

COONAMBLE

SHIRE COUNCIL

BUSINESS PAPER

Ordinary Council Meeting Tuesday, 17 October 2023

Date: Tuesday, 17 October 2023

Time: 3.00PM

**Location: Shire Chamber
Coonamble**

**Tim Horan
Mayor**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Tuesday, 17 October 2023 at 3.00PM.

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1 OPENING MEETING**2 ACKNOWLEDGEMENT OF COUNTRY**

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

3 COMMUNITY CONSULTATION**4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS****5 DEPUTATION/DELEGATIONS****6 CONFIRMATION OF MINUTES****RECOMMENDATION**

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 13 September 2023 be confirmed as a correct record of the proceedings of the meeting.

COONAMBLE

SHIRE COUNCIL

MINUTES

Ordinary Council Meeting
Wednesday, 13 September 2023

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE SHIRE CHAMBER, COONAMBLE
ON WEDNESDAY, 13 SEPTEMBER 2023 AT 3.30 PM**

PRESENT: Mayor Tim Horan, Cr Karen Churchill, Cr Adam Cohen, Cr Pat Cullen, Cr Barbara Deans, Cr Bill Fisher, Cr Terence Lees, Cr Brian Sommerville

IN ATTENDANCE: Paul Gallagher (General Manager), Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure Services), Phillip Perram (Acting Director Community, Planning & Governance), David Levick (MED&G), Deborah Tatton (Manager Finance & Procurement), Mick Bell (Manager Parks & Urban Services), Sergei Iagunkov (Manager Water & Sewage), Lesley Duncan (Manager Planning, Regulatory & Compliance), Marina Colwell (Executive Support Officer).

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

Scott Richardson of the Bucking Bull Hotel presented an idea “Meat Me in Coonamble”, a concept on how to attract tourists to Coonamble by developing a food festival.

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

5 DEPUTATION/DELEGATIONS

Nil

6 CONFIRMATION OF MINUTES

MOTION

RESOLUTION 2023/29

Moved: Cr Bill Fisher
Seconded: Cr Pat Cullen

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 9 August 2023 and the Extraordinary Council Meeting of the Coonamble Shire Council held on Monday, 28 August 2023 be confirmed as a correct records of the proceedings of the meetings.

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

Against: Nil

CARRIED 8/0

7 DISCLOSURES OF CONFLICTS OF INTEREST

Cr Barbara Deans declared a non-pecuniary conflict of interest with Item 10.19 Tooraweenah Road Upgrade – Monthly Status Update, also in the Mayoral Minute item Inland Rail, as her property and place of residence is on that road. She indicated that she would remain in the room and participate in the discussion on the items.

Cr Adam Cohen declared pecuniary conflict of interest in items 10.18 and 12.1 Coonamble Swimming Pool Management as he has submitted an Expression of Interest to operate the facility.

The General Manager addressed Council announcing that he has received the written notificaiton via email today 13 September 2023 from Cr Ahmad Karanouh that he has resigned from Council effective immediately.

MOTION

RESOLUTION 2023/30

Moved: Mayor Tim Horan

Seconded: Cr Pat Cullen

That the resignation from Cr Ahmad Karanouh be accepted affective immediately, the position remain vacant until the 2024 Local Government elections and no bi-election be held.

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

Against: Nil

CARRIED 8/0

8 MAYORAL MINUTE

MAYORAL MINUTE

RESOLUTION 2023/31

Moved: Mayor Tim Horan
Seconded: Cr Pat Cullen

That the report be received and noted.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/32

Moved: Mayor Tim Horan
Seconded: Cr Karen Churchill

That council amends the date for the October council meeting to conduct the meeting on Tuesday 17 October 2023.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/33

Moved: Mayor Tim Horan
Seconded: Cr Barbara Deans

That a report be provided to council in mid-2024 for consideration in the 2024/25 budget submissions for the construction of a BMX/bike track in town.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/34

Moved: Mayor Tim Horan
Seconded: Cr Bill Fisher

That a report be provided to council in early 2024 following discussions with the owners of the Coonamble grain silos in railway street to develop them as a possible tourist attraction.

In Favour: Crs Tim Horan, Karen Churchill, Adam Cohen, Pat Cullen, Barbara

Deans, Bill Fisher, Terence Lees and Brian Sommerville
Against: Nil
CARRIED 8/0

RESOLUTION 2023/35

Moved: Mayor Tim Horan

Seconded: Cr Pat Cullen

That council begin to lobby and seek approval from the state government to replace the current weir wall to add additional height to store more water for longer periods of time during the dry periods.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/36

Moved: Mayor Tim Horan

Seconded: Cr Barbara Deans

That council install two of the fire risk signs allocated to the shire and fund the installation through the maintenance allocation.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/37

Moved: Mayor Tim Horan

Seconded: Cr Barbara Deans

That council begins to lobby the state government for a new Coonamble town fire brigade station.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/38

Moved: Mayor Tim Horan

Seconded: Cr Barbara Deans

That council investigate the concept of a town food festival.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/39

Moved: Mayor Tim Horan
Seconded: Cr Barbara Deans

That council speak to Kerry Schott and ARTC regarding the inland rail route within the Coonamble Shire and the development of the Curban rail crossing and any further action required that would develop transportation opportunities for the Shire.

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

Against: Nil

CARRIED 8/0

RESOLUTION 2023/40

Moved: Mayor Tim Horan
Seconded: Cr Pat Cullen

Council advise the rural fire service that it supports the allocation of their funds for the upgrade of new technology at the regional head-quarters in Coonamble.

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

Against: Nil

CARRIED 8/0

At 4.45 pm, Cr Pat Cullen left the meeting.

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

At 4.55 pm, Cr Pat Cullen returned to the meeting.

MOTION

RESOLUTION 2023/41

Moved: Cr Pat Cullen
Seconded: Cr Adam Cohen

That Council reintroduce a time of reflection with wording that is secular in nature replacing the antiquated Councillors Prayer and also update the chambers with the Kings photo.

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

Against: Nil

CARRIED 8/0

10 REPORTS TO COUNCIL

10.1 ELECTION OF MAYOR AND DEPUTY MAYOR SEPTEMBER 2023

RESOLUTION 2023/42

Moved: Cr Karen Churchill
Seconded: Cr Pat Cullen

- 1. That Council notes the contents of the report.**
- 2. That Council appoints the General Manager as Returning Officer to oversee and conduct the election of the Mayor and Deputy Mayor.**
- 3. That the method of voting for Mayor and Deputy Mayor is to be by secret ballot**
- 4. That the method of voting for Mayor and Deputy Mayor is to be by ordinary ballot - placing an "X" on the paper;**

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

Against: Nil

CARRIED 8/0

Councillor Horan vacated the Chair.

The Returning Officer, General Manager, and Director of Corporate Services conducted the election. The Returning Officer declared:

- Councillor Horan elected Mayor.
- Councillor Fisher elected Deputy Mayor.

Councillor Horan resumed the Chair.

RESOLUTION 2023/43

Moved: Cr Karen Churchill

Seconded: Cr Pat Cullen

1. That Council congratulate Cr Horan on his election as Mayor.
2. That Council congratulate Cr Fisher on his election as Deputy Mayor.

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

Against: Nil

CARRIED 8/0**10.2 FIXING OF DATES FOR COUNCIL MEETINGS FOR THE 2023/2024 MAYORAL TERM****RESOLUTION 2023/44**

Moved: Cr Adam Cohen

Seconded: Cr Pat Cullen

1. That Council fixes the dates and times for the 2023 / 2024 Ordinary Meetings as follows:

<u>Date</u>	<u>Location</u>	<u>Time</u>
17/10/2023	Council Chamber – Admin Building	3.00 p.m.
08/11/2023	Council Chamber – Admin Building	3.00 p.m.
13/12/2023	Council Chamber – Admin Building	3.00 p.m.
14/02/2024	Council Chamber – Admin Building	3.00 p.m.
13/03/2024	Gulargambone Memorial Hall	10.00 a.m.
10/04/2024	Council Chamber – Admin Building	3.00 p.m.
08/05/2024	Council Chamber – Admin Building	3.00 p.m.
12/06/2024	Council Chamber – Admin Building	3.00 p.m.
10/07/2024	Quambone Community Hall	10.00 a.m.
14/08/2024	Council Chamber – Admin Building	3.00 p.m.
11/10/2024	Council Chamber – Admin Building	3.00 p.m.

2. That the General Manager communicates the dates and venues of Council Meetings for the October 2023 to September 2024 period to staff and arranges for the times, dates and venues of future meetings, as listed in paragraph one (1) above, to be advertised on Council's website and in Council's column in the Coonamble Times in accordance with Section 9 of the *Local Government Act 1993*.

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

Against: Nil

CARRIED 8/0

10.3 DELEGATES TO COMMITTEES

RESOLUTION 2023/45

Moved: Cr Terence Lees

Seconded: Cr Bill Fisher

- 1. That Council notes this report.**
- 2. That Council Disbands the Roads Committee.**
- 3. That Council nominates Councillors as delegates to various committees until September 2024, as follows:**

COMMITTEE	DELEGATE	STAFF
General Manager’s Recruitment and Selection Committee (As required)	All Councillors	Nil
General Manager’s Performance Management Committee (Annually)	All Councillors to have input in the process, with the details of the actual review to be determined.	General Manager
Donations Committee (Twice per Year)	All Councillors	Director Corporate Services
Saleyards Management Committee (Twice per Year)	Cr Horan / Cr Cullen (Councillors without a Conflict of Interest need to be appointed)	Director Infrastructure/ Director Community, Planning, Development and Governance
Significant Development Proposals Committee (As required)	Mayor, Deputy Mayor, Cr Deans	General Manager, Director Infrastructure, Manager Economic Development & Growth
Youth Council	Mayor / Cr Cohen	Director Community, Planning, Development and Governance
Local Traffic Committee (Quarterly)	Local members representative. TfNSW representative NSW Police	General Manager / Director Infrastructure / Manager Roads
(1) Council adopted the frequency of Committee Meetings as shown in the first column. (2) The staff member whose name is shown as the responsible person for the proper administration of Committee Meetings.		

(3) The Code of Conduct Review Panel will become defunct by Council adopting the revised Code of Conduct 2020 (as part of the Ordinary Meeting).		
ii)Outside Community Committees		
COMMITTEE	DELEGATE	STAFF
Bush Fire Management	Mayor/Cr Deans	Director Corporate Services
Local Emergency Management – Operational Committee	Nil	Director Infrastructure
Outback Arts	Cr Deans/Cr Sommerville	Manager Economic Development & Growth
Coonamble Together Partnership Group	Mayor / Cr Cohen	Director Community, Planning, Development and Governance
North Western Library Cooperative	Mayor/ Cr Deans (as backup)	Director Community, Planning, Development and Governance
Castlereagh Macquarie Weeds County Council	Cr Fisher/Cr Cullen	Nil
Chamber of Commerce	Cr Sommerville	General Manager and / or Manager Economic Development & Growth
Quambone Resources	Cr Sommerville/Cr Lees	Nil

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

Against: Nil

CARRIED 8/0

10.4 CORRESPONDENCE

RESOLUTION 2023/46

Moved: Cr Barbara Deans

Seconded: Cr Pat Cullen

That the report be received and noted.

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

Against: Nil

CARRIED 8/0

10.5 COUNCIL RESOLUTIONS UPDATE

RESOLUTION 2023/47

Moved: Cr Barbara Deans

Seconded: Cr Brian Sommerville

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

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

Against: Nil

CARRIED 8/0

10.6 STATUS OF INVESTMENTS - AUGUST 2023

RESOLUTION 2023/48

Moved: Cr Barbara Deans

Seconded: Cr Adam Cohen

That Council notes the list of investments from 1 August 2023 to 31 August 2023 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.

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

Against: Nil

CARRIED 8/0

10.7 RATES AND CHARGES COLLECTIONS - AUGUST 2023**RESOLUTION 2023/49**

Moved: Cr Barbara Deans

Seconded: Cr Pat Cullen

That Council notes the information provided in the report.

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

Against: Nil

CARRIED 8/0**10.8 SALEYARDS REPORT- 31 AUGUST 2023****RESOLUTION 2023/50**

Moved: Cr Barbara Deans

Seconded: Cr Adam Cohen

That the report is received and noted.

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

Against: Nil

CARRIED 8/0**10.9 QUARTERLY BUDGET REVIEW - JUNE 2023****RESOLUTION 2023/51**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

- 1. That Council approves the variations to votes as listed in the budget review documents distributed under separate cover.**
- 2. That Council notes the opinion of the Responsible Accounting Officer, based on the information as presented in the June Budget review, that Council will be in a satisfactory financial position as at 30 June 2023.**
- 3. That Council notes the position of Council's estimated restricted (reserve) funds as at 30 June 2023.**

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

Against: Nil

CARRIED 8/0

10.10 FINANCIAL REPORTS FOR YEAR ENDED 30/06/2023**RESOLUTION 2023/52**

Moved: Cr Barbara Deans

Seconded: Cr Bill Fisher

- 1. That the Mayor, Councillor Fisher, the General Manager and Responsible Accounting Officer be authorised to sign the necessary Statement by Council on the Financial Reports for the year ended 30 June 2023.**
- 2. That Council's Financial Reports for the year ended 30 June 2023 be referred for audit.**

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

Against: Nil

CARRIED 8/0**10.11 COMMUNITY SERVICES PROGRESS REPORT****RESOLUTION 2023/53**

Moved: Cr Barbara Deans

Seconded: Cr Brian Sommerville

That the report be received and noted.

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

Against: Nil

CARRIED 8/0**10.12 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT****RESOLUTION 2023/54**

Moved: Cr Terence Lees

Seconded: Cr Barbara Deans

That the report be received and noted.

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

Against: Nil

CARRIED 8/0

10.13 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**RESOLUTION 2023/55**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council note the general information in the report.**
- 2. That Council proceed with the development of a Business Case and Detailed Design and Costings for the full scope of the Coonamble Artesian Bathing Experience on the land at River Road, Coonamble, with the view of beginning construction of the first stage as soon as possible with funding already secured for the project, and that this first stage include provision for use of the facility by local residents, and**
- 3. That Council authorise the General Manager to apply for additional funding for the Coonamble Artesian Bathing Experience project, through the Regional Precincts and Partnerships Program (Stream Two) – Precinct Delivery, with the view of completing additional stages, should the Business Case show their viability, and**
- 4. That staff provide a bi-monthly briefing to Council on the status of the project.**
- 5. That a report be prepared for the November Ordinary Meeting, advising of the budget increase required to open and maintain amenities and grounds at Warrena Weir Reserve to the public throughout the summer.**

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

Against: Nil

CARRIED 8/0**10.14 SOCIAL MEDIA TRAINING FOR COUNCILLORS****RESOLUTION 2023/56**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

That Council note that Councillors' Social Media training will be provided in November.

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

Against: Nil

CARRIED 8/0

10.15 AUDIT, RISK & IMPROVEMENT COMMITTEE TRAINING

RESOLUTION 2023/57

Moved: Cr Barbara Deans
Seconded: Cr Adam Cohen

That Council note that LGNSW ARIC training is being scheduled in conjunction with the Social Media training in November.

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

Against: Nil

CARRIED 8/0

10.16 AUDIT, RISK AND IMPROVEMENT COMMITTEE (ARIC)

RESOLUTION 2023/58

Moved: Cr Terence Lees
Seconded: Cr Pat Cullen

That Council note that a report will be presented following the briefing of the ARIC Chair.

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

Against: Nil

CARRIED 8/0

10.17 WASTE MANAGEMENT SERVICES

RESOLUTION 2023/59

Moved: Cr Bill Fisher
Seconded: Cr Pat Cullen

That Council note that a further report will be submitted to Council when the review has been completed.

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

Against: Nil

CARRIED 8/0

At 5.53pm, Cr Adam Cohen left the meeting.

10.18 COONAMBLE SWIMMING POOL MANAGEMENT**RESOLUTION 2023/60**

Moved: Cr Barbara Deans
Seconded: Cr Brian Sommerville

That Council note that a late confidential report will be submitted for consideration at the Council Meeting.

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

Against: Nil

CARRIED 7/0

At 5:55 pm, Cr Adam Cohen returned to the meeting.

10.19 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE**RESOLUTION 2023/61**

Moved: Cr Barbara Deans
Seconded: Cr Bill Fisher

That the report be received and noted.

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

Against: Nil

CARRIED 8/0**10.20 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS****RESOLUTION 2023/62**

Moved: Cr Barbara Deans
Seconded: Cr Karen Churchill

That the information be received and noted.

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

Against: Nil

CARRIED 8/0

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

Cr Churchill submitted her resignation with immediate effect and left the meeting at 6.15pm.

MOTION**RESOLUTION 2023/63**

Moved: Mayor Tim Horan

Seconded: Cr Barbara Deans

That the resignation from Cr Karen Churchill be accepted affective immediately, the position remain vacant until the 2024 Local Government elections and no bi-election be held.

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

Against: Nil

CARRIED 7/0

12 CONFIDENTIAL MATTERS**RESOLUTION 2023/64**

Moved: Cr Barbara Deans

Seconded: Cr Pat Cullen

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

12.1 Land for Further Housing Development

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

12.1 Coonamble Swimming Pool Management

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 Tim Horan, Adam Cohen, Pat Cullen, Barbara Deans, Bill Fisher,

Terence Lees and Brian Sommerville

Against: Nil

CARRIED 7/0

12.2 SUPPLEMENTARY BUSINESS - LAND FOR FURTHER HOUSING DEVELOPMENT

RESOLUTION 2023/65

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

- 1. That Council authorise the General Manager and Mayor to negotiate the purchase of the parcel of land to the upper limit contained within the report.**
- 2. That Council authorise the General Manager and Mayor to negotiate the value of a holding deposit for the parcel of land.**

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

Against: Nil

CARRIED 7/0

At 6:57 pm, Cr Adam Cohen left the meeting for the discussion on item 12.1 of the Supplementary Business as he has declared a Pecuniary Interest.

12.1 SUPPLEMENTARY BUSINESS - COONAMBLE SWIMMING POOL MANAGEMENT

RESOLUTION 2023/66

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That Council approve the General Manager to enter a contract with A.J Cohen & D.R Lee to manage the operations of the Coonamble Pool for the 2023/24 summer season in the sum of \$165,000.00 (excl GST).

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

Against: Nil

CARRIED 6/0Carried

At 7.11pm, Cr Adam Cohen returned to the meeting.

RESOLUTION 2023/67

Moved: Cr Barbara Deans
Seconded: Cr Pat Cullen

That Council moves out of Closed Council into Open Council.

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

Against: Nil

CARRIED 7/0

MOTION

RESOLUTION 2023/68

Moved: Mayor Tim Horan
Seconded: Cr Barbara Deans

That Coonamble Shire Council have two (2) Deputy Mayors until the September 2024 Council Elections.

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

Against: Nil

CARRIED 7/0

MOTION

RESOLUTION 2023/69

Moved: Mayor Tim Horan
Seconded: Cr Barbara Deans

That the General Manager be appointed as the Returning Officer of the election of the second Deputy Mayor.

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

Against: Nil

CARRIED 7/0

Councillor Horan vacated the Chair.

The Returning Officer, General Manager, conducted the election. The Returning Officer declared Councillor Cohen elected Deputy Mayor.

Councillor Horan resumed the Chair.

MOTION

RESOLUTION 2023/70

Moved: Mayor Tim Horan
 Seconded: Cr Pat Cullen

That Council congratulate Cr Adam Cohen on his election as Deputy Mayor.

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

Against: Nil

CARRIED 7/0

13 CONCLUSION OF THE MEETING

The Meeting closed at 7.15pm.

The minutes of this meeting were confirmed at the Council held on 11 October 2023.

.....
CHAIRPERSON

7 DISCLOSURES OF CONFLICTS OF INTEREST

8 MAYORAL MINUTE

MAYORAL MINUTE

File Number: M3
Author: Tim Horan-Mayor
Authoriser: Tim Horan, Mayor
Annexures: Nil

MAYORAL MINUTE

I am pleased to present to you the Mayoral report for September 2023.

Councillor Resignations

The Office of Local Government has confirmed that a by-election is not required to replace the two (2) Councillors who resigned at the last meeting. This is welcome news and saves Council tens of thousands of dollars required for a by-election. Councillor numbers will be restored in September 2024 following the next Local Government Election.

Community Consultation

Council continues its strong consultation with the community. The recent survey responses on the Main Street Supermarket have been valuable to KPMG's analysis of the viability of the proposal. I would like to thank those who responded in such a timely manner. Council's consultation with the community and the introduction of the Community Sessions before the Council meetings continue to give feedback on the future direction and projects for Coonamble Shire.

Pool Operations

It is great to see the Coonamble Pool open and the toddlers' splash area operational. The major sealing, sandblasting and painting works have not only made a huge difference to the presentation but has also addressed a significant water leak in the 25-metre pool.

Projects

After the usual budget adoption planning period, it is great to see projects progressing with October / November scheduled to see the completion of improvements to Coonamble and Gulargambone bulk flowmeters and SCADA; Limerick Street footpath, McCullough Street tree planting and centre parking; bougainvillea plantings at the Coonamble Cemetery, Gym and main street; fencing repairs at Smith Park, Coonamble, and at the skatepark at Gulargambone; drainage upgrades in McCullough, Charles Street, Auburn and King Streets, Coonamble; and planting of street trees in Quambone, between the Public School and the Quambone Pool. Our challenge now is to maintain the delivery of projects for the remainder of the financial year.

Coonamble Artesian and Cultural Experience

Just recently I met along with the General Manager and Manager Economic Development & Growth, with Justine Campbell in relation to the bore bath proposal. Justine's presentation was very interesting, and I have invited her to come along to the meeting to present the same information to you today.

General Manager Review

The General Manager's performance review is now due, and Councillors will soon receive the relevant information for us to come together at a time to be arranged to finalise the review.

Recognition of Tom Cullen OAM

Tom Cullen OAM was our longest serving Councillor with over 36 years committed to our community and the shire. With Tom's passing I would like to recommend that Council honour Tom's dedication to our shire and name a significant structure within our shire in recognition of him. I would like to suggest the consideration of either the Sportsground, the Warrena Creek Bridge, and Smith Park as options.

Finally, we are now into our last 12 months of this council's term, I look forward to working with you all in getting the job done on the projects we have on the table.

RECOMMENDATION

That the report be received and noted.

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

10 REPORTS TO COUNCIL

10.1 CORRESPONDENCE

File Number: C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures: Nil

CORRESPONDENCE

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.

Date	Information Sent	Author	In	Out	Sent
12/09/23	Coulton's Catch Up – M Coulton MP 11 September 2023	M Coulton	✓	✓	✓
18/09/23	Coulton's Catch Up – M Coulton MP 18 September 2023	M Coulton	✓	✓	✓
25/09/23	Coulton's Catch Up – M Coulton MP 25 September 2023	M Coulton	✓	✓	✓
	LGNSW – Attendance Request	M Colwell		✓	✓
	Community Consultation Responses	P Gallagher		✓	✓
28/09/23	Recruitment Update	P Gallagher		✓	✓

RECOMMENDATION

That the report be received and noted.

