowing, weeding, litter removal). e.g the Racecourse has a groundsman, and Council could contract the Jockey Club to clean and/or undertake grounds maintenance at the artesian pool and camping area.	• Potentially a lower cost to Council. • Jockey Club / local business responsible for staff on-costs • Reduces workload on Council outdoor staff / resources not diverted from other activities. • Income for the Jockey Club or local business.	• Potential reduction in quality control.
3. Caretaker (unpaid)	Council enables a Caretaker to reside on-site free of charge (Council meets cost of power, water etc) in return for supervision and potentially cleaning and/or grounds maintenance (free or pay a small stipend).	• Active and passive surveillance – reduced potential for vandalism, theft and/or anti-social behaviour. • Point of contact on-site for emergencies, issues etc – with caretaker having a direct line to Council. This should ensure faster response times to issues. • Visitors feel safer.	• Challenges of supervising / managing a volunteer, plus liability considerations. • Potentially difficult to attract caretakers. • Cost of providing power and water to the site occupied by the caretaker.

		• Interaction with visitors with the caretaker being an 'ambassador' for the area – answering questions and encouraging travellers to stay and explore. • Ability to check whether visitors have paid site fees – onsite presence is likely to result in a higher compliance rate – resulting in higher revenue received.	
4. Caretaker – Paid	Council pays a Caretaker to reside on-site free of charge (Council meets cost of power, water etc) in return for supervision and cleaning and/or grounds maintenance.	As above • High compliance rate for campers paying fees • Cleaning and grounds maintenance undertaken as part of the caretaker's role.	• Cost to Council – wages, power, water – will operate as a loss as revenue will be low

MANAGEMENT OPTIONS STAGES 2 & 3 – Caravan Park incorporating cabins and powered and unpowered sites

Classification: Tourist / Holiday Park: catering exclusively to the short-term visitor market

Management Considerations:

- Whether the complex can be managed as a single facility, or whether the pool and caravan park are two separate entities.
- Length of stay – setting occupancy limits
- Safety and compliance / WHS standards, policies and audits
- Asset planning, protection and renewal
- Risk identification, management and mitigation
- Pricing and yield management
- Booking and refund policies – reservation systems capability
- Insurance – who is responsible for what
- Digital marketing and distribution / ownership of domain names, websites and social media sites
- Financial management
- Depreciation and tax planning opportunities
- Delivery of high quality guest experience
- Governance
- Ongoing improvements and investments
- Staffing – recruitment, induction and training

Management Option	Description	Advantages	Disadvantages / Challenges
1. Council operated – as part of mainstream operations	• Council responsible for all aspects of park management with outdoor staff responsible for daily maintenance; financial management undertaken in-house; marketing undertaken by Tourism unit. • Council meets all operating costs and retains all profit.	• Quality control – ensures that the facility is well maintained and operated (reputation protected). • Minimises risk if Council is responsible for maintenance. • Visual presence on-site daily – contact with visitors to the facility – able to respond to complaints and to discourage people from over-staying / moving in. • Ability to re-invest all profits in the facility.	• No incentive to grow the business or maximise visitation and/or financial returns. • Cost – may need to pay penalty rates on weekends. • No full-time on-site supervision – higher risk of vandalism, graffiti, anti-social behaviour • Potential for visitors not to pay, or to stay longer than they pay for. • Staff may not have the skills / expertise to operate and/or market the property. • Logistics of dealing with difficulties that arise / potentially a convoluted process to make operational decisions – issues can take longer to resolve if having to go through several layers of internal management, tender processes etc. • Council sets fees and charges – lack of flexibility to change to build occupancy, yield manage, negotiate, discount, value-add, package etc. • Not core business of Council – operating profits may not be re-invested in the business. Annual operating budget subject to Council approval, with discretionary spend (e.g. marketing) cut if Council trying to reduce costs.
2. Council employs an on-site caretaker / manager	Council owns the Park but employs a manager (with skills and expertise) to manage the facility. The Manager could live on-site with housing being part of the employment contract. The Manager is generally paid a salary and works to a Statement of Duties. The salary may be structured to include an incentive. Council generally handles the marketing and promotion – although this could be part of the Manager's responsibility.	• Manager could be responsible for both the pool and the caravan park. • Manager has caravan park experience. • Salary package could include an incentive to encourage the manager to operate the facility as a business. • Council retains quality control. • Majority of site fees likely to be collected. • Minimises risk if Council is responsible for maintenance. • Some delegated responsibility for decision-making – reduces response times. • On-site supervision; lower risk of vandalism and anti-social behaviour	• May need to provide on-site accommodation. • Difficulty of recruiting a manager with the necessary skills and/or expertise. • 24/7 business – wage cost if Council has to pay penalty rates. • Council sets fees and charges – lack of flexibility to change to build occupancy, yield manage, negotiate, discount, value-add, package etc. • If wage package does not include an incentive – it is not in the Manager's / Caretaker's best interest to maximise visitation. • Not core business of Council – operating profits may not be re-invested in the business. Annual operating budget subject to Council approval,