10.2 COUNCIL RESOLUTIONS UPDATE

File Number: C17; C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures: 1. Resolutions Update Table - OCT 2023  

PURPOSE

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

BACKGROUND

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

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

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

COMMENTARY

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

Date	Resolution No.	Action Required	Responsible Officer	Status/Update

RECOMMENDATION

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

Council Resolutions Update - Annexure 1

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
11.1.22	2022/11	Priority Items to be Pursued	Review & Adoption of Approvals & Order Policies – within 12 months	Manex (Executive Management Team)	Progressing
11.1.22	2022/11	Priority Items to be Pursued	Review of Delegations – within 12 months	GM	Ongoing. 04.07.2023 GM to review delegations to staff in September 2023
9.2.22	2022/21	Youth Services in LGA	Determine current services, coordination and possible duplication and gaps analysis	ELESPC	Ongoing.
9.2.22	2022/29	LEP Amendments	Availability of suitable residential land – including small rural blocks, larger rural subdivisions, restrictions on acreage size in RU1 zoning	ELESPC	04/10/2023 - Discussions held with NSW Planning. Rural Strategy being prepared to enable Planning Proposal to be progressed.
9.2.22	2022/30	CDEP-like community employment and training program	Discussions with Federal MP and other stakeholders	Mayor/GM	Redie are administrating similar funding and they have indicated that they are interested in applying for this funding for Coonamble – with a letter of support from Council. 04.07.2023 GM and Mayor have held further discussions with Redie and will be discussing opportunities with other providers in late July, also booked into see the Minister to

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					see what Government funding is available.
15.6.22	2022/116	Plan of Management – Sports Oval	Inclusion of ‘one off camping facility’ at the sports oval - plan	DIR.CS MGR.US	Progressing – the inclusion of the ability for the Sportsground to act as a ‘one off camping facility’ has been included in the draft plan – 03/08/23 - This is not an ideal plan as the development of additional playing fields at the oval will further restrict the ability for vehicles to park within the sporting grounds 04.07.2023 - Council trailed the primitive camping for the rodeo/campdraft in June opposite the showground.
15.6.22	2022/129	Draft Masterplan for the Coonamble Pool & McDonald Park Precinct	That Council places the Masterplan on public exhibition for required time inviting submissions from the community before adoption	MGR.US	4/10/23 - workshop to be scheduled for early November 2023.
15.6.22	2022/136	Notice of Motion (Cr Churchill): 1. Collection of information regarding ‘slow down signs’ at Gulargambone	Meeting with Transport for NSW to be held regarding use of radar signage during harvest period.	MGR.RDS	Report to April Ordinary Meeting Waiting on TfNSW in order to report to council 04.07.2023 - Nil response received to date

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
15.6.22		2. Fence – Tully Park & Preschool	Meet with representatives to discuss the possibility of a new fence, prepare a report to be bought back to Council with estimated costs	DIR.CS	On Hold – meeting to be arranged between Council and Committee
15.6.22		3. Coonamble Men’s Shed	Prepare a report to be bought back to Council with the estimated costs & likelihood of facilitating the following: *Improved security *Installation of Solar Panels	DIR.CS	03/08/23 - Funding has been allocated in the 2023/24 Operational budget to allow for the works to proceed.
10.8.22	2022/204	Substitute Area for local sporting clubs	Investigate alternative and appropriate area for substitute sports grounds	MGR.US	4/10/23 - Report submitted to Council meeting 17/10/23 for consideration
09.11.22	2022/264	Cemeteries Maintenance	Staff to develop a Plan of Management for the Cemeteries within the Shire	MGR.RDS MUS	4/10/23 - Consultants engaged to carry out ground proofing of available data and on the ground acquisition of grave plots
09.11.22	2022/267	Housing Strategy	Council to seek expressions of interest from persons with available land and or houses	GM DIR.CS	Housing Strategy scope being finalised with intention to advertise EOI in October/ November.
09.11.22	2022/269	Warrena Weir Plan of Management (POM)	POM to be put on exhibition inviting community feedback	DIR.CS MGR.EDG	Subject to development of Masterplan as part of the Real Country Business Case and Strategy Development project.
09.11.22	2022/291	Coonamble CBD	Investigations to be carried out on the development of the CBD	DIR.CS	Ongoing

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					04.07.2023 - Waiting on the outcome of the purchase of the SOT's
14.12.22	2022/289	Review of Signage (No Coal Seam Gas)	Review the signage at the entrances to the town	MGR.RDS MGR.EDG	4/10/2023 - Report to be prepared for the November meeting
14.12.22	2022/290	Evaluation of 2022 Coonamble Street Carnival	Staff to gather feedback from the recent event for evaluation before the 2023 event takes place	MGR.EDG	4/10/2023 - Rotary has advised that they are unable to coordinate the Street Carnival. A report will be included in the Manager EDG report to the October Meeting
08.02.23	2023/9	Joint Organisation Membership	Council approach the FNWJO to become a member	GM	11/10/23 – Approval received from the FNWJO – waiting on approval from Minister
08.02.23	Motion	Historian recognition	Angie Little to be added to Coonamble's Nick Name Hall of Fame	MGR.EDG	Ongoing; locating a caricaturist
08.02.23	2023/32	ED&G – Progress report	That Council authorise the General Manager to prepare an Expression of Interest for the Growing Regional Economies Fund, centred on upgrading Coonamble's CBD, with secondary components focused on housing, expanded pre-school/ childcare facilities and the airport.	GM	4/10/2023 - Completed – State Government has discontinued Fund
08.02.23	2023/45	SOTS	1. That authorises the Mayor and the General Manager to negotiate a purchase price with the owner of the SOTS and bring a report back to Council. 2. That Council continue investigations to finance and redevelop the site – as well as the overall enhancement of the Coonamble CBD precinct – through either grant funding, a public-private	GM	4/10/2023 - KPMG presentation to be made to the October Council meeting.

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
			partnership arrangement, purchase-then-lease model or other models yet to be identified. 3. That Council prepare costings on the upgrades of the engineering section and on the current RMS building and a report be bought back to council for consideration.		
	2023/65	Wheel Stops	Seek quotations for replacement, Line-marking the bays, Councillors to inspect a sample of the proposed wheel stops prior to purchase	DIR.IF MGR.RDS	04.07.2023 - RFQ currently being advertised Sample wheel stopped placed, Council requested a longer wheel stop which will now be organised to be placed and line marking to follow thereafter.
	2023/68	Master Inland Rail Development Agreement (MIRDA)	That Council endorse the draft MIRDA	GM	03/08/23 - Agreement has been received 01/08/2023 Gm to sign at earliest convenience
	2023/71	Waste Collection	Staff to investigate the possibility of operating the collection in-house	DIR.IF	4/10/23 - Waste and Recycling review being conducted including the possibility of in-house waste collection
10.05.23	2023/61	Visual Improvements – Entrance CBD	Replanting Bougainvillea on trellis, investigate options for wall on council's vacant block	DIR.IF	4/10/23 - Planting boxes have been purchased and plants have been ordered these are to be installed in October, as part of Brigidine garden the wall is to be painted. See also resolution 2023/156.

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
12.07.23	2023/155	Pioneer Park/Cemetery	Plaque be erected in recognition of M Philpott & A Little for efforts in Cemetery history	MP&US	4/10/23 - Report to be submitted for November meeting, to be included as part of construction of additional columbarium.
	2023/155	Pioneer Park/Cemetery	Budget report for Pioneer Cemetery project	MP&US	4/10/23 - Report to be submitted for November meeting.
	2023/167	Rotunda	Report back to Council regarding the possible installation of a rotunda or similar in Macdonald Park.	MED&G DCS	4/10/23 - Report to be submitted for November meeting, and after workshop held with Councillors.
	2023/173 &174	Disclosure & Related Party Forms.	Councillors & Managing Staff to complete	DCS	31.08.23 – Progressing – Councillors will be reminded of the resolution to submit completed reports at the September 2023 Council meeting
	2023/156	Brigidine Sisters 140 yrs	Council owned land in Castlereagh street to be converted to small garden/park in recognition of Brigidine Sisters with the erection of a plaque.	DI & MP&US	4/10/23 - Works to garden have been completed, waiting on screens and concrete seating, painting of the wall needs to be scheduled. See resolution also 2023/61
09.08.23	2023/189	LGNSW Annual Conference	Early Bird Registration – Mayor, Deputy Mayor, GM	ESO GM	Will be purchased before the due date.
	2023/197	Land for Housing Development	Mayor & GM to negotiate the purchase of suitable land – report for September 2023 meeting	Mayor GM	
13.09.23	2023/33	BMX Bike track	To be considered in the 2023/24 budget submissions	DCS	09/10/2023 Management to undertake investigations into costings and confirm the planned location for the proposed track.
	2023/34	Possible Tourist Attraction	Grain silo art	MED&G	4/10/2023 - Options being considered for grain silo art

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
	2023/35	Weir Wall – ext	Seek government support to raise the Weir wall	GM	04/10/23 – Letter sent - waiting on response
	2023/36	Electronic Fire Risk sign	Installation of two (2) fire signs to the entrance to Coonamble (north & south).	Di	
	2023/37	Town Fire station	Seek government support to build a new fire station	GM	04/10/23 – Letter sent – waiting on response
	2023/38	Food festival	Research the possibility of a town Food Festival	MED&G	4/10/2023 - Research is being undertaken into the potential for a Food Festival
	2023/39	ARTC – Inland Rail Route	Council make contact with Ms Kerry Schott to discuss the Inland Rail Route with the LGA	GM	Email sent for contact details
	2023/55	Artesian Bathing Experience	Council proceed with developing a Business Case	MED&G	4/10/2023 - site design being completed to enable costings for a Business Case
		Warrena Weir Reserve	Staff prepare a report for the November meeting with budgetary information regarding the required funds to open & maintain the amenities & grounds during the summer months	MED&G	Inspection scheduled with Parks and Urban Services to determine budget requirements
	2023/59	Waste Management services	Report to be submitted upon the completion of the review	DI	
	2023/65	Land for Housing Development	GM negotiate purchase of the suggested land parcel	GM	

10.3 FREEZE ON STATUTORY AND OTHER OFFICERS REMUNERATION TRIBUNAL (SOORT) INCREASES FOR GENERAL MANAGERS AND OTHER SENIOR STAFF

File Number: L10-2

Author: Paul Gallagher-General Manager

Authoriser: Paul Gallagher, General Manager

Annexures: 1. Circular 23-11 Remuneration Freeze  

PURPOSE

Advise Council that the Statutory and Other Offices *Remuneration Amendment Act 2023* (NSW) amended the *Statutory and Other Offices Remuneration Act 1975* (NSW) ('the Act') to provide for a temporary two (2) year freeze on increases in remuneration for public service senior executives.

EXECUTIVE SUMMARY

This report is to be considered in conjunction with the General Managers Performance review.

BACKGROUND

On Friday 4 August 2023, the decision of the Statutory and Other Officers Remuneration Tribunal (SOORT) in relation to the remuneration packages for public service senior executives was published in the NSW Government Gazette.

The SOORT was bound by recent legislative amendments. Namely, the amendment that came into effect on 1 June 2023 whereby, the *Statutory and Other Offices Remuneration Amendment Act 2023* (NSW) amended the *Statutory and Other Offices Remuneration Act 1975* (NSW) ('the Act') to provide for a temporary two (2) year freeze on increases in remuneration for public service senior executives.

Section 6AA(2) of the Act requires the SOORT to give effect to any policy about the remuneration of public service senior executives that is declared by the regulations. Accordingly, the Statutory and Other Offices Remuneration (Executive Office Holders and Senior Executives) Regulation 2023 (NSW) declares at regulation.

4(1):

(1) A policy that the Tribunal is not to make a determination that has the effect of awarding an increase in remuneration that takes effect before 1 July 2025 is declared.

(3) This section expires at the end of the day on 30 June 2025.

In accordance with the Regulation, the SOORT determined that there will be no increase to the minimum or maximum remuneration packages for Bands 1 to 4.

Subclause 8.5 of the Office of Local Government's Standard Contract of Employment for General Managers ("GM contract"), and Standard Contract of Employment for Senior Staff ("SS Contract") links pay increases under the contracts with the Tribunal's determinations by providing:

"8.5 On each anniversary of the commencement date, the total remuneration package will be increased by a percentage amount that is equivalent to the latest percentage amount increase in remuneration for senior executive office

holders as determined by the Statutory and Other Officers Remuneration Tribunal.”

As a consequence, NSW local government General Managers and other senior staff will not receive a SOORT increase (on the anniversary of the commencement date of their contracts) for the period between 1 July 2023 and 30 June 2024.

Whilst there will be no SOORT increase for General Managers and other senior staff this financial year, councils are reminded that they can approve an increase to the total remuneration package of General Managers and other senior staff where an annual performance review shows better than satisfactory performance, and in the case of General Managers employed pursuant to the GM’s Contract adopted in June 2022, councils are permitted to approve a retention bonus in accordance with subclause 8.4(b) of that contract.

(a) Relevance to Integrated Planning and Reporting Framework

Employment of the General Manager to lead the Coonamble Shire

(b) Financial Considerations

Provision was made in the 2023/24 budget for a 4% SOORT increase to apply on the anniversary date for the General Manager. The SOORT freeze will result in a savings in workings funds.

By way of further explanation, employees of Council not on a senior staff contract are covered by the Local Government (State) Award 2023 which provides for the following increases over the next three years.

Year	Award Increase	Additional award payment
2023/24	4.5%	
2024/25	3.5%	0.5% or \$1000 whichever is the greater
2025/26	3.0%	0.5% or \$1000 whichever is the greater
Total	11%	1.0% or \$2000 whichever is the greater

Senior staff, on the other hand, will not receive a SOORT increase in 2023/24 and 2024/25 and the increases in the employer superannuation contributions result in the salary component of their remuneration package being eroded.

COMMENTARY

No further commentary is required.

(a) Governance/Policy Implications

Contract of employment for the General Manager

(b) Legal Implications

Statutory and Other Offices Remuneration Amendment Act 2023 (NSW) amended the *Statutory and Other Offices Remuneration Act 1975* (NSW) (‘the Act’) to provide for a temporary 2-year freeze on increases in remuneration for public service senior executives.

Section 6AA(2) of the Act requires the SOORT to give effect to any policy about the remuneration of public service senior executives that is declared

by the regulations. Accordingly, the Statutory and Other Offices Remuneration (Executive Office Holders and Senior Executives) Regulation 2023 (NSW) declares at regulation.

Social Implications

N/A

(c) Environmental Implications

N/A

(d) Economic/Asset Management Implications

N/A

(e) Risk Implications

The General Manager is the only staff member on Council classified as a senior staff and on a fixed term contract.

There is a risk of the remuneration for senior staff across Local Government falling below benchmarks within and outside the industry. This impacts councils' ability to attract and retain high quality staff and produce sustained vacancies at this level leaving the organisation vulnerable, particular in relation to leadership and decision-making.

CONCLUSION

Advice from Local Government NSW (LGNSW) received 9 August 2023 states that NSW Local Government General Managers and other senior staff will not receive a Statutory and Other Officers Remuneration Tribunal (SOORT) increase (on the anniversary of the commencement date of their contracts) for the period between 1 July 2023 and 30 June 2024.

In the advice provided by LGNSW's Manager Workplace Relations, Ross Nassif said: "Whilst there will be no SOORT increase for General Managers and other senior staff this financial year, councils are reminded that they can approve an increase to the total remuneration package of General Managers and other senior staff where an annual performance review shows better than satisfactory performance.

RECOMMENDATION

That Council receive and note the information received from Local Government NSW in relation to the freeze on remuneration increases for General Managers and other senior staff.



Circular to Councils

Circular Details	23 -11 / 13 September 2023 / A869405
Previous Circular	N/A
Who should read this	Councillors / General Managers / Senior Staff / Human Resources Staff
Contact	Council Governance Team / 02 4428 4100/ olg@olg.nsw.gov.au
Action required	Information

Effect of the NSW Government’s policy on executive office holders’ and senior executives’ remuneration on general managers’, executive officers’ and senior staff remuneration

What’s new or changing

- The Statutory and Other Offices Remuneration (Executive Office Holders and Senior Executives) Regulation 2023 (SOORT Regulation) has been prescribed. Clause 4(1) of the SOORT Regulation states that the Statutory and Other Offices Remuneration Tribunal (the SOORT Tribunal) is not to award an increase in remuneration for NSW Government executive office holders and senior executives before 1 July 2025.

What this will mean for your council

- Automatic annual increases in remuneration payable under the approved standard employment contracts for general managers of councils, executive officers of joint organisations and other senior staff are tied to determinations by the SOORT Tribunal.
- The SOORT Regulation means that automatic increases will not be available to general managers, executive officers and senior staff under their employment contracts before 1 July 2025.
- The SOORT Regulation was not intended to apply to local government. It remains open to councils and joint organisations to approve discretionary increases under the approved employment contracts where the employee’s performance has been assessed as being of a better than satisfactory standard.

Key points

- The SOORT Regulation prohibiting a remuneration increase for executive office holders and senior executives until 1 July 2025 is not intended to apply to local government.
- Councils can pay their general managers, executive officers, and senior staff an increase in remuneration. The approved standard contracts of employment provide that an increase in an employee’s remuneration may be approved where their performance is assessed as being better than satisfactory.

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Where to go for further information

- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.



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10.4 COONAMBLE ANNUAL SHOW - APPLICATION FOR PUBLIC HOLIDAY

File Number: H5

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures:

1. Letter of Notification - Premier Department  
2. Guidelines for Local Holiday Applications  
3. Survey Results 2023  
4. Letter of Support - Show Society  
5. Letter of Support - PreSchool  
6. Letter of Support - Public School  

PURPOSE

The purpose of this report is to provide information to Council to assist it determine whether or not to make application for the declaration of a holiday for the second day of the Coonamble Show. The proposed dates are Wednesday 15 May 2024 and Wednesday 4 June 2025.

BACKGROUND

Each year Council receives correspondence from Department of Premier and Cabinet regarding applications under the *Public Holidays Act 2010* for declaration of local public holidays and local event days for 2024 and 2025. The Guidelines for Local Public Holiday and Local Event Day applications are attached to this report.

The Act permits the Minister for Public Service and Employee Relations to declare, on the application of a Council, a local public holiday or a local event day for the whole of that Council's local government area or a defined township or district that is within that Council's area.

An application may request the declaration of a half day or part of a day local public holiday or local event day to accommodate the holding of an event that is recognised by the local community. Some Councils seek part-day public holidays of a few hours to reduce costs while facilitating the holding of and attendance at local regional events.

The guidelines provide opportunity to make a biennial application for the declaration of a full or part-day public holiday or event day. This means that an application may be made over a period of two (2) consecutive years.

Again, this year, the Department proposes to have an omnibus order declaring the 2024 and 2025 local public holidays and local event days published on the NSW legislation website in early 2024.

a) Relevance to Integrated Planning and Reporting Framework

P1.3.1 Support activities / projects that increase community participation and connection.

P4.1 Increase opportunities for our community to socialise together.

b) Financial Considerations

Local businesses are impacted when public holidays are gazetted. The Department of Premier and Cabinet reminds Council to be mindful of these associated costs which impact on local business owners.

For Declaration of a Local Public Holiday, the implications for employers are:

“The public holiday provisions contained in the *National Employment Standards of the Fair Work Act 2009* apply to local public holidays declared under the *Public Holidays Act 2010*. This means that all employees, irrespective of their former entitlements and whose place of work is within a local public holiday area, will be entitled to be absent from work for the day or part day declared to be a public holiday. In addition, employees who work on the day or part day may have an entitlement to penalty rates under a relevant award or enterprise agreement.

In considering an application to the Minister for a public holiday or part-day holiday, it is expected that the Council will consult with the affected community and other relevant stakeholders as to the impact of a local public holiday or part-holiday on businesses located in the local government area.”

For Declaration of a Local Event Day, the implications for employers are:

A declared local event day does not automatically mean that employers in the particular locality are compelled to treat the day as a public holiday. Entitlements to paid leave or penalty rates on a local event day will only arise where agreed to at the workplace level, usually in the form of an enterprise agreement or by contract. This goes some way to restoring the industrial arrangements that existed prior to changes in the Commonwealth workplace laws.

COMMENTARY

Where a public holiday is declared by the Minister, a bank located in the designated holiday area will be required to close during the public holiday hours, unless the bank is exempted from the requirement to close under Part 3A of the *Retail Trading Act 2008*. Shops located within the designated holiday area are free to open without restriction, however, employees who work may have an entitlement to penalty rates under a relevant award or enterprise agreement.

If a half-day public holiday is proposed, consideration should be given to the effect the half day holiday will have on local schools and on the transport of students who attend school on the day.

The declaration of a local event day or part day does not preclude banks or shops located within the designated area from opening or trading on the day. A declared local event day does not automatically mean that employers in the particular locality are compelled to treat the day as a public holiday. Entitlements to paid leave or penalty rates on a local event day will only arise where agreed to at the workplace level, usually in the form of an enterprise agreement or by contract.

Council has consulted the community through various forms of media – the Coonamble Times, Facebook, Council’s website, letters to employers, schools, Chamber of Commerce and local banks.

The responses to Council’s survey are as follows:

Full day public holiday	91.9%
Half day public holiday	4.9%
No public holiday	4.1%

Please refer to the attachment to this report for the detailed community response.

One local school for example writes it wholeheartedly is in support the holiday from both a school and community perspective – saying it brings together disparate groups in the community and celebrates the rural, local, and cultural traditions of the area.

From a business sustainability perspective, the Coonamble Show is a highlight on the Coonamble events calendar and brings much needed money into town through tourism also students are exhibitors at the show, in the pavilion, the bovine showing, and the equestrian events. Because it is a major event in the community, a public holiday on the second day is therefore important.

Other support for the holiday from the community is that it brings townsfolk together for much needed respite from day-to-day activities; the community needs these outlets to come together for a day out; if the show is to survive a public holiday is required; and the day provides for a well-deserved break and family time.

(a) Governance/Policy Implications

One of Council’s Delivery Plan actions is to support activities and projects that increase community participation and connection. The two-day annual show is one of the major annual events on the community calendar.

(b) Legal Implications

There are no legal implications related to this report.

(c) Social Implications

A gazetted holiday for the second day of the Coonamble annual show provides the opportunity for residents, families, students, farmers / graziers, and visitors to enjoy an event which is organised by the local show society.

(d) Environmental Implications

There are no environmental implications related to this report.

(e) Economic/Asset Management Implications

Council allocates significant funds in its annual budget to maintain the showground and other public facilities within its jurisdiction and the show is one of the major events held at the ground each year. On an ongoing

basis Council carries out improvements to infrastructure and provides a facility to the standard expected by participants of events utilising the ground.

(f) Risk Implications

There are no risk implications related to this report.

CONCLUSION

If a holiday is to be granted, Council must adopt a resolution that application be made, either for a full day for the whole Shire or part thereof, or declaration of a Local Event Day within a specified area. Council consulted widely with the community and the overwhelming outcome was in favour of a full day public holiday for the Shire of Coonamble for the second day of the Coonamble Show in 2024 and 2025.

RECOMMENDATION

- 1. That Council notes the contents of this report.**
- 2. That Council authorises the General Manager to make application to the Department of Premier & Cabinet for a full day public holiday for the whole Coonamble Shire Local Government Area to be declared for the second days of the Coonamble Show in 2024 and 2025, i.e. Wednesday, 15 May 2024 and Wednesday, 4 June 2025.**

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Premier's Department

Ref: A5809235
24 July 2023

Mr Paul Gallagher
General Manager
Coonamble Shire Council
80 Castlereagh Street
COONAMBLE NSW 2829

council@coonambleshire.nsw.gov.au

Re: Applications for local public holidays and local event days for 2024 and 2025.

Dear Mr Gallagher,

I am writing to the council regarding applications under the *Public Holidays Act 2010* for the declaration of local public holidays and local event days for 2024 and 2025.

As usual, an application may request the declaration of a half day (12 hours from midnight or midday) or part of a day for a few hours (between specified times) as a local public holiday or local event day to accommodate the holding of an event that is recognised by the local community.

It is expected that a council will undertake a public consultation process to assess community sentiment as well as the **costs and benefits to regional businesses and local communities** of declaring a full or part-day public holiday, including consultation with chambers of commerce, banks, major employers and schools likely to be impacted by the declaration.

Where it is proposed to request a part-day local public holiday, it is expected that the consultation process will include local transport companies and schools and will take account of the transportation arrangements for students on the part-day.

It is important that the application is accompanied by a copy of the council's resolution authorising the making of the application and a report on the consultation process. This includes a list of stakeholders consulted; a copy of notices published in newspapers and/or websites; and a summary of responses received. Failure to undertake the appropriate consultation or provide sufficient information may lead to delays in the processing of a declaration.

Councils should be aware that it is possible to cancel declared holidays if circumstances change or events are cancelled. It is important however, that sufficient notice is provided to the Department to enable the Order to be prepared and published to validly cancel the holiday.

I have attached the *Guidelines for Local Public Holiday and Local Event Day Applications* which will assist the making of applications to the Minister for Industrial Relations.

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Biennial Applications

The guidelines provide for the council to make a biennial application for the declaration of full or part-day public holidays and event days. This means that an application may be made for the declaration of full or part-day public holidays and local event days over a period of two consecutive years. However, the application must include additional information which is listed in the attached guidelines on pages two and three.

Where the dates of future events are uncertain, or are determined on a yearly basis, the option remains for the council to make an annual application under the Act.

Timeframe for applications

Should the council wish to make an application for a local holiday or event day in 2024 or a biennial application for 2024 and 2025, it will be necessary for the application to be forwarded to me by **Friday, 10 November 2023** to enable sufficient time for the application to be processed before the Christmas break.

Council's application may be lodged by email to PHapplications@industrialrelations.nsw.gov.au

Consistent with past practice, it is proposed to have an omnibus Order declaring the 2024 and 2025 local public holidays and local event days published on the NSW legislation website early in 2024.

Any inquiries you may have may be directed to the above email address or Mr Jason Tamsett, Industrial Relations Policy, Premier's Department on (02) 9228 5934.

Yours sincerely



Charlie Heuston
Executive Director – NSW Industrial Relations
Premier's Department

Attached: Guidelines for Local Public Holiday and Local Event Day Applications

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Premier's Department



Guidelines for Local Public Holiday and Local Event Day applications

The following guidelines are provided to assist in the making of applications to the Minister for Industrial Relations for the declaration of local public holidays and local event days under the *Public Holidays Act 2010* (NSW).

Under the *Public Holidays Act 2010* all public holidays and local event days (including part-days) must be declared by Order of the Minister and published on the NSW legislation website.

In determining whether to apply for a local public holiday or local event day, it is important that the Council be mindful of the potential impact the application will have upon businesses and communities located within designated public holiday areas.

Declaration of a Local Public Holiday

In circumstances where a local public holiday is declared by the Minister, a bank located in the designated holiday area will be required to close during the declared public holiday hours unless the bank is exempted from the requirement to close under Part 3A of the *Retail Trading Act 2008*. Shops located within the designated holiday area are free to open without restriction.

Where it is proposed to request a half-day public holiday, consideration should be given to the effect the half day holiday will have on local schools and on the transport of students who attend school on the day. **In this regard, it is expected that the consultation process with local schools will take account of the transport arrangements for students on the half day.**

Implications for Employers

The public holiday provisions contained in the National Employment Standards of the *Fair Work Act 2009* (Cth) apply to local public holidays declared under the *Public Holidays Act 2010*. This means that all employees irrespective of their former entitlements and whose place of work is within a local public holiday area will be entitled to be absent from work for the day or part day declared to be a public holiday. In addition, employees who work on the day or part day may have an entitlement to penalty rates under a relevant award or enterprise agreement.

In considering an application to the Minister for a public holiday or part-day holiday, it is expected that the Council will consult with the affected community and other relevant stakeholders as to the impact of a local public holiday or part-holiday on businesses located in the local government area.

Declaration of a Local Event Day

The capacity for the Minister to declare a local event day or part day at the request of a local council is also available under the *Public Holidays Act 2010*. The Minister must be satisfied that the day or part day is, and will be observed as, a day of special significance to the community in the area concerned.

The declaration of a local event day or part day does **not preclude banks or shops located within the designated holiday area from opening or trading on the day.**

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Implications for Employers

A declared local event day does not automatically mean that employers in the particular locality are compelled to treat the day as a public holiday. Entitlements to paid leave or penalty rates on a local event day will only arise where agreed to at the workplace level, usually in the form of an enterprise agreement or by contract. This goes some way to restoring the industrial arrangements that existed prior to changes in the Commonwealth workplace laws.

The application process

An application for the declaration of a local public holiday or local event day (including a part-day holiday or event day) must be made in writing to the Executive Director, NSW Industrial Relations, Premier's Department and contain the following information:

1. a statement regarding the history of the event and whether the event day has traditionally been observed as a full or half-day public holiday.
2. the date, the designated area and, if relevant, the hours during which the public holiday or local event day is to be observed;
3. the extent of community consultation undertaken in respect of the proposal;
4. copies of advertisements seeking public comment and a summary of the public's responses;
5. a summary of correspondence to, and responses from, relevant stakeholders, including bank managers; school principals; and chambers of commerce regarding the Council's proposal.
6. internal reports or information prepared for consideration by the Council and a copy of the Council's resolution authorising the making of the application;
7. where an application is made for a public holiday or part-day holiday, details of:
 - alternatives considered by the Council including the declaration a local event day; and
 - arrangements for school students (including the provision of transportation for students attending schools on the day of a part-day public holiday).

Biennial declaration of public holidays and local event days

Applications may be made for the declaration of public holidays and local event days (and part days) over a consecutive two-year period for the holding or celebration of annual events, such as a local show day, race day or carnival.

However, in making an application for a full or part-day public holiday it is expected that the Council will provide additional information focused on the economic and social importance of the event for the designated holiday area. This could include information provided by event organisers, local businesses or relevant industry surveys or statistics.

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Additional information required for biennial applications

Where a Council intends to make a biennial application for the declaration of public holidays or local event days (including part-day declarations), the Council must conduct a consultation process as to the proposal and provide the following information:

- the level of support for and against the application from local businesses and stakeholders
- the benefits to the local community in terms of employment, business activity, tourism and industry promotion of the region
- demonstration of the economic benefits to the local community in terms of employment, business activity, tourism and industry promotion of the region
- details of the importance of the event from a social and community perspective

Sections 5 and 8 of the *Public Holidays Act 2010*

Copies of sections 5 and 8 of the *Public Holidays Act 2010* relating to the declaration of local public holidays and local event days have been included for the information of the Council in Appendix A.

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Appendix A

Sections 5 and 8 of the *Public Holidays Act 2010***s5 Additional public holidays**

- (1) The Minister may by order published on the NSW legislation website declare a specified day or part-day in a particular year to be a public holiday. The order must be published at least 7 days before the public holiday.
- (2) The order can declare a public holiday for the whole State or for a specified part of the State.
- (3) The Minister may by order published on the NSW legislation website cancel a public holiday declared under this section. The order must be published at least 7 days before the public holiday.

s8 Local event days

- (1) The Minister may by order made at the request of the council of a local government area declare a specified day or part-day to be a local event day in the local government area or in a specified part of the local government area.
- (2) The Minister is not to declare a local event day unless satisfied that the day or part-day is, and will be observed as, a day of special significance to the community in the area concerned.
- (3) The order declaring a local event day must be published on the NSW legislation website at least 7 days before the local event day.
- (4) The declaration of a local event day does not make the local event day a public holiday.

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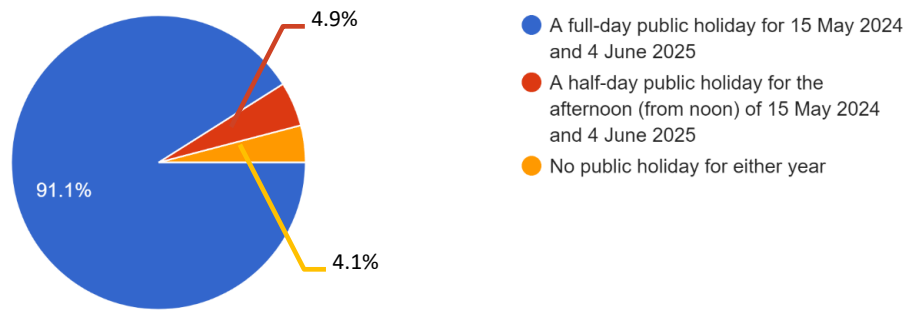
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Local Public Holiday for Coonamble Show – Survey Responses

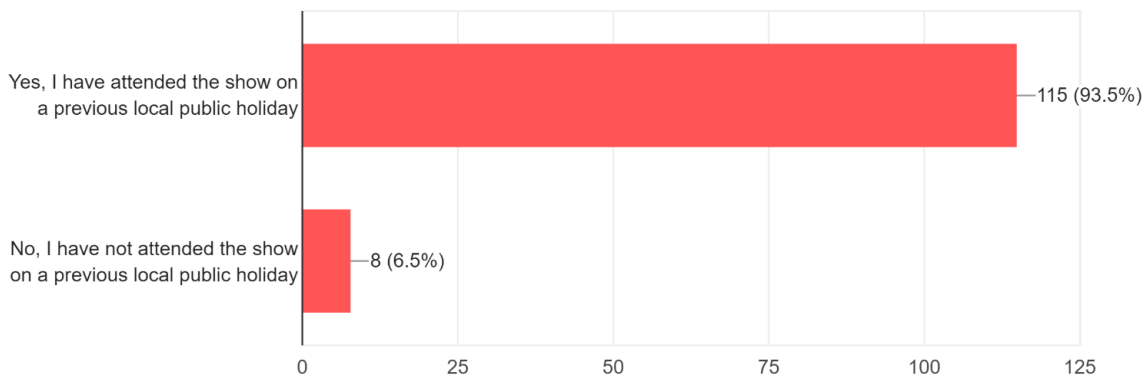
I prefer Council ask the NSW Government for:

123 responses



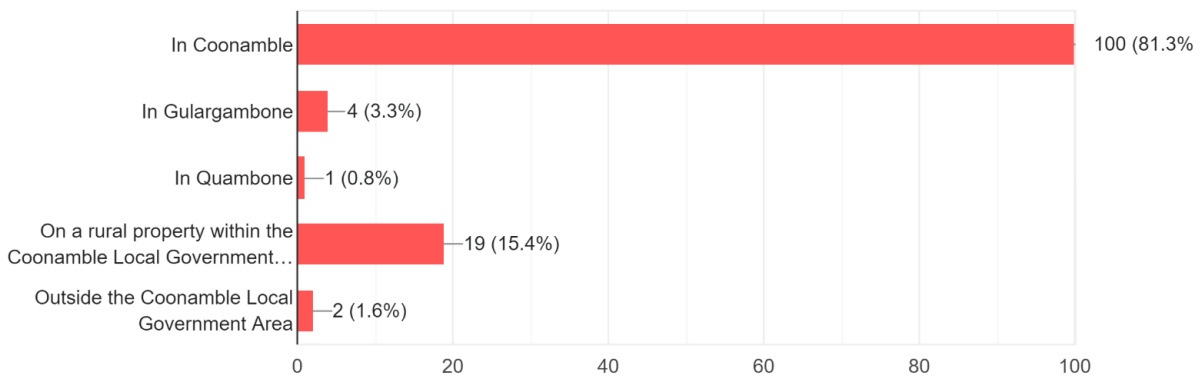
I have attended the Coonamble Show on at least one previously gazetted local public holiday in past years

123 responses



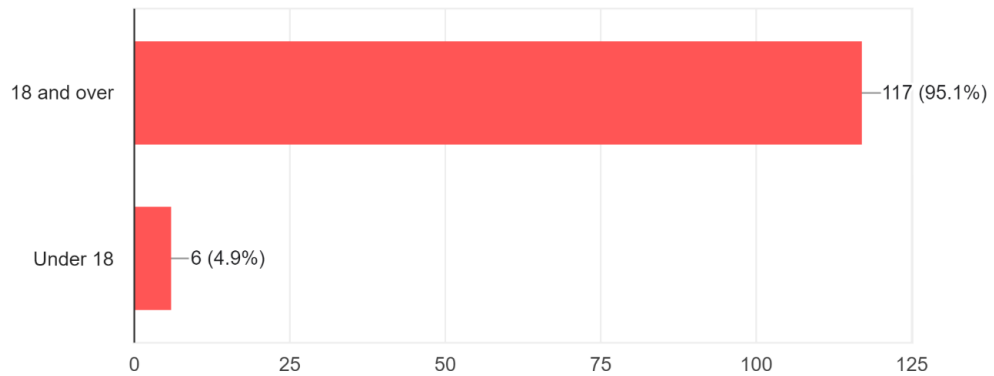
I live:

123 responses



I am in the following age group

123 responses



The Coonamble Show is important to me because:

- It's a way to showcase the local produce and skills, it helps to teach the younger generation about different things.
- It is a big part of our community but with a full day holiday a lot of people head out of town for the day after attending the Tuesday night
- You make so many memories with your friends and can have fun with them outside of school when you aren't really able to
- Focuses communities
- It's a great benefit to the locals
- Days where Coonamble locals can come together to celebrate, have fun and showcase local talent
- It's a way of showing how talented our community is, across the board from arts, baking down to agriculture. A fun social day for our community.
- it has a long running history in Coonamble, it has something for everyone to enjoy
- We get to celebrate and exhibit our locals finest works
- My child puts a few cooking and painting entries into the show
- Tourism
- Gets the community together
- It's something that me and my kids look forward to each year as it only happens once a year. I have lived in Coonamble all my life and have always attended the show on the Wednesday public holiday and would love for my kids to live the experience as well
- Great for the community
- I feel everyone should be entitle to attend their local show so they don't have to travel. If the show was held on a weekend like most small country locations we wouldn't need a PH and more people might attend a weekend show
- It's a way to showcase what talents we have in town.
- It brings our community out together and gives everyone A sense of pride.
- Something to do
- It's such a community event and without a holiday the show will die
- One day of the year when the whole town comes together.
- It is essential in promoting ag in coonamble
- It gives people something to look forward too
- I enjoy seeing my kids artwork's on display

- Brings business to town. It is a time of excitement for children and adults alike.
- It's a great family day out. Creating memories and bringing activities - attractions we wouldn't normally be able to enjoy.
- It's a Coonamble tradition
- It brings our community together and brings funds into our town
- Community gathering
- Brings the remote community together
- It is an event which brings the community together and showcases rural life.
- Community coming together & interaction within the isolation remoteness
- I have kids who absolutely love it when it's time
- Grandchildren/neices and nephew
- It is a community gathering
- It is an integral component of the community's wellbeing
- I have been attending and participating since I was young child growing up in Coonamble
- It's some where to go and something to do other we would have to travel
- Socially a great catch up with other locals, opportunity to enter, look at and showcase our local talent across a wide array of areas for all ages.
- Its a community advent
- It brings our small community together for a great fun day for all ages
- Community event
- It's a day the community comes together
- I have two kids. They both love the rides and all the pretty lights. Its also very good for the community to come together and enjoy it.
- It is the one event of the year that attracts all people to it regardless of where you live
- It is a wonderful way to get together as a community
- It's a great social day
- It is a local event which has supported local vendors and gives the town something different and exciting to look forward too each year.
- My children and the community
- Its a local event and brings business to town.
- Community spirit
- Because it's local and lots of fun
- The show is important for the town and our kids enjoyment
- It is an amazing chance to showcase the local talent in the pavilion, the horsemanship of our local riders, our growers whether they be beef or wool and gives the youth something to look forward to every year.
- Brings the town together
- It is a time for the community to come together as one
- It creates community and belonging - love the schools section and giving everyone a chance to show their skills.
- I can attend with my own children each year.
- I get to attend with my young family. It's a highlight of the year.
- I can spend quality time with my family. I am proud to share my pavilion entries with the community.
- I can enter things in the pavilion for others to view and enjoy. I love spending the day with my family, we enjoy the rides.
- It's a chance for the community to come together in a variety of ways and support the wonderful area we live in
- It is a great community event

- It's a chance to showcase all the great things happening in our community
- it's time to have fun and enjoy yourself
- It's fun and it brings something exciting to the town.
- It's a fun family event I can take my son to. We don't have many fun events on in coonamble so it would be a shame to lose the public holiday and potentially have to work.
- It showcases Coonamble and brings the community together
- Promotes local businesses. Helps with mental health and social isolation.
- It brings people to town
- It is a day to showcase our local produce and rising skills. Also it is a tradition.
- It's a family day out
- It showcases local talent and industry
- It brings to community together
- It's great fun for all ages
- It's a day to enjoy with a young family
- It is a valuable assets to the community
- Its a great day to see some of the great things happening in the community
- Bringing the community together
- it's great for our community and all families
- It is a community event that brings people together. It is educational and important for our rural businesses.
- Important community event
- It brings in tourism which helps fund things here in town
- Because it's a great community event
- Good for community spirit
- Businesses are struggling. No public holiday
- Great community event that attracts visitors from outside LGA
- Brings money to community
- I love to see my kid's contributions in the art pavilion
- It's a time for the community to come together and celebrate our agriculture which our town is dependent on.
- I volunteer at the CWA kitchen and love to see all the faces at the show. I love to work with my fellow volunteers and help to raise money for my charity.
- It's a way of brining the community together and showcasing what we have to offer in the way of art, food, craft and horse sport.
- Local spending
- The kids love it.
- Opportunity to support the community
- To support the community
- We are a food vendor and promote local sustainable land practices through our Saltbush lamb and gravy rolls
- Community getting together and the ability to show one's business or hobby.
- It's one of the communities most important events where arts and crafts, horsemanship etc are showcased and an integral time for families to spend together.
- It's awesome
- It showcases Coonamble's rich agricultural industry and coming from a farming background I fully support this industry
- Love seeing my grandkids have so much fun and being able to be their with them on a great day out.
- It's a country show that brings farm and townsfolk together

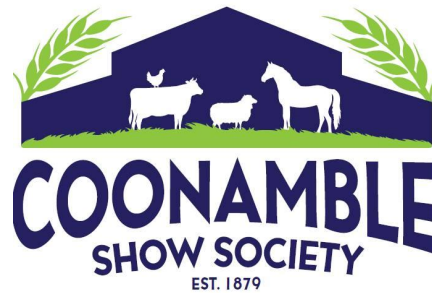
I think the community benefits from a public holiday on the second day of the show in the following ways:

- It gives families more time to see the show, what's the point of having a show if no one attends by having a public holiday it allows for everyone to attend,
- if a half day more would attend than no holiday
- More people can come to the show and not be stuck working, a lot of people want to go both days
- Allows to attend show options
- People who work full time can attend and enjoy a community day without having to take personal leave
- Increase in attendees, more money injected into the community
- Yes, it helps with our mental health and well-being, also gives parents time to spend with the children
- It allows working people to attend and allows kids a whole day to enjoy the show
- Enables everyone to go. Otherwise you will have shop fronts open with staff sitting around with no customers because they are all at the show
- Families get to enjoy the show together
- Because it is mid week, it allows more people to attend, enter competitions and socialize with other groups that don't get together often.
- Gets the community together
- So working people can attend
- You can attend the Tuesday night and not worry about having to get your children up early for school especially the ones that live out on properties that have to leave home before some of the town people are even getting up
- It gives families time to be together and enjoy the day with each other and other families in the district. It's good for Mental health.
- Community involvement, sense of pride. Enjoyment for all.
- No benefit for a full day holiday, half day at the show is expensive enough let along a full day there. a full day gives people the opportunity to go to dubbo and spend money out of town if anything
- Brings everyone together
- If we don't we'll lose the show.
- I get to take my whole family
- Every one can attend and enjoy the experience. Without the crowd, the show may not continue in Coonamble.
- Parents are able to have the day off at the show with their children. If I aren't a have to work and kids have school, families simply wouldn't be able to attend and enjoy it
- It's a great way to bring the whole community together
- Families get to attend the show
- Community gathering
- Coonamble community comes together
- All member of the community are able to attend, meet up and connect.
- As the show is during the week & a public holiday it is available for all community to attendance
- Yesss I agree
- It allows people to go to the show in the day and see the displays which are closed at night and other wise I would have to take leave
- It is a way for the community to socialise and for school children to display to the community what is going on in local education systems
- It is a great way to showcase our community

- People don't need to take a day off and parents can take their children That usually would t be able to if their wasn't a holiday. So children would miss the show all together
- As above
- No not for the show but the schools should have mid term break to attract more teachers from away. Nyngan have it thinking and works well
- Where people can show off their amazing skills/ talents, and catch up with family and friends
- Attendance in activities
- A day to relax and catch up
- Gives family's more time to spend with loved ones at the show. Not many people have the time because of work.
- A public holiday gives ppl the chance to volunteer and take part fully in whatever aspect of the Show interests them. It gives families the opportunity to go together to an event locally. It gives ppl who work 9-5 the opportunity to enter into the competitions. Successful community events endorse a sense of value and pride within the people who call it home.
- Gives most working people a chance to attend.
- All workers can go and socialise
- Parents have a chance to spend time with their children and enjoy a day out
- Enjoy the day with family friends and community
- Because everyone gets a chance to attend.
- Brings in more traffic flow and funds to the community
- Socialising, community, great fun
- Business, workers and kids would not be able to attend and support the exhibitors & business' who rely on the show for income.
- It means that employees are able to attend the show on the second day. We buy a 2 day membership and have a quick look at the pavilion on the Tuesday night, but are predominantly there for the fireworks and a social evening out. The Wednesday is when the kids can hang out with their friends while I peruse the local cooking, art, and needlework while enjoying morning tea or lunch made by our wonderful CWA ladies.
- A lot of our kids only have the show to look forward to each year. One day is a huge deal to them.
- It gives a chance for people out of town to organise transport and to not lose the entire workforce at once if required
- Everyone can attend and support each other.
- To support a local annual event Parents/carers are able to attend with their children The opportunity to view the success of locals e.g horse riding, pavilion, cattle, poultry,
- Quality time with family Acknowledges the success of local competitors Community comes together in a positive way
- I get to enjoy the day without having to attend school. I can attend with family
- Family time
- It enables working families to attend the show and enjoy what is on offer in a more relaxed way than rushing around everything on the Tuesday night
- It supports school students attending and participating in events without falling behind in their schoolwork
- -more time to spend with family -more daylight to spend at the show
 - more time to spend with family - have more day light at the show - no one is missing out on the show because of work hours.
- More people can attend and this means more market holders and the show society make more money to continue on the event in the future, it's all so one of the only big opportunities for the community to connect with each other and enjoy the small town we live in
- As above

- The show would not run if there was no public holiday. You wouldn't get enough money to support it.
- Having that option to go as otherwise I would miss out due to work
- It gives everyone the opportunity to attend
- It gives everyone the opportunity to attend. The show would definitely fail and fade away if there was not a public holiday.
- Everyone enjoys the day with their families
- So we can attend and support
- You get to see each other and see what people are doing
- Showcasing local talent and skills,
- everyone would benefit from it as some people have to work and miss the show
- It all everyone the opportunity to be involved in the show, particularly the children as they don't have to go to school. They are the future of our agriculture industry. Let's inspire them to be part of it. The show showcases everything rural in our community. It also is a fabulous family event.
- Otherwise it should be on a weekend
- It'll allow both kids and adults to enjoy the entirety of the show and not miss any key work or school work
- Because the night can be quite cold
- Moral booster in tough times
- Let people use their own holidays.
- More visitors more revenue
- I don't think enough people use the PH to support the show.
- A day to relax and enjoy show
- Brings business to town and brings a happy day for people to relax and attend the show
- I don't think they do benefit, You see more people at the show on the First day/night. Things finish up early on the 2nd day. Majority of locals still have to work especially self employed
- Allows everyone to attend if they wish, brings excitement to the town, is the perfect opportunity to actually get out and attend as work is not an issue.
- Community-wide events bring people from all demographics together. They can improve mental well-being, while helping to alleviate personal struggles. Appointing a public holiday ensures that those who wish to attend, may without having to sacrifice a personal day to their employers, or be penalised at school. Establishing a strong town identity is important, particularly for smaller townships. While the public holiday may be just one day, the positive wellbeing impact and social capital gained, will stay with the community for much longer than that one day.
- Our children miss out on a lot living in a rural community so it's a great way for them to get involved in a whole lot of fun!
- How? Nothing is open. not bringing in any monies
- Working parents can enjoy the show with their kids and not have to worry about finding someone to take them.
- So Families can attend
- People are off work so can attend show to support the event. This makes running the show more worthwhile as more people can attend and support the local event
- Everyone has the day off so that whole families and community members can attend the show together and view kids artwork or other entries in the show.
- Every one gets to go
- It brings the community together and highlights Coonamble's rich agricultural industry and allows the country folk to mix with town folk - a day where everyone can appreciate and respect our town's history and preserve its future

-
- Being able to have family day making memories without the stress of worry about work commitments for the day
 - I don't think 2 days is needed. Those people who have livestock they're running in events could benefit from 2 days but not the entire community.



2022/2023 Executive

President: Mr Brendan O'Connor

Secretary: Miss Emily Ryan

Treasurer: Mr Alan Dodd

PO Box 400
Coonamble 2829
coonambleshowsociety@hotmail.com

9th October 2023

To Whom It May Concern,

The Coonamble Show Society is writing in regards to the proposal for 2024 and 2025 Coonamble Show Public Holiday allocation on the Wednesday of the show. We are writing to support this application to be made by Coonamble Shire Council.

On behalf of the committee, I would like to put forward a motion, **that the Coonamble Shire please consider applying for the Public Holiday on the Wednesday of the show for 2024 and 2025.** It is a great opportunity to engage children in agriculture and the agriculture show movement. It is essential for Coonamble Show Society to have this Public Holiday to ensure we are having people through the gate of our event. We are unable to change our date, due to this being set by the Agricultural Societies Council of NSW. We have a lot of community support at our event due to the Public Holiday and we rely on gate entries to fund the event.

Coonamble Show is an event to showcase the enterprises in the Coonamble District and promote agriculture to the community.

Thank you for considering our letter.

Kind regards,

Emily Ryan
Secretary



31st August 2023

General Manager
Coonamble Shire Council
PO Box 249
COONAMBLE 2829

Dear Mr Gallagher,

Re: Public Consultation – Proposed Public Holiday – Coonamble Show – 2024 & 2025.

Thank you for your request for a response regarding a public holiday to recognise the Coonamble Show.

We certainly support the public holiday. The show is very much a part of the Community in Coonamble, and the public holiday allows both the children and their families as well as our teaching staff to participate and celebrate each other's efforts.

The show is always a large part of our educational program around that time. The children and teaching staff work very hard to submit an exhibit. This participation gives children a sense of belonging within the community, supporting their identity and culture.

With kind regards,



Janine Jol
Acting Director



Bertram Street Coonamble NSW 2829
Phone (02) 68221966 Fax (02) 68221294

coonamble-p.school@det.nsw.edu.au

11th September, 2023.

THE NSW PREMIER AND CABINET

I wish to wholeheartedly support the Coonamble Shire Council in their submission to be granted a public holiday for the Local Show in 2024 and 2025.

Our students look forward to it each year because they have the opportunity to create some special artwork to be entered into the show or be placed on display for all the community to see. They also have a chance to enter other art and craft items that they might do as a hobby at home in their own time. Having their works displayed and to hear the community's favourable comments on their efforts is very important in building self-esteem in our young students.

If there is a public holiday for the show it gives all our students (with their families) the opportunity to go to the show and spend as much time as they need to look at students' work and projects entered by others in the community. This in turn inspires our students to attempt other projects the next year and create something a bit different.

At our school we have a number of students that enter into the horse events each year at the local show. To enter these events they have to take time off school, if one day is a public holiday, they are only absent for one day to participate. Also, we have some staff members that are involved in the organisation and running of the local show. A public holiday for one day means they only have to take leave for one day, not two.

The Coonamble Local Show is an event that the whole community looks forward to. If there is one day granted as a public holiday it means that all sections of the community can come together and socialise or participate. This is especially important when there are difficult times for our community. Mental health is a major concern in our local township and our farming community. Over the years our farming community has had to deal with drought and floods which impacts greatly on their livelihood. These can be very trying times for all of our community. The local show is an essential meeting time/place for our farmers and their families to look forward to and to spend time with the wider community to talk and join in the events. This can have a really positive impact on those who are doing it tough.

I sincerely hope you consider my support for Coonamble Shire Council in the bid for a public holiday for our local show in 2024 and 2025. It is a major event in our community that everyone can participate in.

If you require any more information, please do not hesitate to ring me.

Yours sincerely,

ANNETTE THOMSON
EXECUTIVE PRINCIPAL

10.5 PROPOSED CLOSURE OF OFFICE - CHRISTMAS/NEW YEAR

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

PURPOSE

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

BACKGROUND

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

This year Christmas Day falls on Monday, with public holidays being Christmas Day 25 December, Boxing Day Tuesday 26 December. New Year's Day falls on the following Monday (a public holiday).

Staff are required to take leave for the closedown on the three (3) days not proclaimed public holidays, namely Wednesday, Thursday and Friday 27 to 29 December inclusive. Staff will return to work on Tuesday, 2 January 2024.

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

At this stage, Coonamble and Gulargambone pools will remain open, except for Christmas Day and Boxing Day (Monday 25 and Tuesday 26 December), when both venues will be closed.

(a) Relevance to Integrated Planning and Reporting Framework

P1.3.1 Support activities / projects that increase community participation and connection.

P4.1 Increase opportunities for our community to socialise together.

(b) Financial Considerations

There are no financial considerations attached to this report.