Management Option	Description	Advantages	Disadvantages / Challenges
			with discretionary spend (e.g. marketing) cut if Council trying to reduce costs.
3. Management Contract (Third Party Individual or Management Company)	• Council retains ownership of the land and business but contracts a specialised third party management company to operate the facility. The management company handles all staffing, marketing, maintenance and guest services according to KPIs. • Council receives all revenue and generally pays the Manager / management company a base fee plus an incentive fee (generally a percent of operating profit)	• Skilled / professional management. • Council can maintain quality control by including minimum standards and procedures in the management contract. • An established management company can leverage their membership base and centralised marketing, reservations and other systems to optimise park performance. • Use of incentives contributes to building the business and maximising performance. • Council retains a share of the profits – which can be reinvested in the facility. • More control over a management contract than a lease agreement. It is generally easier to remove a non/under-performing manager than a non/under-performing lessee. • Council should have access to all performance data.	• Securing a skilled manager. • Park maybe too small to attract a management company – The major companies are often looking for 150+ sites in a popular tourist destination. • Potential for skimming if comprehensive monitoring provisions are not in-place.
4. Leasehold Business	Council leases the land and the business operations to a separate entity / business. Operating parameters / KPIs can be built into the lease agreement. Council (Lessor / Landlord): • Receives a regular rental payment • Responsible for all infrastructure, structural repairs and fixed items and equipment (e.g. toilets, hot water systems) and required to maintain the property to a specified standard for the duration of the lease. Lessee: • Responsible for the day-to-day operations and the up-keep of the Park and chattels as well as employment of staff and marketing and promotion. • Generally lives on site (or employs an on-site manager).	• Removes the day-to-day need for Council to oversee the facility. • Council minimises its financial exposure and risk – Council receives a guaranteed income and some of the legal responsibilities and liabilities of running the facility are transferred to the Lessee • Lessee may be prepared to purchase and install cabins (note: Ownership would remain with the Lessee). • Potential for a reduced rent if Lessee invests in cabins, with cabin ownership reverting to Council for no or a minimal agreed purchase price at the end of the lease.	• Significantly reduced control over quality of facilities and services delivered. Unless the lease conditions strongly align with Council expectations and include KPIs and provisions for enforcement, there is potential for damage to the facility and/or reputation. It can be difficult and/or costly to enforce lease conditions and KPIs. • Lessee generally responsible for setting fees and charges (unless specified otherwise in the lease). • Lessee will focus on generating profit through growth in occupancy and/or site fees and minimising operating costs. May take short-cuts with repairs and maintenance, particularly approaching the end of lease – run down the asset. • No / minimal access to performance data, unless specific reporting provisions are included in the lease.

Management Option	Description	Advantages	Disadvantages / Challenges
	- Retains all profit after operating costs and rent payment. - The industry standard for new leases is 30 years, generally made up of a fixed term (e.g. 10 years minimum) and options to renew (e.g. 4x 5 year options). - CPI increases and rent reviews should be built into the lease agreement. - The value of the lease is generally determined by: the value of the business (potential to generate profit), the chattels provided (generally who provides the furniture, fittings and equipment needed to run the business); and good will.		
5. Public / Private Partnership	Council enters into an agreement with an investment body / management company (partner) to share the cost of development and share operating profit – to an agreed formula. Council would probably be responsible for road construction; provision of water, sewer and power; bore and pool construction; fencing and lighting. Partner could be responsible for purchasing and installing the cabins and potentially the parks amenities, playground and camp kitchen. Partner given rights to manage – either through a management agreement or lease.	- Additional revenue available for construction – move to Stages 2 and 3 more quickly. - Operations – Management agreement or lease – see above	Operations – Management agreement or lease – see above Council does not own the cabins / buildings – may have an agreement to purchase at the end of the lease / management agreement or will need to find funds to replace.