COMMENTARY

The report covers the closedown of Council's services for the period between Christmas and New Year. It has been normal practice for this closedown to occur. It is requested that Council approves the closedown, as detailed, noting that staff who are not on leave will return to work on Tuesday, 2 January 2024.

(a) Governance/Policy Implications

One of Council's Delivery Plan actions is to support activities and events that increase community participation and connection. The break during

the annual Christmas festive period provides for an opportunity for families to strengthen ties and have an enjoyable festive time together.

(b) Legal Implications

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

(c) Social Implications

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

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

The Christmas / New Year period is traditionally a very quiet time as many people choose to go on holidays to coincide with school holidays.

This year, Christmas and Boxing Days falling on Monday and Tuesday, leaving three (3) days for staff to take annual leave (Wednesday to Friday, 27 to 29 December inclusive). New Year's Day falls on the Monday, resulting in work resuming on Tuesday, 2 January 2024.

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

RECOMMENDATION

- 1. That Council closes its administrative office, libraries, Service NSW agency, the Visitor Information & Exhibition Centre, Council depots and quarry from close of business on Friday 22 December 2023 and re-open on Tuesday, 2 January 2024.**
- 2. That Council staff avail themselves of accumulated leave provisions for the annual festive period closedown on days not covered by public holiday provisions, namely the Wednesday, Thursday and Friday – 27, 28 and 29 December 2023.**
- 3. That the Festive season closure be advertised, including emergency contact numbers, on council's website, social media page and the local newspaper.**

- 4. That provision be made for “on-call” staff to be made available for scheduled daily maintenance and to respond to emergency situations if they arise.**

10.6 RATES AND CHARGES COLLECTIONS - SEPTEMBER 2023

File Number: Rates - General - R4
Author: Kylie Fletcher, Revenue Officer
Authoriser: Bruce Quarmby, Director Corporate Services
Annexures: Nil

PURPOSE

The purpose of this report is for Council to be updated with the most recent information pertaining to its rates and charges collections – as applicable to the month of September 2023.

BACKGROUND

(a) Relevance to Integrated Planning and Reporting Framework

The annual rate charges are set out within Council’s 2023 / 24 Operational Plan.

(b) Financial Considerations

The annual rate charges are set out within Council’s 2023 / 24 Operational Plan.

	30 September 2023	30 September 2022
Rates and Charges	\$6,014,245.61	\$5,402,473.79
Water Consumption	\$493,908.72	\$370,573.41
Total	\$6,508,154.33	\$5,773,047.20

COMMENTARY

Rates and Charges

	30 September 2023	30 September 2022
Rates and charges in arrears as at 30 June 2023	\$1,173,804.02	\$1,020,037.33
Rates/charges levied & adjustments for 2023/24	\$7,913,273.21	\$7,438,084.57
Pension Concession	(\$101,417.94)	(\$104,357.80)
Amounts collected as at 30 September 2023	(\$2,971,413.68)	(\$2,951,290.31)
Total Rates and Charges to be Collected	\$6,014,245.61	\$5,402,473.79

The amount levied for rates and charges for 2023 / 24 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 30 September 2023 includes receipts for both arrears and the current year’s amounts outstanding.

It should be noted that the rates and charges 2023 / 24 levied amount is reduced by the pensioner concession of \$101,417.94; reducing the amount of income derived

from these rates and charges. Of this concession, Council’s contribution is 45%, which represents an amount of \$45,638.07.

The rates and charges as of 30 September 2023 represent 66.18% of the total annual rates and charges levied and outstanding (compared with 63.87% on 30 September 2022).

Water Consumption Charges

	30 September 2023	30 September 2022
Water Consumption Charges and arrears as at 30 June 2023	\$393,023.85	\$329,760.33
Water Consumption charges & adjustments 2023 / 24 year to date	\$400,764.56	\$123,961.72
Amounts collected as at 31 August 2023	(\$299,879.69)	(\$80,148.64)
Total Water Consumption Charges to be Collected	\$493,908.72	\$370,573.41

The water consumption charges as at 30 September 2023 represents 62.22% of the total water consumption charges outstanding (compared to 81.67% on 30 September 2022).

Debt Recovery Agency

During the month of September 2023 Council has issued 153 new referrals to the Debt Recovery Agency that acts on behalf of Council. Council’s debt recovery agency has been instructed to reinitiate contact with any debtors, who has previously been referred and legal action commenced. This action is in line with the provisions within the *Local Government Act 1993* and Council adopted Debt recovery policy.

(a) Governance/Policy Implications

Council staff comply with the directions provided by Council’s suite of policies that govern this function of Council.

(b) Legal Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(c) Social Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(d) Environmental Implications

There are no direct environmental implications arising from this report. However, it needs to be acknowledged that the additional increase in the

cost of living could have an impact on Council's ability to collect its rates and charges.

(e) Economic/Asset Management Implications

If Council's rates and charges collection fall behind, it will have an impact on Council's ongoing ability to meet its operational costs and making adequate funding available for necessary asset maintenance and renewal projects.

(f) Risk Implications

As was stated above, the increase in living expenses, has impacted on Council's ability to collect its rates and charges as demonstrated by the increase in Council rates, annual charges, interest, and extra charges outstanding percentage. Strategies have been put in place to mitigate the risk of the further deterioration of this ratio. Council has been working closely with its Debt Collection agency to reduce the amount of debt outstanding from rates and water charges.

CONCLUSION

The rates and charges as at 30 September 2023 represent 66.18% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 63.87% on 30 September 2022). The water consumption charges as of 30 September 2023 represent 62.22% of the total water consumption charges outstanding from previous years (compared to 81.67% on 30 September 2022).

RECOMMENDATION

That Council notes the information provided in the report.

10.7 STATUS OF INVESTMENTS - SEPTEMBER 2023**File Number:** Investments General - I5**Author:** Deborah Tatton-Acting Manager Finance**Authoriser:** Bruce Quarmby, Director Corporate Services**Annexures:** 1. Imperium Markets Portfolio Report September 2023  **PURPOSE**

The purpose of the report is for Councillors to note the status of its investment portfolio.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

L1.4.10 Maintain long term financial viability.

(b) Financial Considerations

Investment levels and interest rates are currently on par with the revised estimated calculations.

COMMENTARY

The format of the report has been configured to demonstrate Council's compliance with the relevant legislative requirements along with Council's own adopted Investment Policy.

The attached Investment Report was calculated on 30 September 2023 after all maturing dates for investments had passed.

The total Capital Value of investments as at 30 September 2023 is \$34,750,000. This is a decrease of \$3,500,000 from \$38,250,000 as at 31 August 2023. The decrease is attributed to additional funds required throughout the month to pay for creditor payments as they fell due and payment of plant which was delivered.

It should be noted that counterparty compliance on short term investments was not in line with the Council's Investment Policy at the end of the month, with investments in NAB exceeding the allowance by 0.29%. This was due to the timing of the maturity of a NAB Term Deposit. The Term Deposit matured on 5 October and was cashed out. This allowed compliance to be restored to meet the Council's Investment Policy.

AVAILABLE WORKING FUNDS

Restricted funds are set aside by Council and external parties for a particular purpose to meet future expenses. Unrestricted funds are available to be used to cover all other expenses of Council.

As at the 30 / 06 / 2022 the balance of unrestricted and unallocated cash (working funds) was \$2,642 million. This will be recalculated as part of the year-end financial statement preparation.

(a) Governance/Policy Implications

Monthly financial reporting ensures transparency of financial reporting to enable Councillors to make financially sustainable and accountable decisions.

(b) Legal Implications

All investments continue to be made in accordance with the requirements of the *Local Government Act 1993* and Council's Investment Policy.

(c) Social Implications

Council funds are used to provide services and infrastructure to the community and, as a result, well managed funds maximise the level of financial resources available to support the community.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Sound economic management includes maximising Council's return on investment, and this is achieved by closely monitoring investments in line with Council's Investment Policy.

(f) Risk Implications

Sound economic management includes maximising Council's return on investment, and this is achieved by closely monitoring all investments in line with Council's Investment Policy.

CONCLUSION

Funds have been appropriately restricted to ensure all areas of Council can continue to operate in accordance with both the annual Operational Plan and the Long-Term Financial Plan. Further, all investments are continued to be made in accordance with the requirements of the *Local Government Act 1993* and Council's Investment Policy.

RECOMMENDATION

That Council notes the list of investments from 1 September 2023 to 30 September 2023 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.



Investment Report

01/09/2023 to 30/09/2023

Portfolio Valuation as at 30/09/2023

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
NAB	A-1+	TD	GENERAL	At Maturity	05/04/2023	05/10/2023	4.4000	1,500,000.00	1,500,000.00	32,367.12	5,424.66
AMP Bank	A-2	TD	GENERAL	At Maturity	19/04/2023	16/10/2023	4.9000	2,000,000.00	2,000,000.00	44,301.37	8,054.79
NAB	A-1+	TD	GENERAL	At Maturity	24/04/2023	24/10/2023	4.5500	1,000,000.00	1,000,000.00	19,945.21	3,739.73
IMB Bank	A-2	TD	GENERAL	At Maturity	03/05/2023	01/11/2023	4.6400	2,500,000.00	2,500,000.00	47,989.04	9,534.25
Westpac	A-1+	TD	GENERAL	At Maturity	03/05/2023	03/11/2023	4.6400	1,000,000.00	1,000,000.00	19,195.62	3,813.70
NAB	A-1+	TD	GENERAL	At Maturity	08/05/2023	08/11/2023	4.7300	2,000,000.00	2,000,000.00	37,840.00	7,775.34
Unity Bank	Unrated	TD	GENERAL	Monthly	18/11/2022	18/11/2023	4.2000	250,000.00	250,000.00	373.97	373.97
BOQ	A-2	TD	GENERAL	At Maturity	29/05/2023	29/11/2023	4.9800	1,000,000.00	1,000,000.00	17,054.79	4,093.15
NAB	A-1+	TD	GENERAL	At Maturity	07/06/2023	07/12/2023	5.1500	1,000,000.00	1,000,000.00	16,367.12	4,232.88
NAB	A-1+	TD	GENERAL	At Maturity	13/06/2023	13/12/2023	5.2000	3,000,000.00	3,000,000.00	47,013.70	12,821.92
NAB	A-1+	TD	GENERAL	At Maturity	15/05/2023	15/01/2024	4.7500	2,000,000.00	2,000,000.00	36,178.08	7,808.22
BOQ	A-2	TD	GENERAL	At Maturity	25/05/2023	25/01/2024	4.9500	1,500,000.00	1,500,000.00	26,241.78	6,102.74
AMP Bank	A-2	TD	GENERAL	At Maturity	03/07/2023	05/02/2024	5.6000	1,000,000.00	1,000,000.00	13,808.22	4,602.74
IMB Bank	A-2	TD	GENERAL	At Maturity	30/05/2023	28/02/2024	4.9000	500,000.00	500,000.00	8,323.29	2,013.70
Westpac	A-1+	TD	GENERAL	At Maturity	02/08/2023	04/03/2024	5.0500	2,000,000.00	2,000,000.00	16,602.74	8,301.37
AMP Bank	A-2	TD	GENERAL	At Maturity	17/04/2023	16/04/2024	4.9000	1,000,000.00	1,000,000.00	22,419.18	4,027.40
BOQ	A-2	TD	GENERAL	At Maturity	02/08/2023	02/05/2024	5.3900	1,000,000.00	1,000,000.00	8,860.27	4,430.14
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	11/06/2024	5.6800	1,000,000.00	1,000,000.00	12,916.16	4,668.49

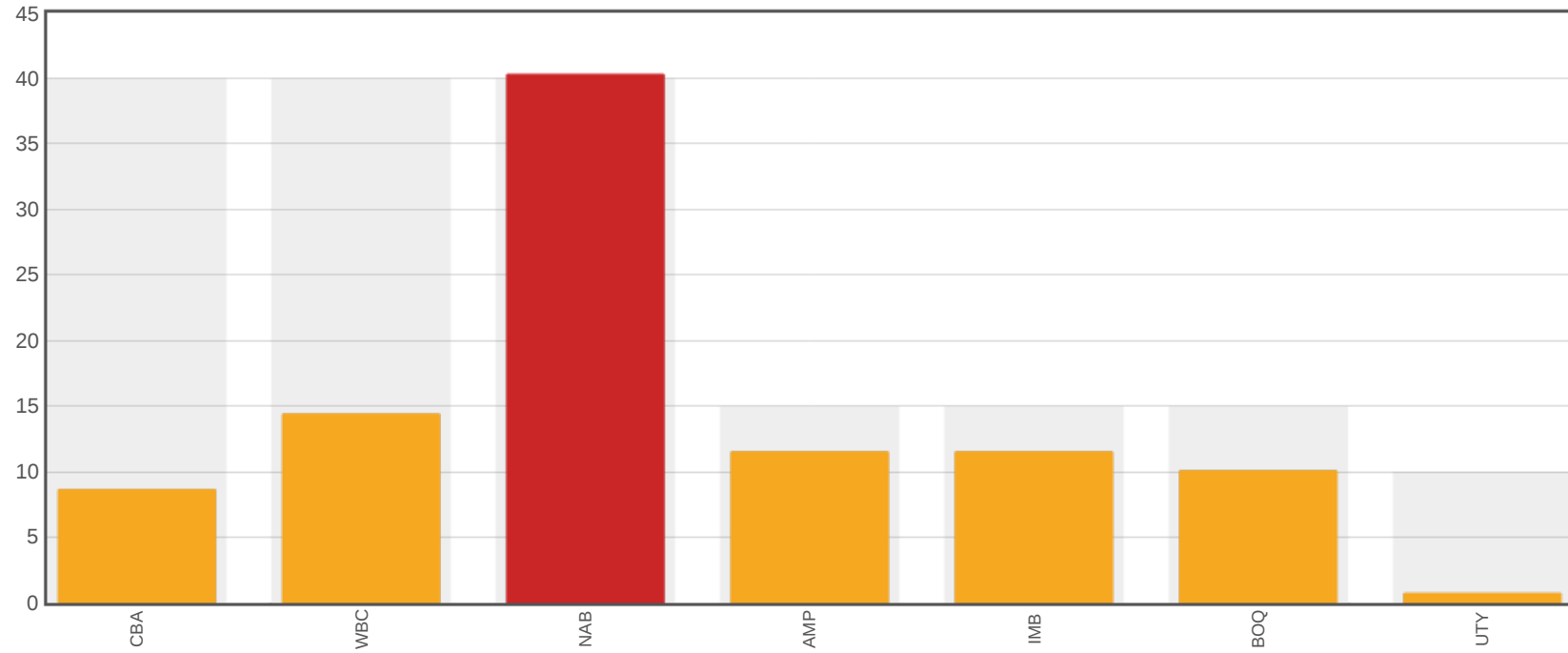
Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
NAB	A-1+	TD	GENERAL	At Maturity	21/08/2023	21/06/2024	5.1900	1,000,000.00	1,000,000.00	5,829.86	4,265.75
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	10/07/2024	5.7100	2,000,000.00	2,000,000.00	25,968.77	9,386.30
Westpac	A-1+	TD	GENERAL	At Maturity	02/08/2023	30/07/2024	5.2000	2,000,000.00	2,000,000.00	17,095.89	8,547.95
IMB Bank	A-2	FRTD	GENERAL	Quarterly	04/08/2022	06/08/2024	4.6899	1,000,000.00	1,000,000.00	7,452.44	3,854.71
NAB	A-1+	TD	GENERAL	At Maturity	14/08/2023	14/08/2024	5.2500	1,000,000.00	1,000,000.00	6,904.11	4,315.07
NAB	A-1+	TD	GENERAL	At Maturity	11/09/2023	11/09/2024	5.2000	1,500,000.00	1,500,000.00	4,273.97	4,273.97
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	17/01/2022	16/01/2025	4.8000	1,000,000.00	1,000,000.00	9,994.52	3,945.21
TOTALS								34,750,000.00	34,750,000.00	505,317.24	140,408.14

Counterparty Compliance as at 30/09/2023

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	Commonwealth Bank	Short	A-1+	3,000,000.00	8.63	40.00	-	10,900,000.00
✓	Westpac	Short	A-1+	5,000,000.00	14.39	40.00	-	8,900,000.00
✗	NAB	Short	A-1+	14,000,000.00	40.29	40.00	-	-100,000.00
✓	AMP Bank	Short	A-2	4,000,000.00	11.51	15.00	-	1,212,500.00
✓	IMB Bank	Short	A-2	4,000,000.00	11.51	15.00	-	1,212,500.00
✓	BOQ	Short	A-2	3,500,000.00	10.07	15.00	-	1,712,500.00
✓	Unity Bank	Short	Unrated	250,000.00	0.72	10.00	-	3,225,000.00
TOTALS				33,750,000.00	97.12			

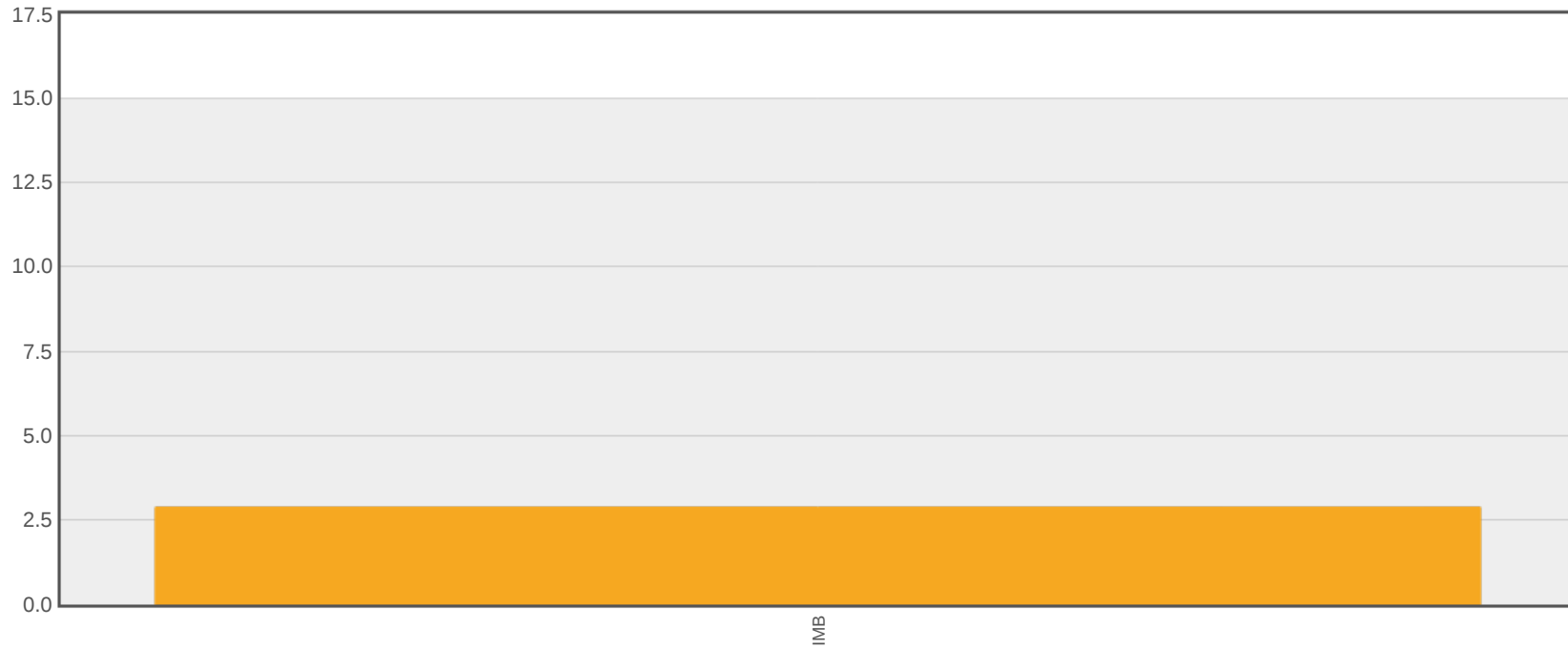
Counterparty Compliance - Short Term Investments



Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	IMB Bank	Long	BBB+	1,000,000.00	2.88	15.00	-	4,212,500.00
TOTALS				1,000,000.00	2.88			

Counterparty Compliance - Long Term Investments

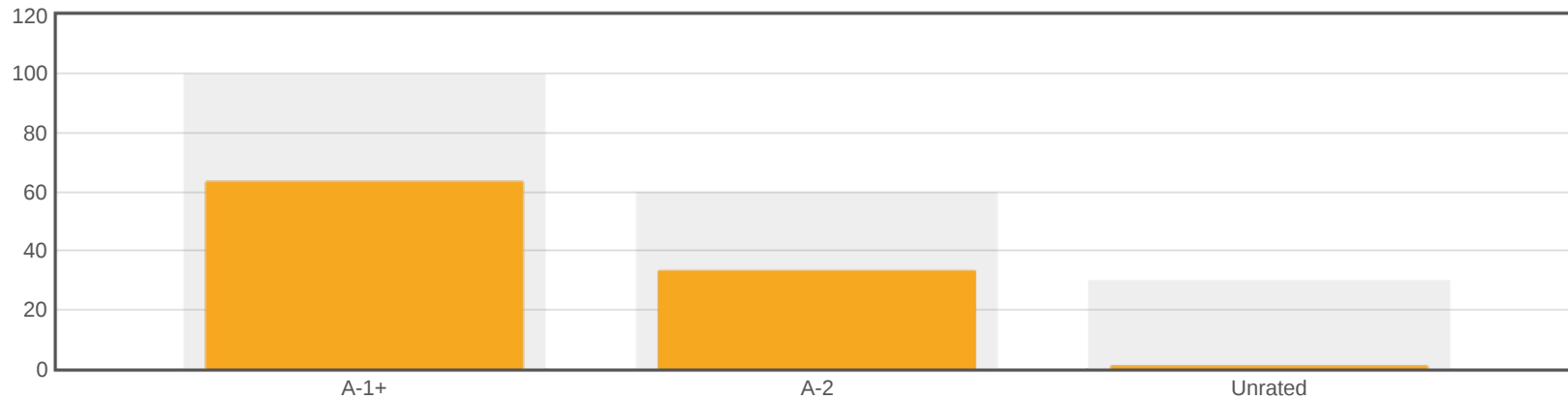


Credit Quality Compliance as at 30/09/2023

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✓	A-1+	22,000,000.00	63.31	100.00	12,750,000.00
✓	A-2	11,500,000.00	33.09	60.00	9,350,000.00
✓	Unrated	250,000.00	0.72	30.00	10,175,000.00
TOTALS		33,750,000.00	97.12		

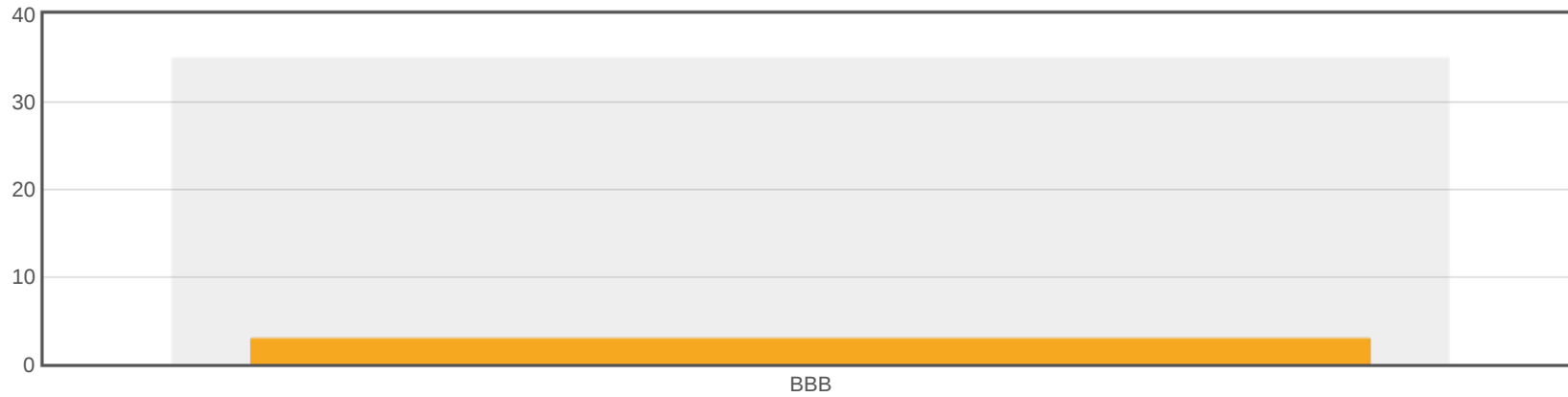
Credit Quality Compliance - Short Term Investments



Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✓	BBB	1,000,000.00	2.88	35.00	11,162,500.00
TOTALS		1,000,000.00	2.88		

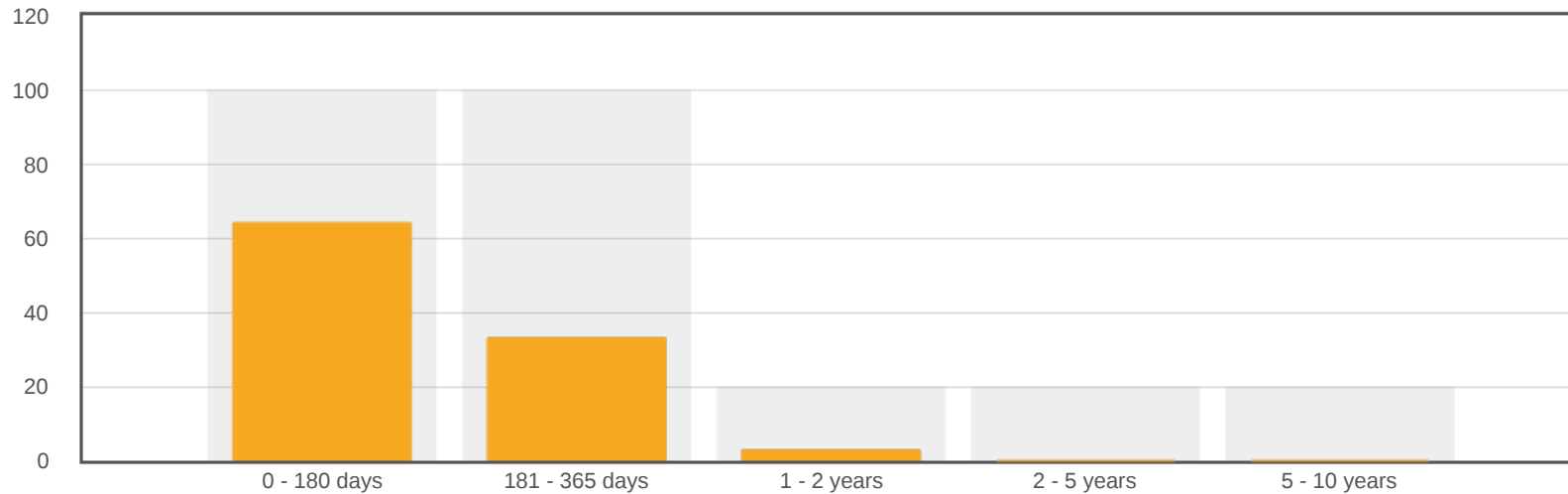
Credit Quality Compliance - Long Term Investments



Maturity Compliance as at 30/09/2023

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 180 days	22,250,000.00	64.03	0.00	100.00	12,500,000.00
✓	181 - 365 days	11,500,000.00	33.09	0.00	100.00	23,250,000.00
✓	1 - 2 years	1,000,000.00	2.88	0.00	20.00	5,950,000.00
✓	2 - 5 years	-	0.00	0.00	20.00	6,950,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	6,950,000.00
TOTALS		34,750,000.00	100.00			

Maturity Compliance





Trades in Period

From: 01/09/2023 To: 30/09/2023

New Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
NAB	A-1+	TD	GENERAL	At Maturity	11/09/2023	11/09/2024	5.2000	1,500,000.00	
TOTALS								1,500,000.00	

Sell Trades

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

Matured Trades

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Value	Ref
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	01/03/2023	01/09/2023	4.7000	500,000.00	Ref 1648
Westpac	A-1+	TD	GENERAL	At Maturity	03/03/2023	04/09/2023	4.6500	2,000,000.00	
NAB	A-1+	TD	GENERAL	At Maturity	10/03/2023	11/09/2023	4.6000	1,500,000.00	
BOQ	A-2	TD	GENERAL	At Maturity	27/03/2023	27/09/2023	4.6000	1,000,000.00	
TOTALS								5,000,000.00	

10.8 SALEYARDS REPORT- 30 SEPTEMBER 2023

File Number: S1

Author: Deborah Tatton, Acting Manager Finance

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: 1. **Saleyard and Truckwash Report September 2023**  

PURPOSE

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

BACKGROUND

The following information details income and expenditure associated with the Coonamble saleyards for the month of September 2023.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

The Saleyards / Truck wash unit was originally set up as a business unit for Council.

This Saleyards needs some major maintenance works but has been running at a financial deficit for years. Fees and Charges will be required to be addressed in the 2024/25 budget cycle to mitigate the losses.

Saleyards Activities

During the month of September, there were no sales held at the Coonamble Saleyards. With the drier weather, there is less cattle available for sale and this is predicted to continue for the next few months with limited rainfall forecast.

The following works were carried out during the month of September:

- Purchase of 10 corner troughs to be delivered and installed during October.
- Ordered 3 large troughs to replace trough in ramp 6 yard and other locations to be determined. Works are expected to be completed by the end of November.
- Replacement of perimeter yards and laneway. Works are expected to be completed by the end of November.
- General maintenance as required.

It is proposed to conduct a site visit in late November as the current works are being completed.

Truck Wash

The following works were carried out during the month of September:

- Purchase and replacement of the transfer pump. An additional pump was also purchased to have on hand.
- General maintenance as required.

SALEYARDS ACCOUNT 01/09/2023 - 30/09/2023

Saleyard Operations:

Income	22,572
Expenditure	<u>41,720</u>
Deficit	(19,148)

Truck wash:

Income	9,515
Expenditure	<u>3,182</u>
Surplus	6,333

Summary:

Income	32,087
Expenditure	<u>44,902</u>
Deficit	<u>(12,815)</u>

(c) Governance/Policy Implications

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

(d) Legal Implications

There are no legal implications arising from this report.

(e) Social Implications

There are no social implications arising from this report.

(f) Environmental Implications

There are no environmental implications arising from this report.

(g) Economic/Asset Management Implications

Works are generally scheduled in accordance with Council’s adopted Operational Plan and Budget to ensure Council’s assets are maintained to an appropriate standard within budget limitations. This asset needs some major maintenance works but has been running at a financial deficit for years. More favourable seasonal conditions means that this asset is currently being used on a more frequent basis, but there are risks for Council involved with knowingly using an asset that does not comply with

all legislative and other industry standards. Although a difficult situation to address, Council will have to objectively consider all facts surrounding the saleyards, and the most appropriate way forward with responsibly managing this facility into the future.

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

RESOLUTION 2021/217

Moved: Cr Bill Fisher Seconded: Cr Karen Churchill

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

CARRIED

(h) Risk Implications

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

CONCLUSION

The saleyard operations are being closely monitored to ensure effective service capability within the resources available.

A suitably qualified consultant is being sought to prepare a report on the saleyards and truck wash for the preparation of a business plan to transition the facilities to compliance, efficient operations and sustainability.

RECOMMENDATION

That the report is received and noted.

ScreenName: Saleyards - Council report
 Data: General Ledger Data
 Filter: All
 Calendar: YTD for September 2023-24

Last Refreshed: Oct 06,
 Hide Zero: Off

Full Account	Annual Amended Budget	Jul MTH Actuals	Aug MTH Actuals	Sep MTH Actuals	Oct MTH Actuals	Nov MTH Actuals	Dec MTH Actuals	Jan MTH Actuals	Feb MTH Actuals	Mar MTH Actuals	Apr MTH Actuals	May MTH Actuals	Jun MTH Actuals	YTD Actuals
5700-0002 - SALEYARDS														
05 - Revenue														
5700-1150-0000 - Saleyards Fees & Charges - Casual	-3,000	0	0	0	0	0	0	0	0	0	0	0	0	0
5700-1152-0000 - Saleyards Fees & Charges - Sale	-110,000	-4,621	-17,951	0	0	0	0	0	0	0	0	0	0	-22,572
5700-1496-0000 - Grants - Saleyards Safety Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 - Revenue Total	-113,000	-4,621	-17,951	0	0	0	0	0	0	0	0	0	0	-22,572
06 - Expenditure														
5700-2245-0000 - Saleyards Insurances	11,801	12,334	0	0	0	0	0	0	0	0	0	0	0	12,334
5700-2255-0000 - Saleyards Electricity Charges	9,313	0	1,051	732	0	0	0	0	0	0	0	0	0	1,784
5700-2260-0000 - Saleyards Telephone Expenses	646	0	104	0	0	0	0	0	0	0	0	0	0	104
5700-2270-0000 - Saleyards Rates & Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5700-2270-0001 - Saleyards - Rates	6,270	5,820	233	0	0	0	0	0	0	0	0	0	0	6,053
5700-2270-0002 - Saleyards - User Charges	9,330	252	-252	0	0	0	0	0	0	0	0	0	0	0
5700-2330-0000 - Saleyards Operating Expenses	19,765	343	14	0	0	0	0	0	0	0	0	0	0	357
5700-2335-0000 - Saleyards Operating Expenses No GST	0	0	2,056	0	0	0	0	0	0	0	0	0	0	2,056
5700-2340-0000 - Saleyards Maintenance Expenses	72,270	2,526	9,435	7,071	38	0	0	0	0	0	0	0	0	19,032
5700-2925-0000 - Saleyards Buildings Depreciation	11,038	0	0	0	0	0	0	0	0	0	0	0	0	0
5700-2930-0000 - Saleyards Facilities Depreciation	2,744	0	0	0	0	0	0	0	0	0	0	0	0	0
06 - Expenditure Total	143,177	21,275	12,641	7,803	38	0	0	0	0	0	0	0	0	41,720
5700-0002 - SALEYARDS Total	30,177	16,654	-5,310	7,803	38	0	0	0	0	0	0	0	0	19,148
5750-0002 - TRUCKWASH														
05 - Revenue														
5750-1150-0000 - Truck Wash User Fees	-29,000	-1,221	-6,113	-2,181	-45	0	0	0	0	0	0	0	0	-9,515
05 - Revenue Total	-29,000	-1,221	-6,113	-2,181	-45	0	0	0	0	0	0	0	0	-9,515
06 - Expenditure														
5750-2245-0000 - Truckwash Insurance	100	80	0	0	0	0	0	0	0	0	0	0	0	80
5750-2255-0000 - Truck Wash Electricity Charges	2,790	0	231	190	0	0	0	0	0	0	0	0	0	421
5750-2260-0000 - Truck Wash Telephone Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5750-2270-0000 - Truckwash Rates & User Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5750-2270-0001 - Truckwash Rates	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5750-2270-0002 - Truckwash User Charges	15,600	5,934	-5,934	0	0	0	0	0	0	0	0	0	0	0
5750-2340-0000 - Truck Wash Mntce & Repairs	16,020	416	420	1,845	150	0	0	0	0	0	0	0	0	2,681
5750-2930-0000 - Depn - Other Structures	10,400	0	0	0	0	0	0	0	0	0	0	0	0	0
06 - Expenditure Total	44,910	6,430	-5,283	2,035	150	0	0	0	0	0	0	0	0	3,182
5750-0002 - TRUCKWASH Total	15,910	5,209	-11,396	-146	105	0	0	0	0	0	0	0	0	-6,333
6070-0002 - OTHER STRUCTURES														
08 - Non Current Asset														
6070-4999-0012 - Other Struct - Economic WIP	50,000	19,627	785	0	0	0	0	0	0	0	0	0	0	20,412
08 - Non Current Asset Total	50,000	19,627	785	0	0	0	0	0	0	0	0	0	0	20,412
6070-0002 - OTHER STRUCTURES Total	50,000	19,627	785	0	0	0	0	0	0	0	0	0	0	20,412
Total	96,087	41,490	-15,921	7,657	143	0	0	0	0	0	0	0	0	33,227




10.9 REVIEW LOCAL PREFERENCE PURCHASING POLICY

File Number: Policies - P15

Author: Deborah Tatton, Finance and Procurement Manager

Authoriser: Bruce Quarmby, Director Corporate Services

Annexures:

1. **Local Preference Purchasing Policy**  
2. **Submission - L Crawford Construction P/L**  
3. **Submission - Coonamble Chamber of Commerce**  

PURPOSE

The purpose of this report is to present the review of the Local Preference Purchasing Policy, along with any submission received for Council's consideration and adoption.

BACKGROUND

At the June 2023 ordinary meeting a draft review of the Local Preference Purchasing Policy was tabled for Council's consideration and adoption. At this meeting Council passed the following resolution.

10.11 REVIEW LOCAL PREFERENCE PURCHASING POLICY

RESOLUTION 2023/108

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

1. **That Council notes the information in this report.**
2. **That Council places the revised Local Preference Purchasing Policy, as attached to the report, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
3. **That, in the event of any submissions being received, that the Manager of Finance and Procurement presents a further report, together with the contents of those submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the revised Local Preference Purchasing Policy (with or without changes) at its August 2023 Ordinary Meeting.**

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

In compliance with the above resolution, the draft review of the policy was placed on public exhibition for a period of twenty-eight (28) days, with submissions invited from the community until 5.00pm on the 4 August 2023. The delay in providing the review to Council is attributed to the finance staff preparing end of year financial statements for the auditors.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

L1.4.5 Review Council policies.

(b) Financial Considerations

By introducing a tiered approach and a capped amount, Council will be ensuring an unbiased approach while still supporting and encouraging local business when conducting the procurement process.

COMMENTARY

Following the close of the public exhibition period, two (2) submissions were received by Council. Copies of the submissions have been attached as annexures to this report.

A summary of the two submissions received are as follows:

- **L Crawford Construction P/L** – The submission was not in favour of the proposed changes. The submission requested that Council retain the current uncapped 10% local preference discount, citing that a contract awarded to a local supplier will return more in benefits to the local economy than the 10% pricing discount allowed.
- **Coonamble Chamber of Commerce** – The submission received proposed an alternative approach for Council to consider. This approach incorporated the draft policies tiered local preference pricing discount, however in contrast to the draft policy the submission is advocating for Council to adopt an uncapped maximum local preference pricing discount.

The submission also has requested that Council review its internal purchasing practices and include discussions with local businesses in order to increase the opportunities for locals to compete to gain regular council business.

Considering the submissions received, management have incorporated the following changes to the draft policy for Council's consideration.

- The maximum local preference discount cap has been increased for projects valued from \$50,001 - \$100,000 to \$10,000.
- The maximum local preference discount cap has been increased for projects valued above \$150,000 to \$25,000.
- The maximum local preference discount cap, for non-local suppliers utilising at least 25% local content has been capped at \$20,000.
- The inclusion of a clause in the policy that requires non-local suppliers to provide sufficient information for Council to substantiate the agreed utilisation of local content as per their original bid to Council.

For Council's information, the changes outlined above, are highlighted within the revised Local Preference Purchasing Policy attached as an annexure to this report.

Council will note that the revised Local Preference Policy as amended has still retained the inclusion of a cap for the maximum allowance that will be provided under this policy. Management considered the information contained within the submissions and are of the opinion that a cap is required to help ensure Council achieves a balance of supporting/promoting the local economy whilst striving to achieve operational efficiency in the delivery of its various works programs.

(a) Governance/Policy Implications

Once adopted by Council, the revised Local Preference Purchasing Policy will form part of the suite of policies of Council.

(b) Legal Implications

The procurement of goods and services by Council must comply with the provisions of the *Local Government Act 1993 (Section 55)* and the *Local Government (General) Regulation 2005 (Clauses 177 and 178)*.

(c) Social Implications

The revised Local Preference Purchasing Policy Council's takes into consideration social implications.

(d) Environmental Implications

Nil

(e) Economic/Asset Management Implications

The objective of the Local Preference Purchasing Policy is to achieve the best value for money in its procurement of goods and services, where possible giving preference to local suppliers, and non-local suppliers using local content, to support the Council's economic development.

(f) Risk Implications

Through the implementation of these additional control measures included in the Policy, Council is seeking to reduce / minimise its exposure to risks associated with its procurement processes.

CONCLUSION

The objective of the Local Preference Purchasing Policy is to achieve the best value for money in its procurement of goods and services, where all other factors are equal, giving preference to local suppliers, and non-local suppliers using local content, to support the Council's economic development.

The Local Preference Purchasing Policy has been reviewed and amended to ensure compliance with both legislative and operational requirements. In formulating the amendments staff have taken into consideration the information provided to Council in the form submissions received.

RECOMMENDATION

- 1. That Council notes the information in this report.**
- 2. That Council adopts the revised Local Preference Purchasing Policy, as attached to the report.**
- 3. That Council notes that two (2) submissions were received from the public in relation to this policy.**

1. BACKGROUND

This policy supports delivery of Councils 'Community Strategic Plan' to grow our reputation as an LGA of choice to live, work and invest.

2. PURPOSE

The Council's Local Preference Purchasing Policy recognises that overall value for money is about the broader economic benefits to the entire Shire, and not just the lowest price. The Council acknowledges that economic benefits flow to all local businesses where Council maximises opportunities for local suppliers to compete for Council's business on the basis of value for money.

The Council's Local Preference Purchasing Policy aims to use Council's procurement actions to encourage and support local suppliers, and support economic activity within the Shire, where it is efficient to do so, while achieving the Council's overall value for money objectives. This approach seeks to maximise overall community benefit for the Shire.

3. POLICY OBJECTIVE

The primary objective of the Local Preference Purchasing Policy is to achieve the best value for money in its procurement of goods and services, where possible giving preference to local suppliers, and non-local suppliers using local content, to support the Council's economic development.

4. LEGISLATION AND FRAMEWORK

This policy is to be read and implemented in conjunction with the following:

- Coonamble Shire Council Sustainable Procurement and Contracts Policy
- Coonamble Shire Council Procurement Procedures
- Local Government Act 1993
- Local Government (General) Regulation 2005 (NSW)
- **Modern Slavery Act 2018**
- Community Strategic Plan

Ethics and Conflicts of Interest – Council Officers and Councillors shall refrain from personal activities that would conflict with proper execution and management of Council Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

5. APPLICATION/SCOPE

All Council Officers and Councillors are accountable for applying this policy within their areas of responsibility.

6. POLICY

To assist local industry and local economic development, the Council shall:

- Encourage a ‘local preference purchasing’ policy culture within the Council
- Encourage local suppliers to participate in Council business by advertising in the local newspaper and other means considered appropriate.
- Ensure that procurement policies and procedures do not disadvantage local suppliers.
- Ensure transparency in Council procurement practices.
- Encourage use of local suppliers by contractors, whenever goods or services have to be sourced from outside the Shire.
- Consider the non-price value for money considerations set out in this policy; and
- Apply a price preference discount in favour of local suppliers, as set out in the policy.

Non-price value-for-money considerations

Council acknowledges that in assessing overall “value for money”, the following non-price considerations should be considered (where relevant) in relation to a Procurement request:

- Availability and assess to after-sales service and maintenance.
- Quality, type and availability of goods or services.
- Advantages in dealing with a local supplier, including administrative and operational efficiency.
- The proportion of local content to be supplied.
- Whole of life costs of the purchase or contract.
- Compliance with specifications, guidelines, and requirements.
- The supplier’s commitment to supporting local business and the local economy through sub-contracting and other supply arrangements.
- Net benefits to the Shire, including economic benefits; and
- All other factors relevant to consideration of the particular Procurement Request

Price Preference Discounts

For the purpose of comparing the price tendered by local and non-local suppliers, the price preference discounts set out below will be applied and given to:

- local suppliers submitting responses to Procurement Requests which are assessed in relation to this policy; and
- non-local suppliers submitting responses to Procurement Requests, which include use of local content, and which are assessed in relation to this policy.

Local Supplier Discount

For Local suppliers who respond to Council’s Procurement Requests, Council will assess their response as if their total net cost bid was reduced by the relevant allowance. Therefore, when assessing the quote, an evaluation allowance for local suppliers will be applied as follows.

Amount Quoted	Allowance	Maximum Allowance applied
Below \$50,000	10.0%	\$5,000
\$50,001 - \$100,000	7.5%	\$7,500
\$100,001 - \$150,000	5.0%	\$10,000
Above \$150,000	2.5%	\$25,000

Local Content Discount

For non-local suppliers who respond to Council’s Procurement Requests if at least 25% of the net cost of their response or tender includes or is attributable to local content, Council will assess such response as if the total net cost attributable to local content were reduced by the allowance equivalent to the local supplier discount. **With discounts limited to a maximum of \$20,000.**

Obtaining Discounts

To be eligible for either discount, suppliers must specifically detail and explain in their response to Council’s Procurement Request the particular facts upon which they rely to establish their eligibility for the discount and must provide any evidence of such eligibility as reasonably required by the Council.

Once a supplier is awarded works under this policy, they will be required to provide Council with sufficient documentation to substantiate the utilisation of local content as outlined in their quotation/submission.

Procedural matters

All Procurement Requests (Tenders & Quotations) issued by Council must clearly state whether and how a price preference for local suppliers will be applied so that respondents to such Procurement Requests are aware of Local Preference Purchasing Policy prior to responding to the Procurement Request.

For purchases above those limits set under the Local Government Act 1993 requires that a public tender process is undertaken. All "Request for Tender" documents must include a Local Content Statement. This allows tenderers to accurately calculate the local content of their tender. The Tender Evaluation Criteria Matrix will include a mandatory weighting of 10% for local content.

If the Local Preference Purchasing Policy is applied in a procurement process, the community should be notified and advised of the cost to the community of applying the policy by posting details of the successful supplier, the monetary cost of applying the policy (only those discounts exceeding \$5,000), and a brief statement of the rationale behind the policy on the Council's website within a reasonable time of award of the tender.

Council in its Annual Report shall provide details of all discounts exceeding \$5,000, including details of the successful supplier, the monetary cost of applying the policy.

All Procurement Requests resulting in local preferences being applied must be capable of identification and verification through the Council's audit or internal control mechanism.

Overall local preference

In the event that:

- the net costs bid by a local supplier and a non-local supplier are equal (after calculating any applicable discounts in accordance with this policy)
- both suppliers otherwise meet the criteria and requirements of the Procurement Request; and
- each supplier (and its goods and/or services) is otherwise regarded as being "equal", taking into account the non-price value-for-money considerations set out above,

Preference will be given to the local supplier.

To avoid doubt, normal processes of assessment of non-price considerations still apply, and this policy does not require that the lowest cost tender is necessarily successful. The purpose of this policy is to give preference to local suppliers (compared to non-local suppliers) where all else is equal.

7. DEFINITION

In this policy (unless the context indicates otherwise):

- **Council Staff** – includes full time and part-time Council officers, and temporary employees, contractors and consultants while engaged by the Council.
- **Local Content** – defined as labour, materials, plant and supervision which are sourced from within the Coonamble Local Government Area
- **Local Supplier** – a business, contractor or industry permanently based in, or employing permanent staff and supplying the quoted service from a permanent premises situated within the Coonamble Shire Council Local Government Area boundaries, for not less than 3 months prior to the date of the procurement request, and registered or licensed in the State of New South Wales.

Title: Local Preference Purchasing Policy		
Department: Finance and Procurement		
Version	Date	Author
1	June 2022	Deborah Tatton
2	June 2023	Deborah Tatton
Review Date: July 2024		
Paul Gallagher General Manager		



Work Order No: 0028/2024

Allocated to EMP: Bruce Quarmby

Priority: Routine

Created By: 5

Customer Request

Date Requested: 19-07-2023 9:22:36 AM

Requested By: L Crawford Construction P/L
2 Forgione Street
COONAMBLE

Customer Request Location:

Phone:
Mobile:
Email:

Request Category: A2 - Other

Work Order Summary

The local supplier discount of 10% for all contract amounts should be kept at 10% across the board. It should not be reduced to 2.5% for contracts over \$150,000 for example. It should not be effected as the contract gets bigger. A contract that goes to a local contractor will bring in more than 10% return than if it had gone to an out of town contractor. Local contractors are given confidence to tender if they are shown a real chance of being awarded the contract. The local contractor is not automatically 10% higher, but if the competition is close, it is more than worth it to the local economy to have a local contractor keeping the money and employment in town. The 10% advantage to local contractors should be kept for all contract amounts to keep our town strong.

Notes:

Status:

Resolved By: _____ Date ___/___/___ Time _____AM / PM

How was customer advised Personally / Phone / Letter / Not Advised

Action Taken:

All Customer Requests are to be actioned ASAP and this form to be completed and returned to the office. Weekly reports are provided to managers on Customer Request status.

COONAMBLE SHIRE COUNCIL

PRINT DATE/TIME



ABN 625 657 276 80
PO BOX 182, COONAMBLES NSW 2829
Secretary/Treasurer Email: coc2829@hotmail.com

4th August 2023

council@coonambleshire.nsw.gov.au

Mr Paul Gallagher
General Manager
Coonamble Shire Council
PO Box 249
COONAMBLES NSW 2829

Dear Mr Gallagher, Mayor and Councillors

Submission regarding Local Preference Purchasing Policy (LPPP)

The Coonamble Chamber of Commerce thanks you for the opportunity to provide feedback on the proposed changes to the LPPP.

Feedback from our members is that they strongly support Council in retaining a policy that incentivises local businesses to compete for contracts with Coonamble Shire Council.

- (1) It is our view that such a policy should be viewed as an investment in local economic development rather than a 'cost' to Council and any changes should be considered in that light.

Every effort should be made to increase the proportion of both ratepayer funds and funds received from other levels of government to Council that remains in our shire.

Council's operational and project-based expenditure on infrastructure, facilities and services is vital in creating and retaining local jobs, contributing to local flow-on spend, keeping businesses within the shire and supporting private sector capacity to invest in infrastructure, pay rates, and attract new residents.

A small investment by council now saves a big direct investment by council later in trying to attract new businesses or taking over private sector activities themselves if private businesses are no longer interested or viable.

- (2) Also, we understand that the current LPPP has rarely come into play when awarding contracts to local companies. Council's investment to date as a result of the current policy has been minimal and we believe that it is unlikely to ever become a major expense.

Non-local companies also have the opportunity to take advantage of the incentive by including a component of local materials and services in their tenders. Our members query how well this is monitored and enforced.

- (3) We would ask that Council take a holistic view of their purchasing practices and communication around business opportunities. Our members feel that if Council's tendering and purchasing systems were also improved to consider local economic development and used to stimulate local growth there is every chance that local companies could better compete to win council's business.

Currently, the group buying activities prevent council from being a regular customer of many types of local businesses. Is the money spent by Council on external procurement companies factored into the cost of doing business as a group? Who decides whether the dollars saved on specific purchases is worth the opportunity cost associated with sending those dollars out of town? It seems that the group buying undermines what Council is trying to achieve through the LPPP.