11.5 BUSINESS ACTIVATION FUND - APPLICATION FOR ASSISTANCE**File Number:** -**Author:** Manager Economic Development & Growth**Authoriser:** Director Sustainable Communities and Planning

Annexures:

1. 4Barrels Firearms & Outdoors BAF appn Apr2026 - Closed (Public Excluded)
2. 4Barrels LOS from accountant - Closed (Public Excluded)
3. Gular Bowling Club BAF appn May26 - Closed (Public Excluded)
4. Gular Bowling Club financial statements - Closed (Public Excluded)
5. Gular Bowling Club LOS from accountant - Closed (Public Excluded)

RECOMMENDATION**That Council:**

1. Approve the application from 4Barrels Firearms & Outdoors under the 2025/26 Business Activation Fund allocation.
2. Approve the application from Gulargambone Bowling Club under the 2025/26 Business Activation Fund allocation.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Councillors with information to assist in considering two applications for the Business Activation Fund (BAF).

***Please note that the application and all associated documents are to be treated as confidential as per the Business Activation Policy.*

BACKGROUND

The Coonamble Shire Council Business Activation Fund was established in 2023.

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

Council's Community Strategic Plan 2025-2035 has the goal that *"we support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business."*

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

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

- An existing small business, located outside Coonamble Shire, to relocate or establish within the Shire.
- A new small business to establish within Coonamble Shire.

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

Approval of an application under the Fund provides a maximum of \$5000 (inc gst) to any single eligible business.

REPORT:

Application from 4Barrels Firearms

The application by 4Barrels Firearms & Outdoors meets all the eligibility criteria outlined in the Business Activation Policy.

The business is locally owned and was established by Nick Jackson in October 2025. Nick returned to Coonamble to work in his family's business and has now taken the leap as a solo entrepreneur.

The business is operating from the premises formerly occupied by Murtech Munitions at 42 Aberford Street in the Coonamble CBD. The CBD has a low occupancy rate and has recently seen the exit of two businesses from main street premises.

As well as providing firearms and ammunition supplies, the business is expanding to offer other camping, hunting and outdoor recreation products. Customers are mostly local plus others primarily from Dubbo to Narrabri, with some passing interstate customers on weekends.

The business owner has also sought advice on business systems from a Business Concierge under the Department of Primary Industries & Regional Development.

If approved, the BAF contribution would be utilised to purchase and implement digital systems (e.g. point of sale to include barcode scanner) plus some signage on town outskirts and a website to raise awareness of the business' offerings.

The application and supporting letter from their accountant are attached.

Application from Gulargambone Bowling Club

The application by Gular Bowling Club meets all eligibility criteria, noting community-ownership with governance by a volunteer board within a commercial business structure.

The Bowling Club is the primary hospitality venue serving the Gulargambone district. It also hosts a secondary business (Chinese food) which is currently the town's only restaurant-style + takeaway option.

It also provides a venue for a wide range of other community activities, underpinning most local events and fundraisers, and services visitors staying at Gular Caravan Park.

If approved, the BAF contribution would be utilised to purchase additional outdoor seating as they work to improve and update their outdoor entertainment facilities.

The application, supporting letter and financial statements are attached.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Cultivating Our Wealth
Our Assets	N/A
Our Country	N/A
Our Leadership	Stepping up to Help

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	N/A
Environmental	Positive
Economic	Positive
Governance	Positive

Financial Resource Implications:

The applications would be funded through the Business Activation Fund for 2025/26.

The budget for Coonamble BAF has \$15,000 remaining.

The budget for Gulargambone BAF has \$10,000 remaining.

Policy / Legal and Statutory Implications:

Consideration of this application is within Council's Business Activation policy adopted on 11 May 2026.