The Chamber understands Council's rationale behind these proposed changes to the Local Preference Purchasing Policy and how there is a so-called cost to Council associated with a local supplier in comparison to a non-local supplier. Although it may cost Council initially, the preferencing money is going to go towards strengthening the local community through economic development. When local businesses are supported our whole community is set to benefit with increased job opportunities, businesses that grow, more people to support and serve charity and sporting groups, our schools grow and attract a diverse group of students, more people own their own homes and contribute to the wealth base of Council through rates the benefits of supporting local is endless and is a win win for the whole community.

It would appear to this group that Council is proposing to do something similar through development of the Sons of the Soil Hotel, a new residential estate and potentially other development projects. We have been told, although there is an initial cost to Council, of the benefits of this investment by Council especially through job creation and resident attraction. The benefits will be reaped in the years to come while growing and strengthening our community. If Council would see their way to supporting the current local businesses these potentially expensive stimulus projects may not be needed to be undertaken by Council.

With the current Local Preference Purchasing Policy only being in use since 2020 and only being the deciding factor in 2 instances it is hard to determine that it has added significantly to the cost of Council doing business. However, as Council is of the belief that it has this group would like the opportunity to compare the current system to the proposed system and offer a possible alternative which it is attached for your consideration.

Thank you in advance for taking the time to consider our suggestions.

Yours sincerely

Lucy Moss
President, Coonamble Chamber of Commerce

Current Policy System:

The Committee has undertaken to cost out each scenario as per the tables below. We have put the non-local on the left under the yellow, the local under the green with the far-right red column reflecting the difference between the allowance. The first table reflects the current system and the potential costs.

CURRENT SYSTEM

Non-Local					Local			Price difference	
Total Contract Price	25% Local Content Value	Total less 25% local content value	% local content claim	Assessment Price (Contract Sum less % local content claim)	Total Price	% Allowance	Assessment Price (Contract Sum less % allowance)		
10%	50,000	12,500	37,500	1250.00	\$48,750	50,000 \$	5,000.00	\$45,000	\$3,750
10%	100,000	25,000	75,000	2500.00	\$97,500	100,000 \$	10,000.00	\$90,000	\$7,500
10%	150,000	37,500	112,500	3750.00	\$146,250	150,000 \$	15,000.00	\$135,000	\$11,250
10%	250,000	62,500	187,500	6250.00	\$243,750	250,000 \$	25,000.00	\$225,000	\$18,750
10%	350,000	87,500	262,500	8750.00	\$341,250	350,000 \$	35,000.00	\$315,000	\$26,250
10%	450,000	112,500	337,500	11250.00	\$438,750	450,000 \$	45,000.00	\$405,000	\$33,750
10%	1,000,000	250,000	750,000	15000.00	\$985,000	1,000,000 \$	100,000.00	\$900,000	\$85,000
10%	1,500,000	375,000	1,125,000	15000.00	\$1,485,000	1,500,000 \$	150,000.00	\$1,350,000	\$135,000
10%	1,600,000	400,000	1,200,000	15000.00	\$1,585,000	1,600,000 \$	160,000.00	\$1,440,000	\$145,000
10%	1,750,000	437,500	1,312,500	15000.00	\$1,735,000	1,750,000 \$	175,000.00	\$1,575,000	\$160,000
10%	2,000,000	500,000	1,500,000	15000.00	\$1,985,000	2,000,000 \$	200,000.00	\$1,800,000	\$185,000

Council Proposed System

If Council is concerned that the current policy with the flat 10% discount has the potential to make the tendering process imbalanced the comparison with Council’s new proposed \$10,000 capped system is below. Non-local tenderers will continue to receive an allowance on projects valued up to \$1.6 million if they were to have the 25% local content allowance; with most outside tenderers ticking the box to say they will be using 25% local resources

NEW PROPOSED TIER SYSTEM (WITH \$10,000 max. cap)

Non-Local					Local			Price difference	
Total Contract Price	25% Local Content Value	Total less 25% local content value	% local content claim	Assessment Price (Contract Sum less % local content claim)	Total Price	% Allowance	Assessment Price (Contract Sum less % allowance)		
10%	50,000	12,500	37,500	1250.00	\$48,750	50,000 \$	5,000.00	\$45,000	\$3,750
7.50%	100,000	25,000	75,000	1875.00	\$98,125	100,000 \$	7,500.00	\$92,500	\$5,625
5%	150,000	37,500	112,500	1875.00	\$148,125	150,000 \$	7,500.00	\$142,500	\$5,625
2.50%	250,000	62,500	187,500	1562.50	\$248,438	250,000 \$	6,250.00	\$243,750	\$4,688
2.50%	350,000	87,500	262,500	2187.50	\$347,813	350,000 \$	8,750.00	\$341,250	\$6,563
2.50%	400,000	100,000	300,000	2500.00	\$397,500	400,000 \$	10,000.00	\$390,000	\$7,500
2.50%	450,000	112,500	337,500	2812.50	\$447,188	450,000 \$	10,000.00	\$440,000	\$7,188
2.50%	1,000,000	250,000	750,000	6250.00	\$993,750	1,000,000 \$	10,000.00	\$990,000	\$3,750
2.50%	1,500,000	375,000	1,125,000	9375.00	\$1,490,625	1,500,000 \$	10,000.00	\$1,490,000	\$625
2.50%	1,600,000	400,000	1,200,000	10,000	\$1,590,000	1,600,000 \$	10,000.00	\$1,590,000	\$0
2.50%	1,750,000	437,500	1,312,500	10,000	\$1,740,000	1,750,000 \$	10,000.00	\$1,740,000	\$0
2.50%	2,000,000	500,000	1,500,000	10,000	\$1,990,000	2,000,000 \$	10,000.00	\$1,990,000	\$0

regardless of if they do or don't. Once the project has already been awarded who checks and what are the repercussions, whereas a local will be capped at projects to a value of \$400,000. Again, the non-local is yellow, local green and the difference between the two in the red.

Alternative Proposal:

The Chamber would like to propose an alternative as set out below. It is proposed that as the project value increases so does the allowance value for both locals and non-locals. A non-capped tier system, whatever the local % value is capped, for example at 2.5%, will continue to increase along with the project value.

NEW PROPOSED TIER SYSTEM (WITHOUT \$10,000 max. cap)

Non-Local					Local				
	Total Contract Price	25% Local Content Value	Total less 25% local content value	% local content claim	Assessment Price (Contract Sum less % local content claim)	Total Price	% Allowance	Assessment Price (Contract Sum less % allowance)	Price difference
10%	50,000	12,500	37,500	1250.00	\$48,750	50,000	\$ 5,000.00	\$45,000	\$3,750
7.5%	100,000	25,000	75,000	1875.00	\$98,125	100,000	\$ 7,500.00	\$92,500	\$5,625
5%	150,000	37,500	112,500	1875.00	\$148,125	150,000	\$ 7,500.00	\$142,500	\$5,625
2.5%	250,000	62,500	187,500	1562.50	\$248,438	250,000	\$ 6,250.00	\$243,750	\$4,688
2.5%	350,000	87,500	262,500	2187.50	\$347,813	350,000	\$ 8,750.00	\$341,250	\$6,563
2.5%	450,000	112,500	337,500	2812.50	\$447,188	450,000	\$ 11,250.00	\$438,750	\$8,438
2.5%	1,000,000	250,000	750,000	6250.00	\$993,750	1,000,000	\$ 25,000.00	\$975,000	\$18,750
2.5%	1,500,000	375,000	1,125,000	9375.00	\$1,490,625	1,500,000	\$ 37,500.00	\$1,462,500	\$28,125
2.5%	1,600,000	400,000	1,200,000	10,000	\$1,590,000	1,600,000	\$ 40,000.00	\$1,560,000	\$30,000
2.5%	1,750,000	437,500	1,312,500	10,938	\$1,739,063	1,750,000	\$ 43,750.00	\$1,706,250	\$32,813
2.5%	2,000,000	500,000	1,500,000	12,500	\$1,987,500	2,000,000	\$ 50,000.00	\$1,950,000	\$37,500

Summary:

In closing the Chamber would like to propose Council use a non-capped tiered system as described above. This group is of the belief that this is a fairer system for the Local Preference Purchasing Policy that will support local businesses and not unduly discourage non-local businesses to tender for work in the shire.

Potentially, any issues regarding Council being bound by regulations and legislation along with Fair Trading rules should have been addressed prior to any iteration of any policy allowing Councillors to make decisions on all the facts and information, not only on a 'just in case' scenario.

We would encourage a review of internal purchasing practices and include discussion with local businesses in order to increase the opportunities for locals to compete to gain regular council business.

Your consideration of this proposal is much appreciated.

10.10 COMMUNITY SERVICE PROGRESS REPORT

File Number: C8
Author: Raquel Pickering-Librarian
Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance
Annexures: Nil

PURPOSE

The purpose of this report is to provide information on the activities within Council's Community Services section for the month of September 2023.

BACKGROUND

The Community Services section focuses on our community and our people and the support that Council offers in the delivery of positive outcomes. A short description is provided for Councillors reference for the key areas in the Community Services section as follows:

- **Community Services**

Reports on the number of services, programs, and strategies to support the community. This includes Council's involvement with the interagency meetings and committee meetings, cultural events, and activities and some events for our community (Tourism and Events will also cover other events not managed by the Community Services team.).

- **Library Services**

Coonamble Shire Council is a member of the Northwestern Library Service (NWLS). The Service covers four local government areas and encompasses the libraries therein, i.e. Bogan (Nyngan), Coonamble, Gilgandra and Warren (where the Manager is based).

The Coonamble Library has two satellite branches located in the villages of Gulargambone and Quambone within the Coonamble Shire Local Government Area. The Librarian purchases stock that is rotated to all libraries and participates in book exchanges with Gulargambone and Quambone seven times per year. The Gulargambone Library is run under an agreement with the Gulargambone Rural Transaction Centre Committee. The Quambone Library is run by an employee of Council.

- **Children and Youth Services**

Council provides services in after school activities in Gulargambone and Quambone. Council also delivers school holiday programs and the Youth Week Program. Council also operates a Youth Forum/Council.

- **Integrated Planning and Reporting (IP&R) Framework**

Following the adoption of the Community Strategic Plan at the 15 June 2022 meeting, updates on the IP&R Framework will now be reported back in the Community Services Report.

(a) Relevance to Integrated Planning and Reporting Framework

Community Strategic Plan - P1 Community Services and Wellbeing

CSP1.1 – Initiate and contribute to effective and needs-based community programs which enhance engagement, cohesion, vibrancy and liveability.

(b) Financial Considerations

There are no financial considerations arising from this report.

COMMENTARY

In line with Council’s 2022 / 23 Operational Plan, this report presents a summary of community service progress and activities for the month previous.

COMMUNITY SERVICES

• **COMMUNITY SERVICES MANAGER**

The Community Services Manager’s position description has been reviewed with applications scheduled to be called in October.

LIBRARY SERVICES

• **DOLLY PARTON IMAGINATION LIBRARY**

A report has been compiled on the implementation and impact of the Dolly Parton Imagination Library in the wake of the cessation of the Government funding at the end of financial year 2023/2024. Please refer to the report Investing in Our Communities Literacy included in this month’s business paper.

• **STAFF APPRAISALS**

Both staff and supervisors’ appraisals were completed for 2023.

ACTIVITIES AND EVENTS

The Librarian has begun planning for

- a) Christmas Activity Bags 2023
- b) Seniors Week function for 2024.

The Librarian will participate in the Wellbeing Day in October, along with other Council officers and other community groups, to be held in MacDonald Park.

• **Library Statistics (27 August 2023 – 23 September 2023)**

Service	Loans	New M/ships	Wi-Fi	Internet (hr)	Internet (ppl)	Kids Comp (children)	Junior Visits	Adult Visits
Coonamble	398	6	123	2125	46	78	98	229

Gulargambone	28	0						
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- **Manual Statistics** - Coonamble (numbers refer to people attending)

Library Visits	Reference Enquiries	Technology Enquiries	Local History	VIC Enquiries
327	5	47	8	4

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

Senior Craft	Pre-School Visits	Housebound	Meetings	Seniors Cinema	Other
8	38	2	8	8	42

CHILDREN AND YOUTH SERVICES

Council's Children and Youth Services have been impacted with staff shortages. Council has been able to deliver the After School Care in Gulargambone and Quambone. Council's Casual Youth Workers have been instructed to partner with other service partners to deliver services.

(c) Governance/Policy Implications

The delivery of community development and integrated planning functions and activities are carried out in accordance with Council's Operational Plan and Integrated Planning and Reporting Framework.

(d) Legal Implications

There are no legal implications arising from this report.

(e) Social Implications

Council's community services section delivers a broad range of support services, activities, and opportunities to all age groups. These services assist in building social capital within the Shire.

(f) Environmental Implications

There are no environmental implications arising from this report.

(g) Economic/Asset Management Implications

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

(h) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

The updates provided in this report deliver information to Council on the key activities undertaken in Council's Community Services section for the months of September 2023.

RECOMMENDATION

That Council notes the information contained in this report.

10.11 INVESTING IN OUR COMMUNITY'S LITERACY

File Number: L414

Author: Raquel Pickering-Librarian

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: 1. Imagination Library Impact Assessment  

PURPOSE

To make provision for the future funding of Dolly Parton's Imagination Library as an investment in the literacy of the community of Coonamble Local Government Area (LGA).

EXECUTIVE SUMMARY

Dolly Parton's Imagination Library sees each child born from 1 January 2022 receive an age-appropriate book each month of their life up to his or her fifth birthday. As at 13 September 2023, 133 babies across the Coonamble Local Government Area were enrolled.

State Government funding for the program will end on 30 June 2024 for new enrolments. United Way Australia has requested Council to fund the program indefinitely as a Council outreach initiative, with support from other local donors where these can be identified.

Objective studies show increased literacy skills and higher NAPLAN scores for children engaged in long-term exposure to reading that is characteristic of Dolly Parton's Imagination Library.

BACKGROUND

Children are the most precious treasure a community can possess, for in them are the promise and guarantee of the future. They bear the seeds of the character of future society which is largely shaped by what the adults constituting the community do or fail to do with respect to children. They are a trust no community can neglect with impunity.

In 2022, when Dolly Parton's Imagination Library was introduced into Coonamble, the indicators for children's developmental vulnerability in our community were among some of the highest scores in NSW. Coonamble's selection was based on combined socio-economic and childhood development data, including the Australian Early Developmental Census and the ABS SEIFA Index.

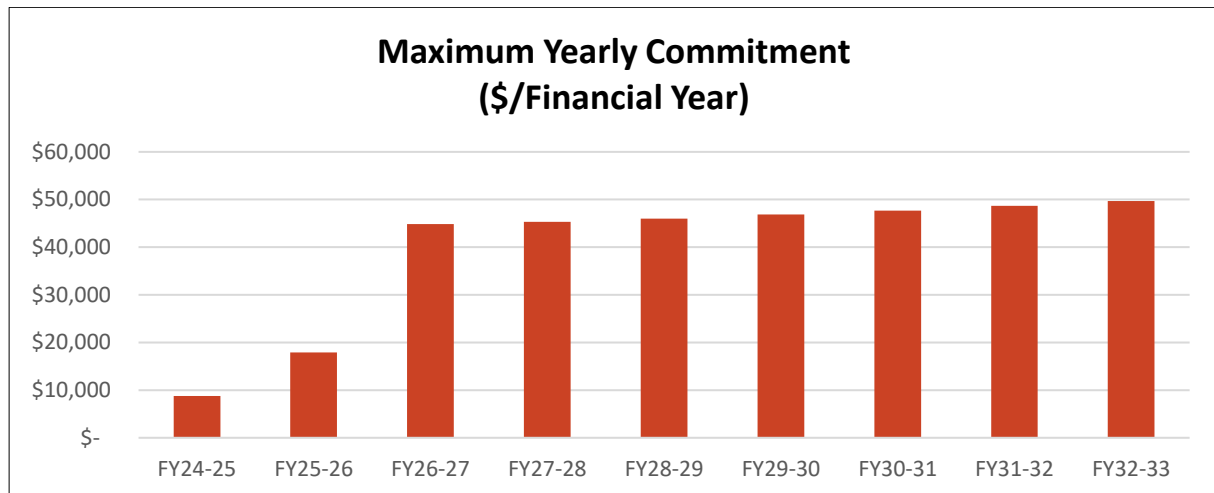
Funding for Dolly Parton's Imagination Library has been through the State Government, administered by United Way Australia. The State Government has advised United Way Australia to prepare for the phasing out of funding from 30 June 2024, with any children born after this date, who continue to subscribe to Dolly Parton's Imagination Library, to be funded by their Local Council and/or community.

Children born up to this date will continue through the program, funded by the State Government for an additional two years only (to the end of FY25-26), after which time it is envisaged that Council and community donors would take responsibility for providing books to this cohort.

Funding could be modelled as shown below:

- Funded through United Way Australia
- Funded by Coonamble Shire Council

FY23-24	FY24-25	FY25-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31
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The above graph is based on the following data that over-estimates births and the cost of books, and thus Council’s potential future commitment. Both the number of births and cost of books should be lower in reality.

Financial Year	Estimated Births (new subscriptions)*	Ongoing Subscriptions	Total Subscriptions (rolling 5yr cumulative)	Cost/Subscription (\$/month)	Cost/Subscription (\$/FY)	Yearly Commitment (\$/FY) [§]
FY24-25	75	0	75	\$ 9.00	\$ 117.00	\$ 8,775.00
FY25-26	76	75	151	\$ 9.50	\$ 114.00	\$ 17,936.00
FY26-27	76	301	377	\$ 9.75	\$ 117.00	\$ 44,850.00
FY27-28	77	302	379	\$ 9.80	\$ 117.60	\$ 45,325.00
FY28-29	77	304	381	\$ 9.90	\$ 118.80	\$ 46,025.10
FY29-30	78	306	384	\$ 10.00	\$ 120.00	\$ 46,860.00
FY30-31	79	308	387	\$ 10.10	\$ 121.20	\$ 47,702.30
FY31-32	80	311	391	\$ 10.20	\$ 122.40	\$ 48,674.40
FY32-33	81	314	395	\$ 10.30	\$ 123.60	\$ 49,656.30

* Assumes a slightly growing number of births

[§] Each newborn child receives 13 books in his or her first year, at birth and each month thereafter.

(a) Relevance to Integrated Planning and Reporting Framework

ED1.3.1 Support and engage with our community and education providers to ensure our community’s education needs from early childhood to tertiary are understand and met.

(b) Financial Considerations

Provisioning of a cumulative financial commitment is required within each Financial Year’s budget from the year of introduction (FY24-25) up to FY26-27 when the commitment would stabilise between an estimated \$45,000 to \$49,000 per annum.

The financial commitment in the Financial Year 2024-25 would be approximately \$8,800.

COMMENTARY

Dolly Parton's Imagination Library is an outreach program in addition to Council's normal library services.

The program provides parents with a monthly delivery of age-appropriate books during arguably one of their most financially challenging periods. It also provides an introduction to the library and its services.

United Way Australia has offered to help raise awareness of Dolly Parton's Imagination Library with local businesses and industries in order to gain ongoing financial support from the community.

(a) Governance/Policy Implications

Nil

(b) Legal Implications

Nil

(c) Social Implications

The initiative offers a continuing literature exposure for enrolled children and, for some, the development of a lifelong appreciation for reading.

Additionally, the outreach service provides a gateway to the Council library services, including story-telling sessions.

(d) Environmental Implications

Nil

(e) Economic/Asset Management Implications

Nil

(f) Risk Implications

Nil

RECOMMENDATION

- 1. That Council note the information contained in this report.**
- 2. That Council fund enrolments into the Dolly Parton Imagination Library, who live within Coonamble Shire, from Financial Year 2024-25 onwards, based on the financial projections in this report, offset by any community donations able to be sourced for this purpose.**

Dolly Parton's Imagination Library

Impact Assessment

October 2022

dandolopartners

Introduction

United Way Australia engaged dandolopartners to assess the impact and value of Dolly Parton’s Imagination Library based on available information.

This Impact Assessment delivers analysis on effectiveness and impact, estimated return on investment, and consideration of future program directions.

Background

United Way Australia (UWA) has been delivering Dolly Parton’s Imagination Library (the Imagination Library) in Australia since 2014. Today, the Imagination Library is operating in over 400 locations around Australia.

Building off the program’s success, UWA is exploring options to expand the program to reach more children. It is also considering options to deepen engagement with children and families by embedding a ‘wraparound’ approach in more locations; and launching a new information portal for parents and educators. UWA wanted to (a) understand the current impact and value of the Imagination Library; and (b) understand the implications of these proposed shifts in program direction.

Scope of the project

UWA engaged dandolopartners to undertake an Impact Assessment of Dolly Parton’s Imagination Library in Australia. The purpose of the Impact Assessment was to draw reasonable conclusions about the effectiveness, impacts and value of the program in Australia, based on available evidence. **Unlike an evaluation, in which the evaluator seeks to gather substantial new information, dandolo conducted this impact assessment on the basis of existing information.**

As part of this Impact Assessment, UWA asked dandolo to deliver the following:

- Analysis on the effectiveness and impact of the program, in light of available evidence,
- A calculation of the return on investment of the program, and
- Consideration of proposed future program directions.

This Impact Assessment provides the results of this analysis.

Section	Page
Introduction	1
Findings on a page	2
The program	3
Results and Findings	7
Return on Investment	15
Future program directions	18
Appendices	22

Findings on a page

Introduction / program / **findings** / investment / directions / appendix

Our Impact Assessment found that the Imagination Library is backed by robust peer-reviewed research and Australian program evidence, and likely delivers a strong return on investment.



Shared book reading helps children develop early literacy skills, resulting in improved Year 3 NAPLAN scores



The Imagination Library has a unique offering, and a track record of impact in Australia



There is a robust body of peer-reviewed research evidence showing that the Imagination Library improves shared reading behaviour and strengthens early literacy skills



Program evidence shows that the Imagination Library is also delivering strong results in Australia



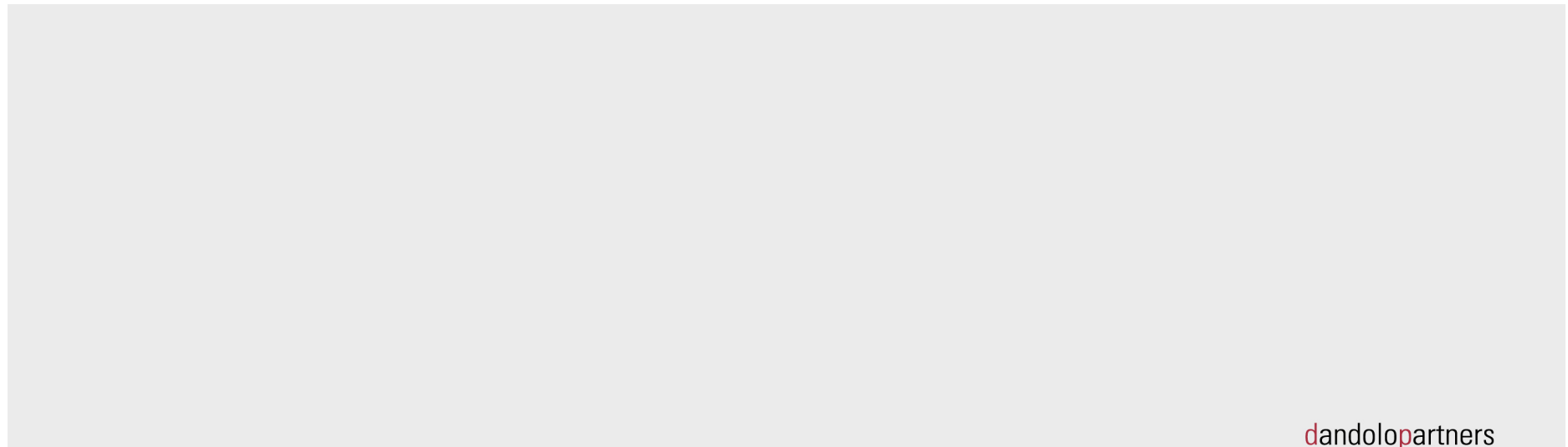
It also suggests that the benefits of the program go beyond shared book reading and early literacy, and include strengthened connections within and between families and the broader community

1 / 20

Economic analysis suggests that the program breaks even on its original investment if around one in twenty families start reading to their child 6-7 days per week as a result of the program

dandolopartners

The program



The importance of shared book-reading

Introduction / program / findings / investment / directions / appendices

Shared book-reading helps children develop critical early literacy skills.

Shared book-reading – that is, the act of a caregiver reading a book together with a child – is a well-known strategy for building children’s early cognitive development.

Shared-book reading is associated with improvements in:

 Brain development	 Social-emotional skills	 Parent-child relationships
 Oral language skills	 Concepts of print	 Vocabulary development
 Phonologic knowledge	 Future reading proficiency	 Future maths performance

Key factors for shared book reading are:






- ✓ **Frequency and duration:** children who are read to daily for at least 10 minutes have better literacy outcomes²
- ✓ **Quality:** strategies such as dialogic reading and print referencing have greater benefit than engaging the child as a passive listener³
- ✓ **Starting early:** babies have been found to benefit from the practice from as young as 8 months old⁴

But some children miss out on shared book-reading and its benefits.

16% of children aged 0-2 are not regularly read to or told stories by their parents⁵

1 / 4 children aged 0-2 are read to or told stories by their parents 3 times a week or less⁶


Low levels of shared book reading are associated with:

-  Lower socio-economic status⁷
-  Language other than English spoken at home⁸
-  Families with 3 or more siblings in the home⁹
-  Children with poorer levels of behavioural self-regulation (low task persistence and high emotional reactivity)¹⁰
-  Single parent households¹¹


These children start school behind, and are unlikely to catch up.