Risk Management – Business Risk/Work Health and Safety / Public:

Adopted procedures will be followed in managing this process.

Options:

1. Approve the application for assistance by either or both applicants.
2. Reject the applications for assistance by either or both applicants.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

11.6 SONS OF THE SOIL HOTEL - PURCHASE ENQUIRIES**File Number:** -**Author:** Manager Economic Development & Growth**Authoriser:** Director Sustainable Communities and Planning**Annexures:** Nil**RECOMMENDATION****That Council:**

- 1. Commence a formal Expression of Interest (EOI) process for the future use and occupation of the Sons of the Soil Hotel building;**
- 2. Develop and publicly advertise EOI documentation outlining:**
 - Available information relating to the building;**
 - Council objectives and priorities;**
 - Assessment criteria; and**
 - Submission requirements;**
- 3. Establish assessment criteria that considers:**
 - Economic and community benefit;**
 - Proposed use of the building;**
 - Financial capacity;**
 - Deliverability and proposed timelines; and**
 - Alignment with Council's strategic objectives; and**
- 4. Receive a further report following the completion of the EOI process outlining submissions received and recommendations for Council consideration.**

EXECUTIVE SUMMARY:

The purpose of this report is to recommend that Coonamble Shire Council undertake a formal Expression of Interest (EOI) process for the future commercial use and occupation of the Sons of the Soil Hotel (SOTS) building in the main street of Coonamble.

BACKGROUND

The Sons of the Soil Hotel is a building of significance and highly valued by the local community. It has a large footprint and is the dominant structure in the town centre's largely intact art deco streetscape.

It was purchased by Coonamble Shire Council in 2023 as an opportunity to enhance the main street. In September 2024 Council called for Expressions of Interest to redevelop the site, an arrangement was negotiated, however the sale did not proceed due to the proponent failing to meet the conditions of the contract.

Council remains the owner and has instructed Council's Manager Economic Development and Growth (EDG) to investigate options for redevelopment.

Previous priorities for site reactivation have been to:

- help fill gaps in the local service and business mix
- support efforts to rejuvenate the town's commercial centre
- elevate local community groups and enterprises
- capitalise on the building's cultural and heritage significance
- become part of the district's tourism offering
- assist in addressing the critical shortage of short- or long-term accommodation.

So far in 2026 several interested parties have inspected the building and indicated potential interest in undertaking commercial activities within the premises. These proposals have included a range of possible uses and business opportunities.

At the same time there has been a number of concerns raised, and investigations undertaken regarding the structural integrity and soundness of the building. These have been further highlighted with damage resulting from a vehicle impacting one of the verandah posts.

Given the level of interest and the strategic importance of the building to the future activation of the main street, it is considered appropriate that Council establish a formal Expression of Interest (EOI) process to guide the assessment and future use of the building.

REPORT:

A preliminary structural review of the building has been undertaken. In addition to the structural considerations, relevant findings and recommendations from the CBD Master planning and Heritage Study must also be taken into account as part of Council's decision-making process.

To address the current safety concerns, structural support scaffolding has been erected under the verandah and Council has engaged a structural engineer who has significant experience with heritage buildings to undertake a detailed assessment of the verandah structure.

The assessment will identify the extent of structural issues and provide recommendations for an appropriate scope of remedial works.

At the same time, the structural engineer has also been undertaking assessment work on the Museum building, allowing for efficiencies in engagement and coordination.

It is considered important that the structural condition of the building, together with any potential remediation scope and associated constraints, be clearly understood prior to commencing an Expressions of Interest (EOI) process. This approach will ensure that interested parties are provided with the best available technical

information and qualified professional assessment when developing proposals for the site.

Establishing a clear understanding of the structural issues will also assist Council in forming a position on potential future scenarios that may require broader community consultation, including options involving alteration or removal of significant structural or heritage elements.

At the time of writing this report, the Structural Engineer had undertaken a site visit and the required assessment. Initial indications suggest that the verandah issues can be satisfactorily resolved and are unlikely to have a significant impact on the Expression of Interest (EOI) process. It should be noted that this advice was provided verbally and is subject to confirmation through the engineer's formal report. Nevertheless, there is a strong level of confidence that an appropriate scope of remediation works can be identified and incorporated into the EOI documentation. It is also anticipated that this information may be available for Council's consideration at Council's June meeting.

Reasons for Undertaking an EOI Process:

1. Fairness and transparency

A formal EOI process would ensure Council maintains a fair, transparent and accountable process that is consistent with the principles and obligations of the NSW *Local Government Act*.

The process would provide all interested parties with an equal opportunity to submit proposals for Council's consideration.

2. Equal access to information

An EOI process would ensure that all proponents receive access to the same information relating to the building, Council expectations, available opportunities and assessment criteria.

This would minimise any perception of preferential treatment and support procedural fairness.

3. Strategic assessment of the building's best use

The EOI process would provide Council with the opportunity to formally assess and determine the most appropriate long-term use for the building.

Through the assessment process, Council staff will establish evaluation criteria aligned with its strategic priorities, including consideration of whether the preferred outcome is:

- Operation of a hotel/pub;
- Commercial or retail space;
- Accommodation;
- Mixed-use development; or
- Another community or economic development purpose.

This process would allow Council to assess proposals against measurable criteria and determine which proposal delivers the greatest economic, social and community benefit to Coonamble.

Additional benefits of an EOI process:

1. Facilitating suitable outcomes

The EOI process may identify proposals that are valuable to the community but potentially better suited to alternative locations within the Shire.

This would provide Council with the opportunity to work collaboratively with proponents and potentially facilitate other development outcomes where appropriate.

2. Formal and contractual engagement

The EOI process would also allow Council to commence a formal and contractual engagement process with shortlisted proponents.

This could include the negotiation of agreements that establish:

- Clear timelines for delivery;
- Development milestones;
- Financial and operational commitments;
- Lease or purchase conditions; and
- Performance expectations.

Assessment criteria could specifically include the proponent's demonstrated ability to deliver the project within a reasonable timeframe.

Council may also consider contractual arrangements that protect Council's interests and ensure the building is activated in a timely manner.

At this stage, Council has not entered into a Contract for Sale and is therefore not required to prepare or issue the documentation ordinarily associated with a formal property transaction. The Expression of Interest (EOI) process is intended to gauge market interest and identify potential purchasers without committing Council to a sale or triggering the legal and procedural requirements that accompany a formal disposal process.

Progressing to a shortlist, or identifying a preferred respondent through the EOI process, enables Council to focus on assessing the merits of the proposals, including their strategic, economic and community impacts, independently of the contractual and legal considerations associated with a property sale.

Should Council subsequently determine that a sale is in the public interest, the necessary sale documentation and statutory processes can then be undertaken with greater certainty regarding the preferred outcome and purchaser.

3. Financial and Strategic Considerations

The Sons of the Soil Hotel is a significant asset within the Coonamble main street precinct. The future use of the building has the potential to contribute to:

- Economic activation;
- Tourism development;
- Increased accommodation capacity;
- Business growth;
- Main street revitalisation; and
- Community confidence and investment.

A structured EOI process would assist Council in achieving the best long-term outcome for the asset and the broader community.

Proposed EOI process and timeline:

June 2026

Present report to Council seeking endorsement to proceed with an Expression of Interest (EOI) process. Following Council's resolution, advise interested parties and the broader community of Council's intention to undertake the EOI process.

July 2026

Prepare and finalise EOI documentation, including evaluation criteria and submission requirements. Commence advertising and promotional activities through appropriate media channels and Council communications. Issue EOI documentation to the market.

August 2026

Close EOI submissions. Council staff undertake an initial review of submissions, including assessment against the evaluation criteria and any clarification required from proponents. A report is prepared for Council outlining submissions received and recommending a preferred approach.

August / September 2026

Council determines whether to: (a) identify a preferred proponent; or (b) shortlist one or more proponents and seek further information, detailed proposals or negotiations.

September 2026

Where required, a final report is presented to Council seeking endorsement of the preferred proposal and the future direction for the Sons of the Soil Hotel site, including any sale, lease or redevelopment pathway.

Note: Should Council wish to be directly involved in determining a shortlist of proponents, this process would occur following consideration of the August report, with a final recommendation and determination targeted for the September 2026 Council meeting.