Children’s educational trajectories are established long before their first day of school because:


85-90% of brain development happens in the first 5 years of a child’s life.¹²

 There is an ‘upward spiral of causality’ – children more proficient in early literacy skills read more and due to increased book exposure their reading skills improve every year.¹³

Children that miss out on developing these critical early skills are unlikely to catch up:

 Children whose parents read to them less frequently at 2-3 years old had Year 3 NAPLAN reading scores 26 points lower than children whose parents read to them every day – which equates to an additional 20 weeks of schooling.¹⁴

 88% of children who start school with developmental vulnerabilities are still behind by Year 3, and much more likely to be in the bottom 20% in NAPLAN all through school.¹⁵

 If a child is in the bottom 20% in NAPLAN in Year 9, they only have a 9% chance of getting an ATAF high enough for university entry.¹⁶

¹ For full citations, see Appendix 3: List of sources
² Australian Institute of Health and Welfare, 2020
³ Yu and Daraganova, 2014
⁴ Ghosh et al., 2013

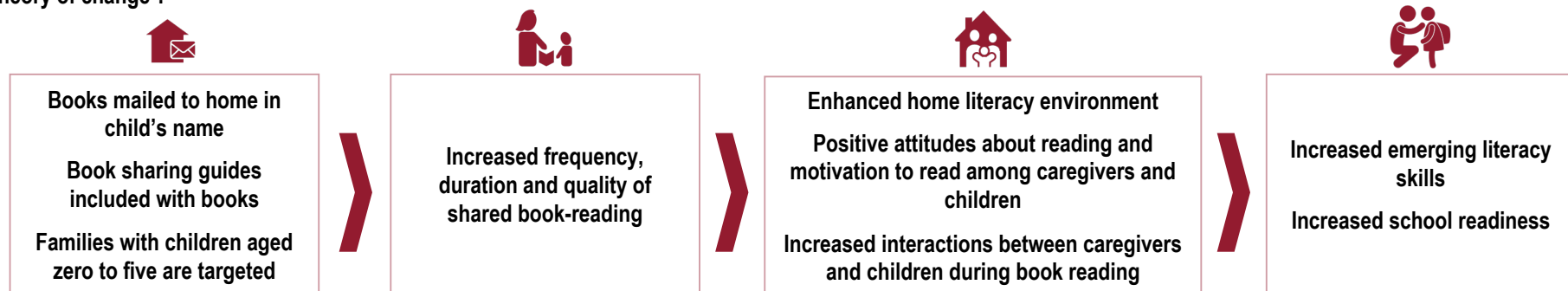
⁶ Ibid
⁷ Australian Institute of Health and Welfare, 2020
⁸ Ibid
⁹ Hayes and Berthelson, 2020

¹² Pascoe and Brennan, 2017
¹³ Mol and Bus, 2011
¹⁴ Yu and Daraganova, 2014
¹⁵ Pascoe and Brennan, 2017; Brinkman, 2014; Houna and Justman.

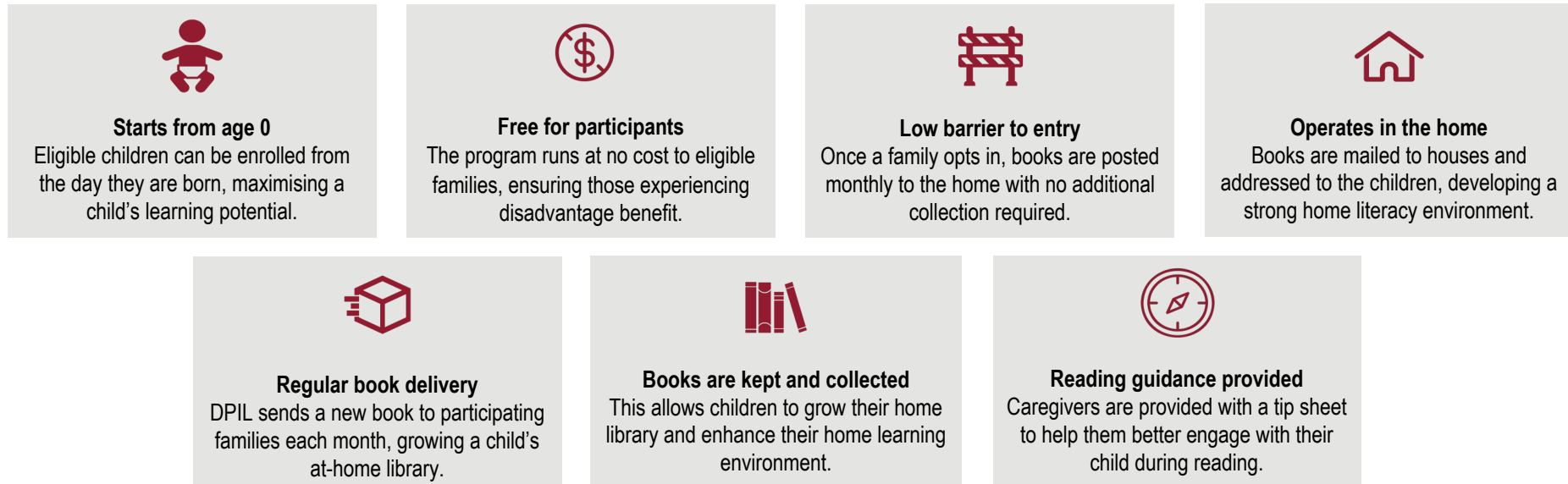
How the Imagination Library works

The Imagination Library is a free book-gifting program aiming to build literacy readiness before children start school.

Theory of change*:



Key features:



The Imagination Library has a unique offering. As part of this project, dandalo identified and analysed a number of other book gifting programs operating around Australia. Our analysis did not identify any other book gifting program that delivers all seven of the key features offered by the Imagination Library.

The Imagination Library in Australia

introduction / **program** / findings / investment / directions / appendix

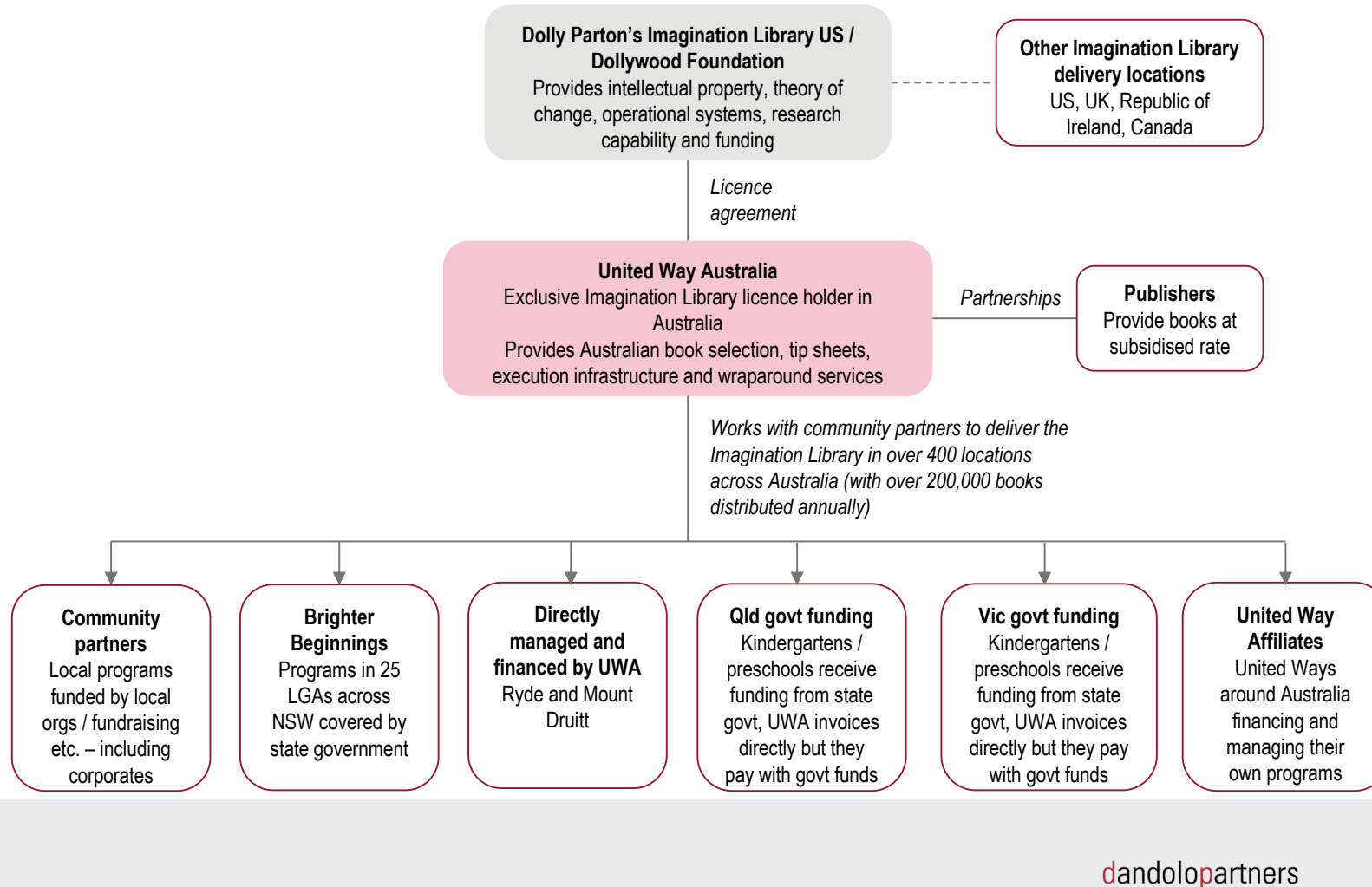
The program’s infrastructure combines the institutional backing of a global program, combined with a flexible approach that enables the program to be tailored and adapted to meet the needs of particular communities in Australia.

The Imagination Library...

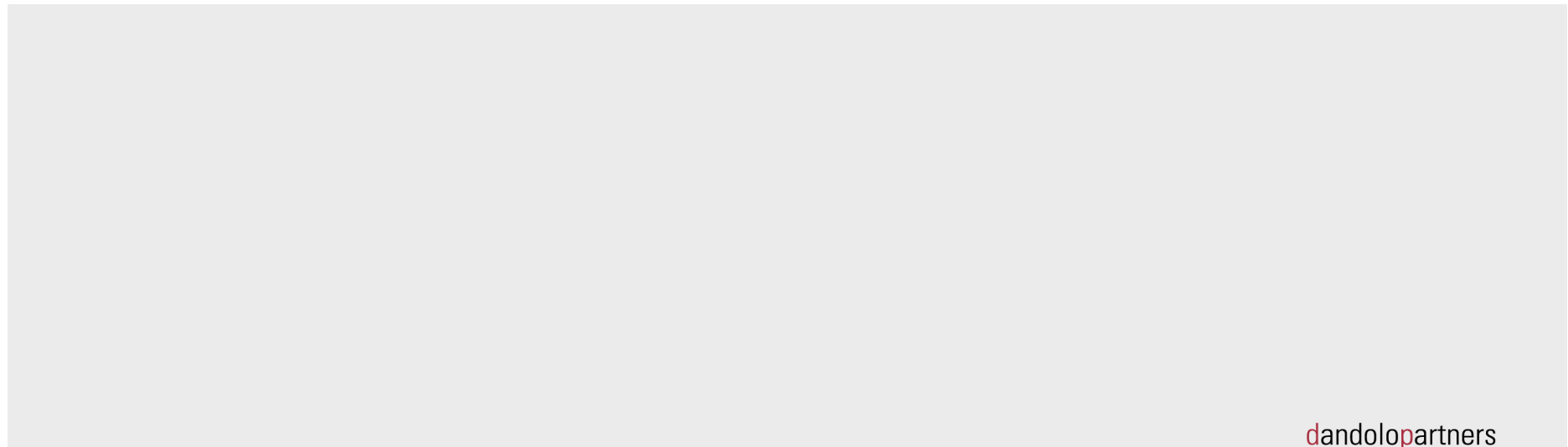
Has the institutional backing of a global program and operates at scale

Is delivered by an experienced Australian partner that has tailored the program to the Australian context

Leverages trusted local relationships to deliver and adapt the program to the needs of particular communities



Results and findings



dandolopartners

Impact assessment framework

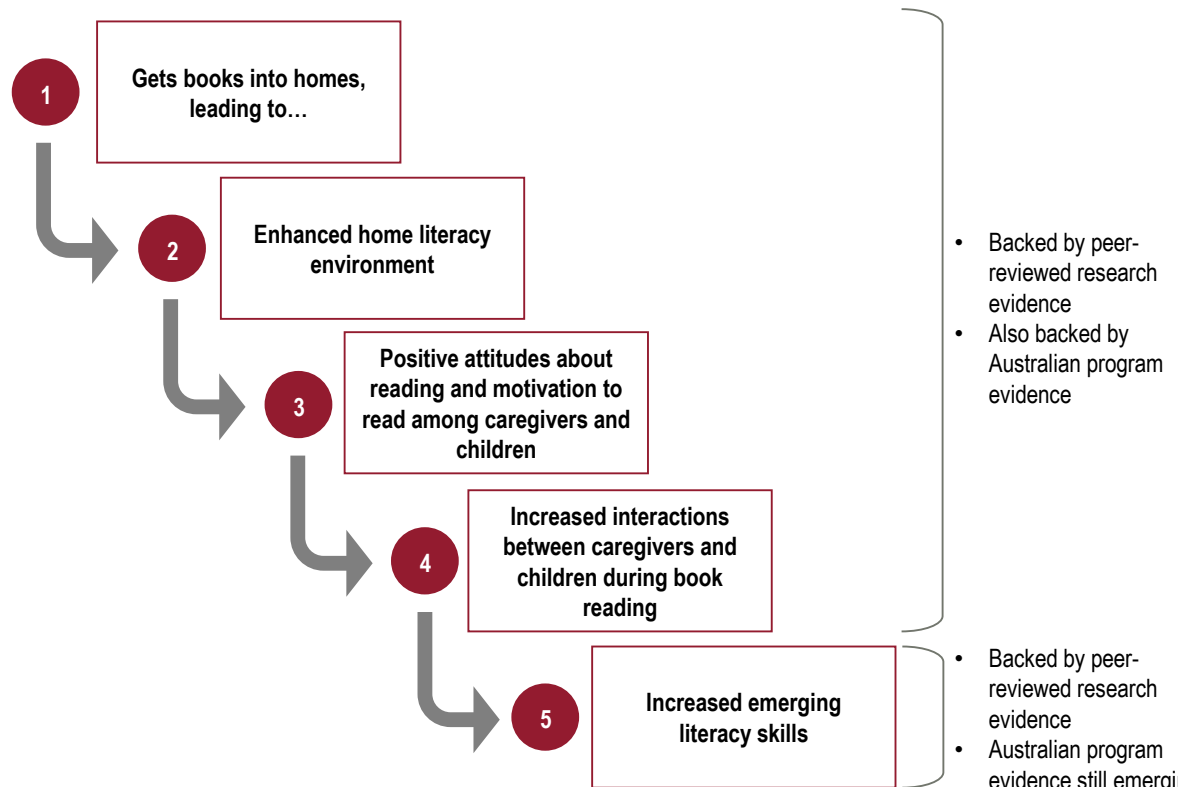
We considered two categories of evidence as part of our Impact Assessment: peer-reviewed research evidence; and Australian program evidence.

We conclude that there is robust peer-reviewed research evidence showing that the program contributes to all 5 steps of the Imagination Library's Theory of Change;* as well as Australian program evidence showing that the Imagination Library contributes to steps 1-4.

Our Impact Assessment considered two general categories of evidence:



The Imagination Library...



This is a simplified version of Dolly Parton's Imagination Library Theory of Change. The full Logic Model is available at Appendix 1.

For more information on how we have defined categories of evidence under this

1. Getting books into homes

The Imagination Library selects quality, age- and culturally appropriate books.

In Australia, books are chosen by a Book Selection Committee made up of children’s education experts, including librarians, academics and publishers. The books are:

- ✓ High quality
- ✓ Age appropriate and culturally appropriate (e.g., many iconic Australian authors and stories)
- ✓ Majority of books are locally procured

97% of caregivers surveyed in an Incus Group evaluation of the impact of the Imagination Library program for children in out of home care in Victoria said their children enjoyed the books

93% of caregivers surveyed in the Incus Group study felt books were age appropriate

‘I strongly believe it is the program and the beautiful quality books that have helped mould Charlotte’s interest in reading’ – *Parent, Tamworth NSW*

‘It is important for a child to be able to link their own lives to a story... that is available through DPIL as a lot of the stories are Aboriginal and the children can link to it’
– *Principal, Tamworth*

Books are sent to the home for free, in the child’s name, for the child to keep.

Research and program evidence demonstrate numerous benefits flowing from the design of the program. These include:



Having the book arrive in the mail free of charge lowers the barrier to entry for families with low resources or without easy access to a library.¹



Children get excited when the books arrive and feel special because the book is addressed to them.²



Being able to keep the books enables children to ‘build their own library before entering school’, and benefit from repeated readings of the same book.³



The program builds pride in book ownership, and children value the books as their own possessions.⁴



For families with limited resources, Imagination Library books often constitute a significant proportion of total books in the home.⁵

‘The findings... show that DPIL books delivered to the home hold a place of importance for the family and that pride in the books may actually be representing the importance families and children are placing on literacy and reading’.⁶

Packs include a book-sharing guide ‘tip sheet’ to get the most out of the book.

‘The tip sheets have completely changed how I interact with the books and my children before, during and after reading.’ – *Parent, Ryde NSW*

‘Parents say it creates so much more conversation and it’s great for engagement with kids.’ – *Partner agency, VIC*

Tip sheets provide advice, techniques and ideas for engaging the child before, during and after reading, in line with strategies known to be beneficial for language acquisition and development.* Tip sheets are developed to be specific to each book.

To enable engagement with families that do not have English as their first language, tip sheets for some books have been translated into nine community languages and made available online.

88% of caregivers surveyed in the Bendigo Reads study reported that using the tip sheets increased their confidence with regard to reading

72% of caregivers surveyed in the Incus Group study said the tip sheets were ‘very useful’ or ‘somewhat useful’

Information on the type of techniques encouraged through the tip sheets, age 12. Incus Group, 2018

5 La Trobe, 2008
6 Neyer, 2018
7 La Trobe, 2008

2. Enhanced home literacy environment

The Imagination Library enhances the home literacy environment by increasing the frequency of caregiver-child book reading.

Numerous international research studies have found the program leads to increased reading frequency:



Parents participating in the Imagination Library program read to their children more frequently than their peers that do not participate.¹



Length of enrolment in the Imagination Library program was a significant and positive predictor of likelihood to read to one's child daily.²



Participation in the Imagination Library (and similar book-giving initiatives) helps families create traditions, routines and rituals around reading.³

This is supported by Australian program evidence:

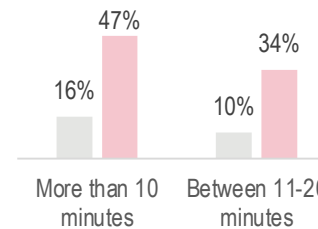
71% of caregivers surveyed in the Bendigo Reads study reported reading to their children more frequently as a result of the program

90% of caregivers surveyed as part of the Incus Group study reported that they are reading more often and for longer with their children as a result of the program

11% increase in children read to once a day or more after 6 months of Imagination Library participation (from 61% to 72%) according to the UWA Impact Report 2020

The Imagination Library also increases duration of book reading and leads to earlier uptake of shared book-reading.

Participation in the Imagination Library also leads to an increase in duration of book reading:



After 6 months of participating in the Imagination Library program, the number of parents that reported reading to their child for more than 10 minutes in one session increased by 31%. The number of parents that reported reading to their child for between 11-20 minutes per session tripled.⁴

Australian evidence has shown that participation in the Imagination Library program leads to families starting to read to their child at an earlier age:



15% of caregivers surveyed in Tamworth reported before commencing the program that their child was too young to be read to, reflecting the common misconception that shared reading is for older infants and children. After six months, this had decreased to 1.6%⁵

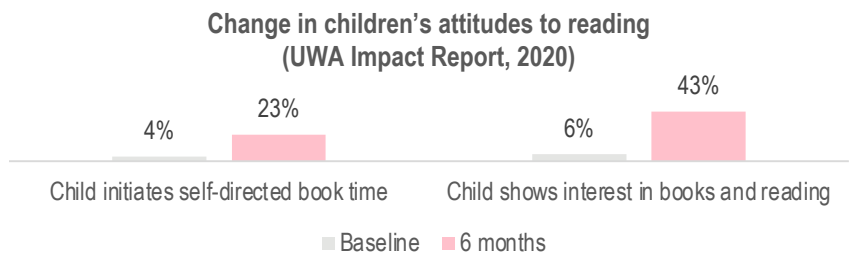
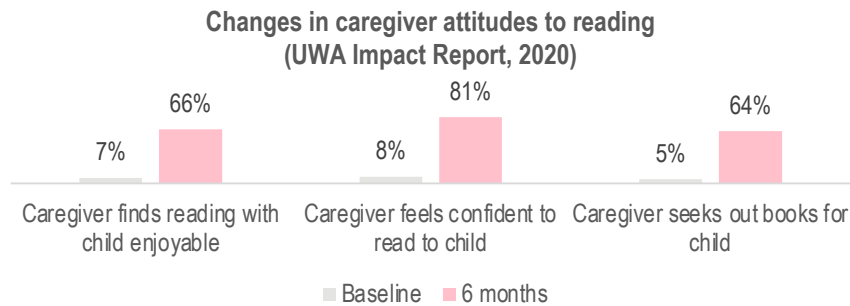
'We explain that by reading to their baby it will build a better brain and establishing that reading is just something we do; it is engrained in the family from birth this is the norm' – *Child health nurse, Tamworth*

¹ Pierzchowska-Dod, 2022; Harvey, 2016
² Jzi, 2014
³ Meyer 2018; Vanobbergen 2009 [note: this study related to BookBabies, a Flemish program employing a similar model, not DPIL]
⁴ UWA Impact Report 2020

3. Positive attitudes about reading

Australian evidence shows significant improvements in caregiver and child attitudes toward reading. This is backed up by peer-reviewed international research.

Program results have consistently found that Imagination Library participation leads to improved attitudes about reading and motivation to read among both caregivers and children:









'Be.Bendigo's Chapter of DPIL has had a significant influence over the levels of Bendigo families' interest in reading.'
- La Trobe researchers, 2018

'The excitement that getting a new book generated created lots of requests to be read to, countering tendencies to forget due to busyness. He still requests to be read to multiple times a day now the program is finished for him.'
- Parent, UWA National Survey 2018

The Incus Group study found similar improvements: more than 80% of caregivers surveyed agreed that:

- ✓ 'I understand new ways to engage my child in reading'
- ✓ 'I want to read with my child more often'
- ✓ 'I feel more confident in my ability to read with my child'
- ✓ 'My child's requests for reading increased [as a result of the program]'

International studies have found links between Imagination Library participation and:

-  Interest in reading among children.¹
-  Child-initiated reading.²
-  Enjoyment in reading among parents.³
-  Confidence reading among parents.⁴
-  Increased book ownership (beyond the books received from the program).⁵
-  Time spent at the library.⁶

vey, 2016 (a)
a, 2021
erzchowska-Dod, 2022
l.

4. Increased interaction during book reading

The Imagination Library leads to increased interaction between caregivers and children during book reading.

- Research shows that engaging children actively throughout the reading process (rather than having them engage as passive listeners) leads to improvements in skills critical for literacy development.¹
- The reading tip sheets provided alongside the books (see page 9) focus on teaching caregivers techniques to improve extra-textual talk, such as:
 - Asking children questions about the text
 - Describing / discussing / counting images or objects
 - Repeating / teaching letter sounds and rhyming words

Peer-reviewed research evidence has repeatedly found a link between participation in the Imagination Library program and interactions while reading:



Length of enrolment in the program positively correlates with an increase in parents talking about the story and asking their child questions about the story.²

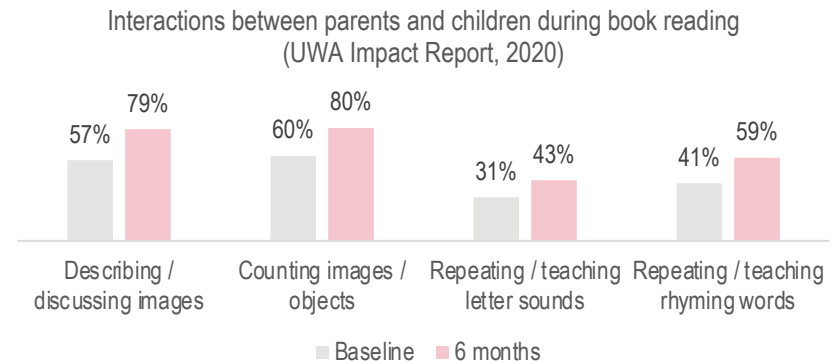


Imagination Library participants have increased book interactions compared to non-participants (including asking children about the pictures in the book, and talking about what is happening in the story).³



A study of book sharing behaviours of Imagination Library participants found that parents were likely to hold their child close while book sharing; to read all of the words or point out all of the pictures; and to use different voices when reading aloud.⁴

Australian evidence shows that Imagination Library participation leads to increased interaction between caregivers and children during book reading:



'Extra-textual talk provided by parents can be especially valuable... and scaffold children's comprehension of and engagement with the text in ways that facilitate language and literacy development' – *Ridzi 2014*

'Both my grandchildren are on the program... the older grandchild is counting in the books, and they have the concepts of print with the younger one turning the page and pointing to things in the books' – *Grandparent, Tamworth*

¹ow et al, 2008; Cameron and Pinto, 2009
²zi, 2014
³a et al, 2021
⁴airzchowska-Dod, 2022

3. Increased emerging literacy skills

A robust body of international research evidence – including randomised control trials – shows that Imagination Library participants outperform non-participants on key indicators.