LINK TO THE COMMUNITY STRATEGIC PLAN:

Focus	Strategic Area
Our Community	Caring for Community
Our Economy	Cultivating Our Wealth
Our Assets	Our Assets
Our Country	N/A
Our Leadership	Our Integrity

SUSTAINABILITY ASSESSMENT:

	Assessment
Social	N/A
Environmental	N/A
Economic	Positive
Governance	Positive

Financial Resource Implications:

Undertaking an Expression of Interest process has only minor advertising and staff time expenses attached.

Policy / Legal and Statutory Implications:

See formal and contractual engagement section above.

Risk Management – Business Risk/Work Health and Safety / Public:

The recommended approach provides council time to further consider any associated risks.

Options:**Option 1 - Do Nothing**

Council may elect not to proceed with an Expression of Interest (EOI) process at this time and retain ownership and responsibility for the Sons of the Soil Hotel. Under this option, Council would continue to investigate future opportunities for the site and consider potential remediation, redevelopment, leasing or disposal options as they arise. This approach may defer decision-making and expenditure in the short term; however, it is likely that Council would ultimately be required to facilitate, fund or support future actions associated with the site's ongoing management and development.

Option 2 – Proceed with an Expression of Interest (EOI) process

Council may undertake an EOI process to test market interest and identify potential proponents for the future use, lease or acquisition of the site. This option recognises Council's role in supporting social, economic and community development outcomes and provides an opportunity to assess a range of proposals against broader strategic objectives rather than solely financial considerations. The EOI process would allow Council to consider options including sale, lease, redevelopment or community-focused uses before determining a preferred pathway.

Option 3 – Proceed directly to sale

Council may elect to proceed directly to the disposal of the site through a formal sale process. Under this option, Council's primary objective would be the transfer of ownership of the property, with consideration generally focused on achieving a sale outcome, including assessment of offers received. While this approach may provide a more direct path to disposal, it offers limited opportunity to assess alternative proposals or broader social and economic development outcomes that may be identified through an EOI process.

Council Seal Required:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition: No

External Exhibition: No

12 INFRASTRUCTURE

12.1 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

File Number: -

Author: Executive Manager Operations

Authoriser: General Manager

Annexures: Nil

RECOMMENDATION

Receive and note the Infrastructure Services - Works in Progress report.

EXECUTIVE SUMMARY:

This report provides Council with an update of the works in progress in the Infrastructure Directorate. Updates are provided for each Departmental area which includes Utilities, Urban Services and Roads.

BACKGROUND:

Coonamble Shire Council's Infrastructure Department is responsible for the following services and facilities:

- Roads and Bridges
- Kerb and Guttering
- Stormwater
- Water
- Sewer
- Recreation and Open Spaces
- Swimming Pools
- Facility Cleaning
- Cemeteries
- Workshop
- Depots
- Aerodrome
- Plant and Fleet
- Buildings
- Emergency Management

REPORT:

UTILITIES

The Utilities team have undertaken the following work since the May Council meeting:

- Several water main breaks and leaking services have been repaired in and around Coonamble, Gulargambone and Quambone.
- Sewer Pump station blockages cleared in Coonamble, due to materials being flushed that don't break down.
- Ongoing maintenance at the Coonamble Water Treatment Plant (WTP).
- Investigations have commenced to get an approval from DCCEEW to re-drill Bore 5 and quotations are being sought for the drilling work and decommissioning of the existing bore.
- The bunding around the chemical tanks at the Water Treatment Plant is being prepared for repainting.

Upcoming works:

- *Redrilling Bore 5;*
- *Chlorination system to be installed at Bores 3 and 5;*
- *Removal of vegetation at Gulargambone Sewer plant;*
- *Gulargambone sludge pond to be desilted and banks reconstructed due to erosion;*
- *Installation of flow meter at head of sewer treatment plant works in Coonamble.*

URBAN SERVICES

- Planting of Paper Daisies in the garden beds.
- Preparation at Showgrounds for the Annual agricultural show.
- Rodeo June long weekend event preparation.
- Macdonald Park Playground – undertake repairs and Softfall reinstatement.
- MacDonald Park toilets repairs undertaken.
- Slashing of blocks and roadsides.
- Regular mowing of parks and ovals.

Aerodrome

- Completion of CASA inspection and audit.
- Regular inspections.

ROADS

Regional and Local Roads Maintenance

With the assistance of some much-needed rain the roads crews have been busy on the following roads whilst there is moisture available.

Wingadee, Sandy Camp, Billeroy, Hollywood, Emby and Gulargambone roads.

Quotations have been received and a consultant engaged to carry out a full survey and design of Pilliga Road to improve the flood capabilities of this road during wet weather, this project will provide council with a full suite of documents for grant submissions for funding. *(This project is externally funded).*

- *Maintenance grading of other Shire roads will continue until the end of the financial year as the moisture is found within the road base.*

RMCC

Maintenance is being completed in accordance with the Routine Maintenance Annual Plan (RMAP), (agreed schedule with TfNSW). This includes potholes patching, rest area cleaning, routine inspections, sign repairs and roadside slashing. Preparations are underway for commencement of work on the Castlereagh Highway intersection with Warren Road.

Upcoming works (now to end Financial Year):

- *Castlereagh Highway/Warren Road Intersection upgrade;*
- *Heavy Patching on Tooraweenah and Gulargambone Roads*
- *Maintenance grading and shoulder grading on local and regional roads where conditions and resources permit;*
- *Dish drain maintenance in Auburn and Wingadee Streets;*
- *Town entry signage replacement*

12.2 TOORAWEEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE

File Number: -
Author: Executive Manager Operations
Authoriser: General Manager
Annexures: Nil

RECOMMENDATION

Receive and note the Tooraweenah Road Upgrade Monthly Status report.

EXECUTIVE SUMMARY:

Council resolved to appoint MAAS Civil Pty Limited as the successful contractor at their extraordinary meeting held on 22 January 2026.

Works are scheduled to commence in May 2026 once all programming has been completed and management plans and safety documentation has been reviewed.

BACKGROUND:

Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungle National Park.

The section of road to be upgraded commences from the end of the sealed section at Coonamble and continues to the boundary with Gilgandra Shire Council.

The 56.8 km road currently consists of 30.1 km sealed pavement of varying width, followed by 26.7 km of unsealed road with an average width of 7m. The unsealed section includes two short-sealed sections that total 1.3km.

This project is to seal the remaining unsealed section of the road.

REPORT:

The following work has been undertaken since Council's previous update at their Ordinary meeting of Council on 13 May 2026:

- Project management plans are predominantly reviewed and approved.
- Possession of site has been granted as of 21 April 2026.
- The site compound has been established.
- Survey set-out has commenced.
- Fisheries permit has been obtained.
- Project Managements plans have been reviewed.
- Clearing and grubbing has commenced on the furthest section of the project with tree clearing and table drain works.
- Culverts have been relocated to the sites of installation.
- Graders, Excavators and trucks have been mobilised and works commenced on road formations.

There have been some wet weather delays with at least two weeks delay this is allowed for within the project plan and should not delay the delivery date of the project.

A request for the release of the remainder of the grant funding has also been submitted to the Federal Government, as per advice received from representatives of same. At the time of writing this report, we are waiting on a response. Our next monthly meeting with the funding body was held on 14 May 2026, and an update has been requested.

Upcoming works:

- *Continue to clear and grub.*
- *Continue with table drain clearing and formations.*
- *Continue with road formation and testing.*
- *Commence installation of culverts to adjacent access roads.*
- *Conduct regular meetings with contractors and project team.*

13 COMMITTEE REPORTS

Nil

14 CONFIDENTIAL MATTERS

RECOMMENDATION

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

14.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 13 May 2026

14.2 COONAMBLE ARTESIAN BORE BATHS (COONAMBLE ARTESIAN AND CULTURAL EXPERIENCE) - Construction of Bore and replacment of Bore 5 (Wingadee Street).

This matter is considered to be confidential under Section 10A(2) - c and d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

14.3 Request for Concession on Non-Residential Sewer Charges

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

14.4 Land Classification and Sale - 30 Bourbah St Gulargambone

This matter is considered to be confidential under Section 10A(2) - c of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

14.5 Extension of Quarry Manager Engagement to 31 December 2026

This matter is considered to be confidential under Section 10A(2) - c, d(i) and d(ii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business, commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

15 CONCLUSION OF THE MEETING