Indicators on which Imagination Library participants have been found to outperform non-participants in peer-reviewed research studies:

- ✓ Letter identification and letter knowledge¹
- ✓ Understanding of text and illustration orientation²
- ✓ Word and letter concepts within text³
- ✓ Matching sounds to symbols of print⁴
- ✓ Oral reading skills⁵
- ✓ Application of phonics rules⁶
- ✓ Performance on academic reading measures⁷
- ✓ Competency pass rates in kindergarten, Grade 1 and Grade 2⁸

Australian program evidence also points to improvements in emerging literacy skills, though research is still under development.

- 58%** of caregivers surveyed reported that their child’s vocabulary had grown as a result of receiving the Imagination Library books (UWA Impact Report, 2020)
- 89%** of caregivers surveyed agreed or strongly agreed that ‘The Imagination Library program has helped my child’s learning and development / growth’ (Incus Group)
- 93%** of caregivers surveyed indicated that their child’s vocabulary had increased ‘a little’ or ‘a lot’ (Incus Group)
- 77%** of caregivers surveyed reported that their child’s understand and knowledge about the world around them had increased ‘a little’ or ‘a lot’ (Incus Group)

‘The impact is evident in the home, the 3-year-olds are more vocal and better at communicating with us.’ – *Child Health Nurse, Tamworth*

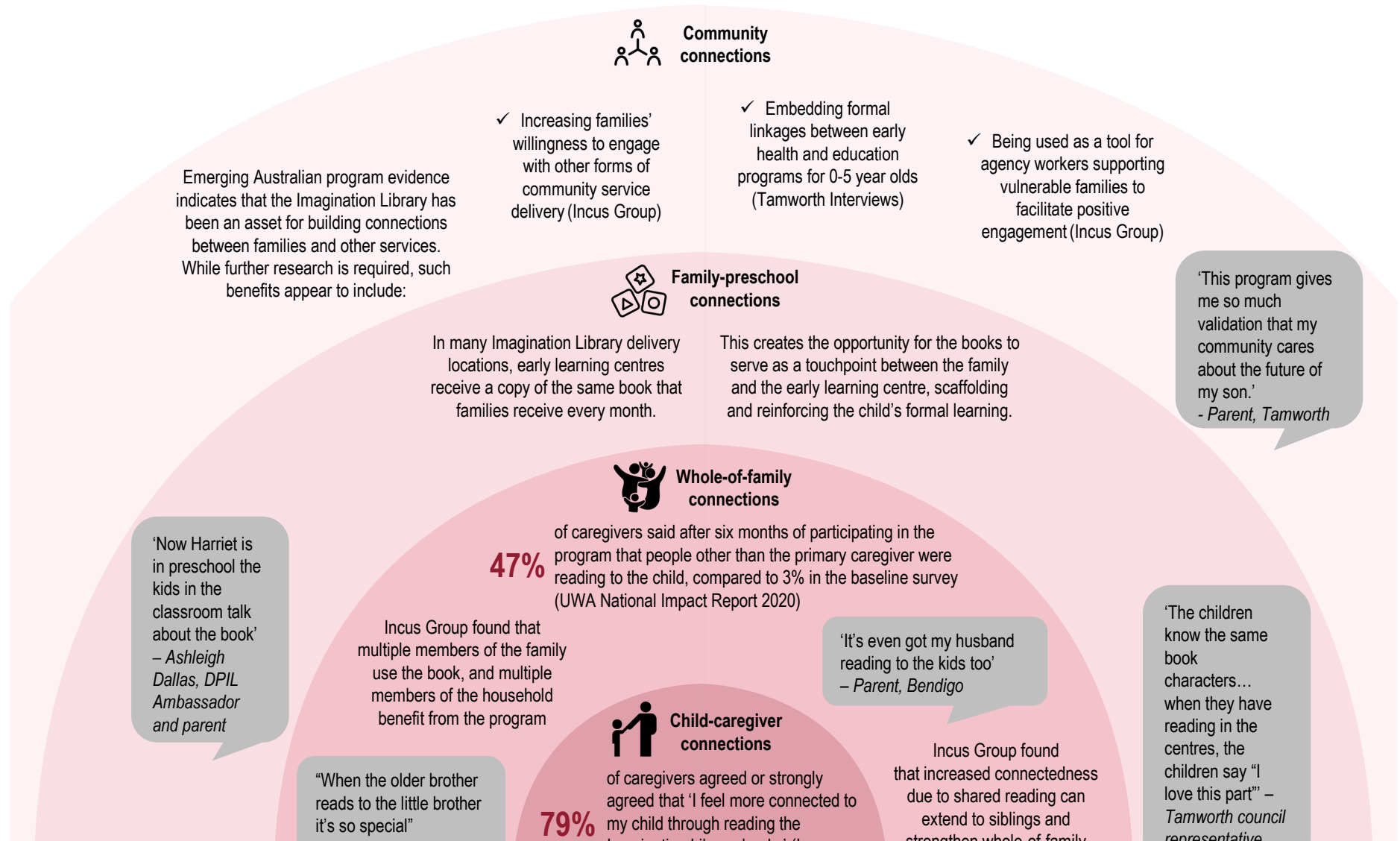
‘The children are coming to us with book knowledge, the text is powerful... and the language development hasn’t happened if they are not being read to.’ – *Principal, Tamworth*

‘We thought our son might need speech therapy, but since getting the books his speech has improved.’ – *Parent, Vale Grove, SA*

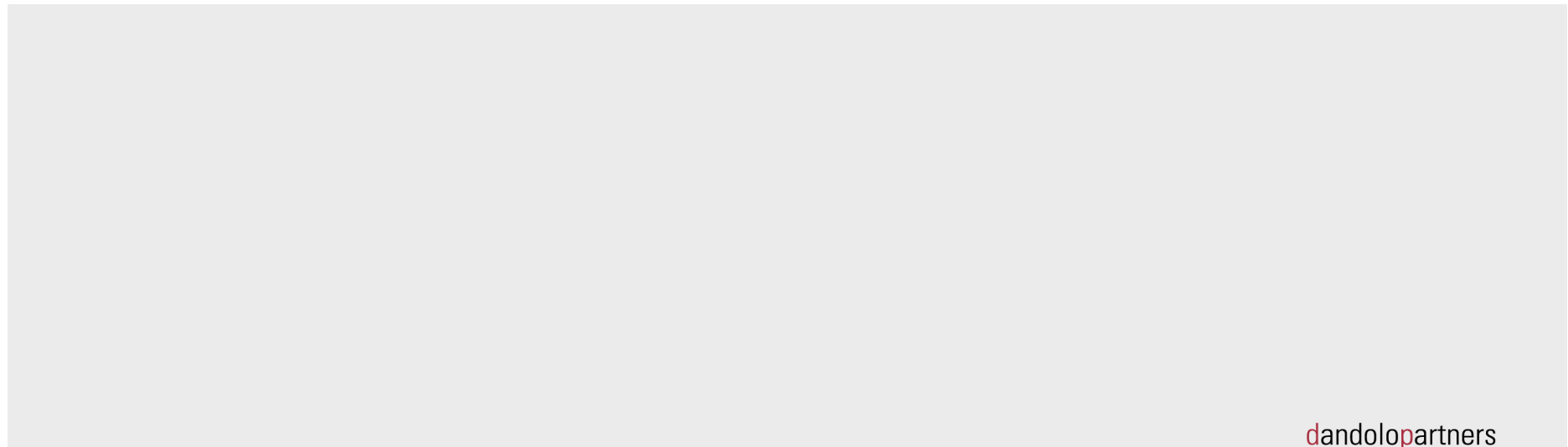
1 Idron, 2019
 2 L.
 3 L.
 4 L.
 5 L.
 6 Harvey, 2014
 7 Zwierzchowska-Dod, 2022 [Note: This is a recent PhD and has not yet been published in a peer-reviewed journal]
 8 Harvey, 2014; Harvey 2016 (b)
 9 L.
 10 L.
 11 L.
 12 L.
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Beyond Literacy: strengthening connections

Emerging Australian evidence shows the Imagination Library connecting children with families, preschools and communities.



Return on investment



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=vidence for value of shared reading

We know that a modest increase in shared reading has a material impact on Year 3 NAPLAN scores.

We know that a child read to 6-7 days per week at 2-3 years of age has:



Year 3 NAPLAN reading scores 26.3 points higher on average (equivalent to 20 extra weeks of schooling in Year 3)



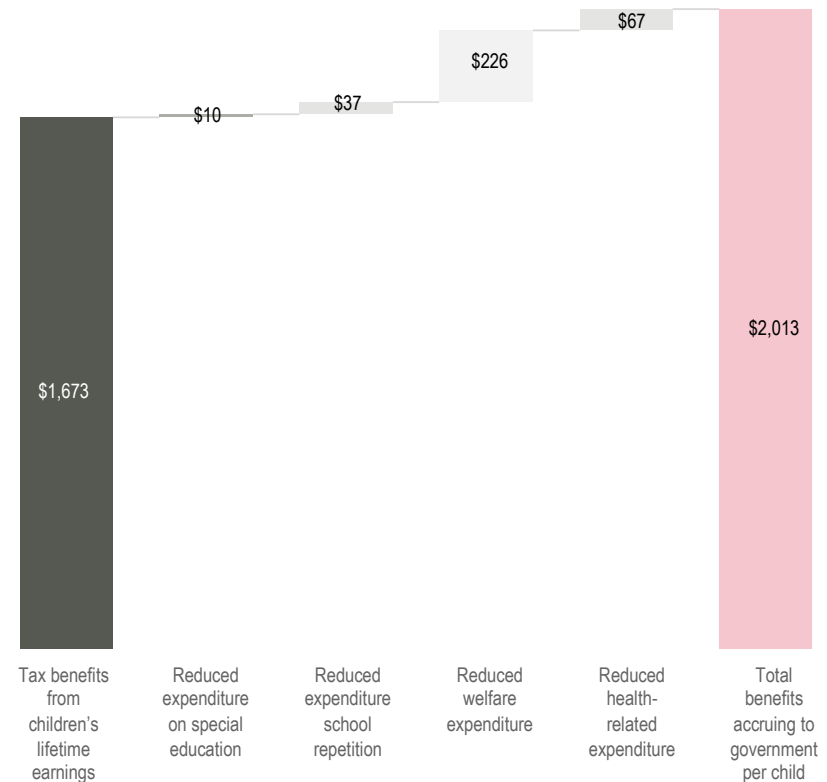
Year 3 NAPLAN numeracy scores 15.4 points higher on average (equivalent to 12 extra weeks of schooling in Year 3)

This difference in scores is in comparison to a child read to 0-5 days per week, after controlling for socio-demographic factors.¹

Note: We assume based on other research on shared reading that other changes in reading behaviour would also result in improvements to NAPLAN scores (for example, if a child went from being read to 0 times a week to 3 times a week; or if a child's engagement in shared reading doubled in duration). However, the research is not presented with sufficient granularity to confirm the impact of other changes on Year 3 NAPLAN scores.

Previous analysis suggests that the monetary benefit to government of a 14-point increase in Year 3 NAPLAN scores is around \$2,000 per student.^{2*^A}

Fiscal benefits accruing to government per child from 14-point increase in Year 3 NAPLAN scores



¹ Yu and Daraganova, 2014 (which draws from data from the *Longitudinal Study of Australian Children*).

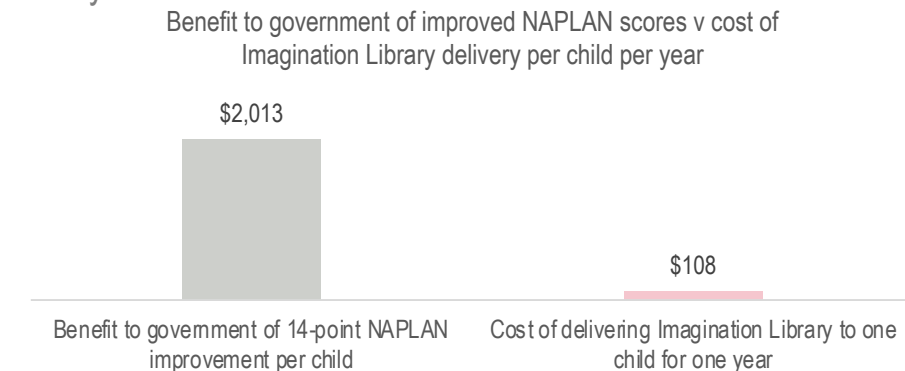
² Australian Productivity Commission, 2019

^A based on our analysis on a 14-point increase in Year 3 NAPLAN scores (combined literacy and numeracy) because this was the effect size used in the previous analysis on shared reading (PWC analysis on the monetary value of one year of early learning attendance). According to Yu and Daraganova 2014, the impact of shared reading on Year 3

Return on Investment for Imagination Library

For the program to break even, we estimate that around one in every twenty participating families would need to start reading to their child 6-7 times per week as a result of the Imagination Library.¹

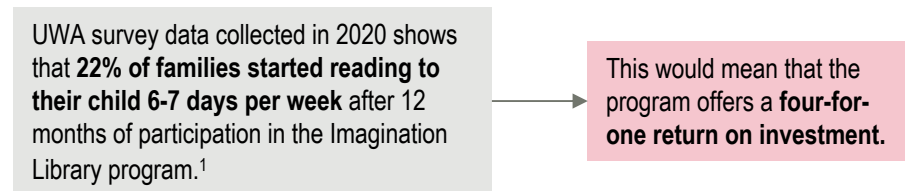
Given our intentionally conservative approach, there is reason to believe the actual return on investment for government is even higher than that.



Our methodology is intentionally conservative:

- Our analysis calculates the return on investment **on average across the Australian population**. Because the Imagination Library program presently focuses on lower socio-economic communities, the program is likely more cost effective than a program delivered on a whole-of-population basis (for more, see page 19).
- Research shows **shared book reading has a greater impact on Year 3 NAPLAN scores** than the effect size used in the economic analysis we relied on (which was based on a 14-point improvement in NAPLAN scores from one year of early learning).
- Because of data limitations, our analysis only captures a **subset of the monetisable benefits that flow from the Imagination Library**. Benefits not captured include those that accrue to other stakeholders (e.g., employers; children and families); or that did not rely on Year 3 NAPLAN results (e.g., most benefits flowing from reduced expenditure on health and crime); and benefits of the program not directly related to improved literacy and numeracy (such as connecting vulnerable families to other services through wraparound support; parent engagement in children’s learning; increasing children’s engagement with non-primary caregivers).
- The research we have on the impacts of shared book reading only compares children read to 0-5 times per week with children read to 6-7 times per week. There are likely also **monetisable benefits from other types of improvements** (for example, a child being read to 3 times per week instead of 0 times per week; increased duration of book reading) – however, research is not yet sufficiently granular to confirm this so these could not be included in our analysis.

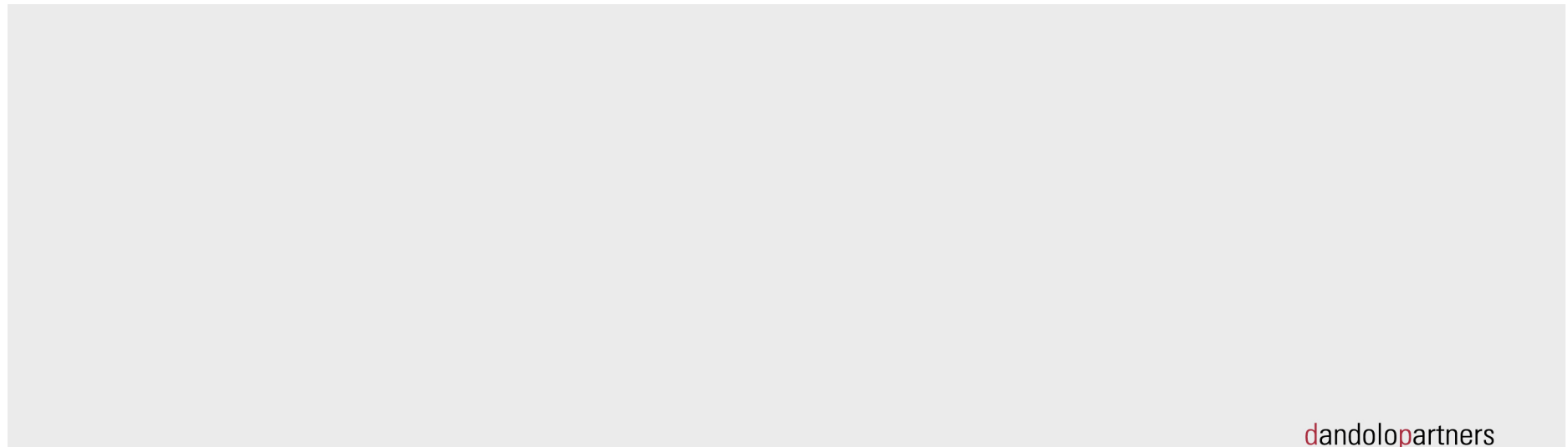
Data indicates that the program actually leads to one in five families reading to their child 6-7 times per week – meaning it potentially offers a four-for-one return on investment.



use the same standard for reading frequency here as Yu & Daraganova, 2014 (6-7 days per week).
 1 UWA survey data, 2020 [unpublished, provided to dandolopartners]

cost of delivery based on program documentation provided by United Way Australia is \$9 per book per child x 12 books per year = \$108 per child per year. We calculated ROI on the basis of cost of delivery for one year because we consider this to be a reasonable approximation of the 'dosage' of Imagination Library required to achieve a change in shared reading activities (given most Australian children have access to a library).

Future program directions



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Adopting a universal approach

JWA asked us to consider the benefits of adopting a universal approach to delivering the Imagination Library. A universal approach would deliver benefits to more children, but at a significantly higher cost.

What does the approach involve?



A **universal approach** involves rolling a program out across the general population, without attempting to tailor it to the beneficiaries that need the services the most.



This differs from **targeted approaches**, which aim to deliver programs directly to particular groups of beneficiaries (for example, those in lower socio-economic areas).

Universal approaches have been adopted in other Imagination Library locations (for example, in a number of US states including Tennessee, the program is rolled out to every child).

In Australia, the Imagination Library is generally targeted by geographic area (but delivered to all children within a specific area).

Potential benefits of the proposed approach:

- ✓ Even families that already practice shared reading and have books in the home stand to benefit from:
 - Increased awareness that shared book reading should start as early as possible (i.e., including newborns);
 - Increased frequency, duration and quality of reading;
 - Increased frequency of non-primary caregivers and other adults reading to the child; and
 - Strengthened connections with the community and other services, such as health and early learning.
- ✓ In a universal approach, the overall cost per child of delivering the program reduces due to economies of scale.
- ✓ When programs are targeted at the community level, individuals who need the program but do not live within the targeted community can miss out (for example, lower socio-economic families that happen to live in wealthier postcodes).
- ✓ Universal programs can reduce the stigma associated with receiving a 'handout'.
- ✓ Universal programs can make a broader contribution to lifting literacy and numeracy standards – which is essential for Australia's future economic prosperity.
- ✓ Even in a universal program, research is clear that the children that need the program the most will derive the greatest benefit. As such, even universal programs can serve as an equaliser.

Potential risks / downsides to the proposed approach:

- Where the program is delivered universally, UWA will inevitably be delivering some services to families that already have best practice for shared reading, and will not derive as much value from the program.

Wraparound approach

JWA asked us to consider the benefits of deepening and further embedding the wraparound approach – currently in use in Tamworth, Ryde and Mount Druitt – more broadly. While more expensive, the program has the potential to create significant benefits for vulnerable families.

What does the approach involve?

A wraparound approach is a 'structured means by which coordinated service is provided to individuals with complex needs'.¹

For the Imagination Library program, taking a wraparound approach – as is currently in place in Tamworth, Ryde and Mount Druitt – involves the following key features:

Guiding principle

United Way is connector / facilitator



What it looks like in practice

UWA coordinates multiple partners in a particular community

Imagination Library acts as a catalyst for family bonding and shared reading



Imagination Library is a springboard for related initiatives and used in community literacy programming, deepening the program's impact (e.g., library activities; playgroups; speech pathology)

Community stakeholders design enrolment methods



Identify suitable entry points (e.g., in Tamworth, enrolment is done during initial infant hearing tests)

Based on need, community groups provide additional wrap-around services



Through outreach activities, vulnerable families are identified for referral to more intensive services (e.g., immunisation clinics and other health services, community playgroups)

Multiple funders engaged to ensure sustainability



Can include government entities; corporates; community organisations working together to ensure sustainability of funding

Local partners take ownership and drive outcomes



Program is owned by the local community, who are able to adapt in line with their needs

Potential benefits of the proposed approach:

- ✓ Creates a soft entry point for vulnerable families to connect with services for holistic, integrated support
 - Enabling service delivery organisations to better engage with vulnerable families creates significant spillover benefits (e.g., from enabling delivery of other services such as health)
- ✓ Builds connections and capability across community services, local government, business and families, enabling service delivery to be carried out more efficiently
- ✓ Enables gaps in service delivery to be identified in a way that takes the real needs of communities into account
- ✓ Engagement of multiple partners and funders strengthens program sustainability

Potential risks / downsides to the proposed approach:

- Because they involve numerous stakeholders, wraparound approaches delivered in collaboration require experienced delivery partners and careful management (for example, with regard to shared responsibilities; and monitoring and evaluation).

¹ 'Bonski Institute for Education', 2020

Parents / educators portal

JWA asked us to consider the potential effectiveness of developing a portal for parents and educators. The approach has potential benefits, though there is a risk it may not be widely used.

What does the approach involve?

To augment existing Imagination Library activities, UWA is planning to develop an online portal for parents and educators. The portal will contain resources for parents – developed in partnership with subject matter experts – that share knowledge and activities, and provide gentle encouragement to read regularly. Resources for parents would include:



Articles, videos and tip sheets on topics of interest to parents, such as choosing books for a child based on their age, and using different languages to read picture books



Demonstration storytime videos using Imagination Library books, which guide families through the story, to illustrate reading techniques and build parents' confidence with reading



Tip sheets for a subset of Imagination Library books translated into common community languages

In addition, an online partner hub will provide access to resources designed for those implementing the program, such as kindergarten services, playgroups and libraries. These resources will focus on information sharing among organisations, best practice in early literacy, and capacity building for staff.

A monthly email sent to participating early learning services will provide details of the month's book, the accompanying tip sheet, book-related activity ideas and a related resource designed to build capacity.

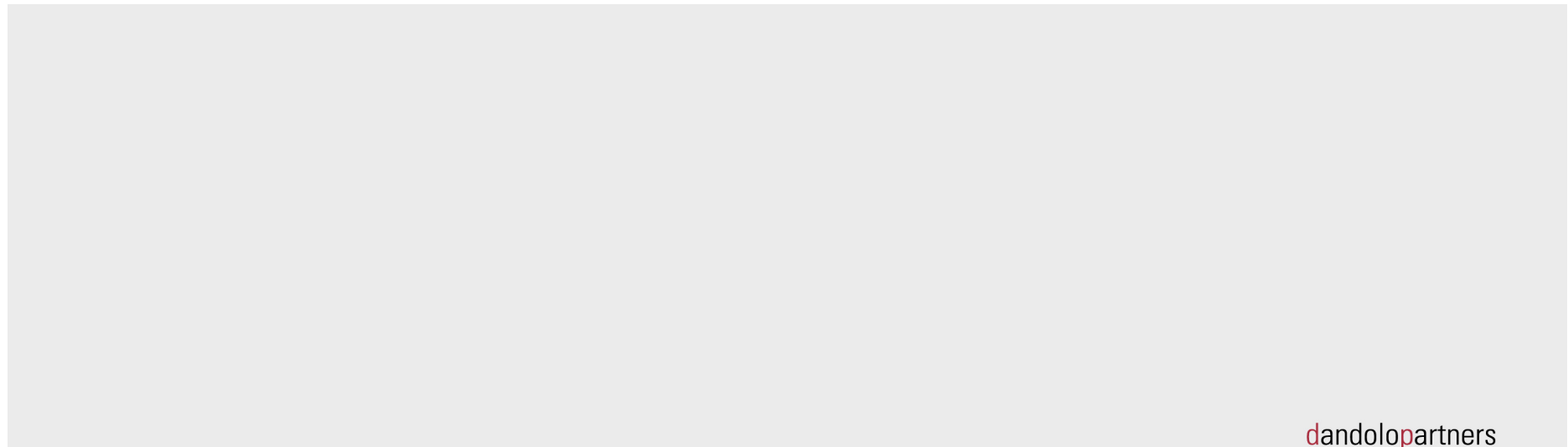
Potential benefits of the proposed approach:

- ✓ Providing additional resources about Imagination Library books to parents and educators has the potential to strengthen the connection between families and early learning services and reinforce the benefits of formal learning at home
- ✓ Making translated versions of tip sheets available could strengthen program effectiveness for families that do not speak English as their first language – a group associated with lower levels of shared reading
- ✓ The online partner hub could support the deepening of the wraparound approach (see page 20), building connections between families and other services and strengthening connections with community
- ✓ It is a relatively low-cost intervention that, if used as intended, could reinforce the success of the overall program
- ✓ The online partner hub could result in broader spillover benefits, such as improved collaboration among partner organisations

Potential risks / downsides to the proposed approach:

- There is already a significant amount of information and guidance online for parents on reading and literacy, which may reduce the portal's impact and create a risk of duplication
- Digital literacy is likely mixed among low socio-economic groups
- The level of demand for the portal among parents and educators is unclear, so hard to assess how much the portal would be used

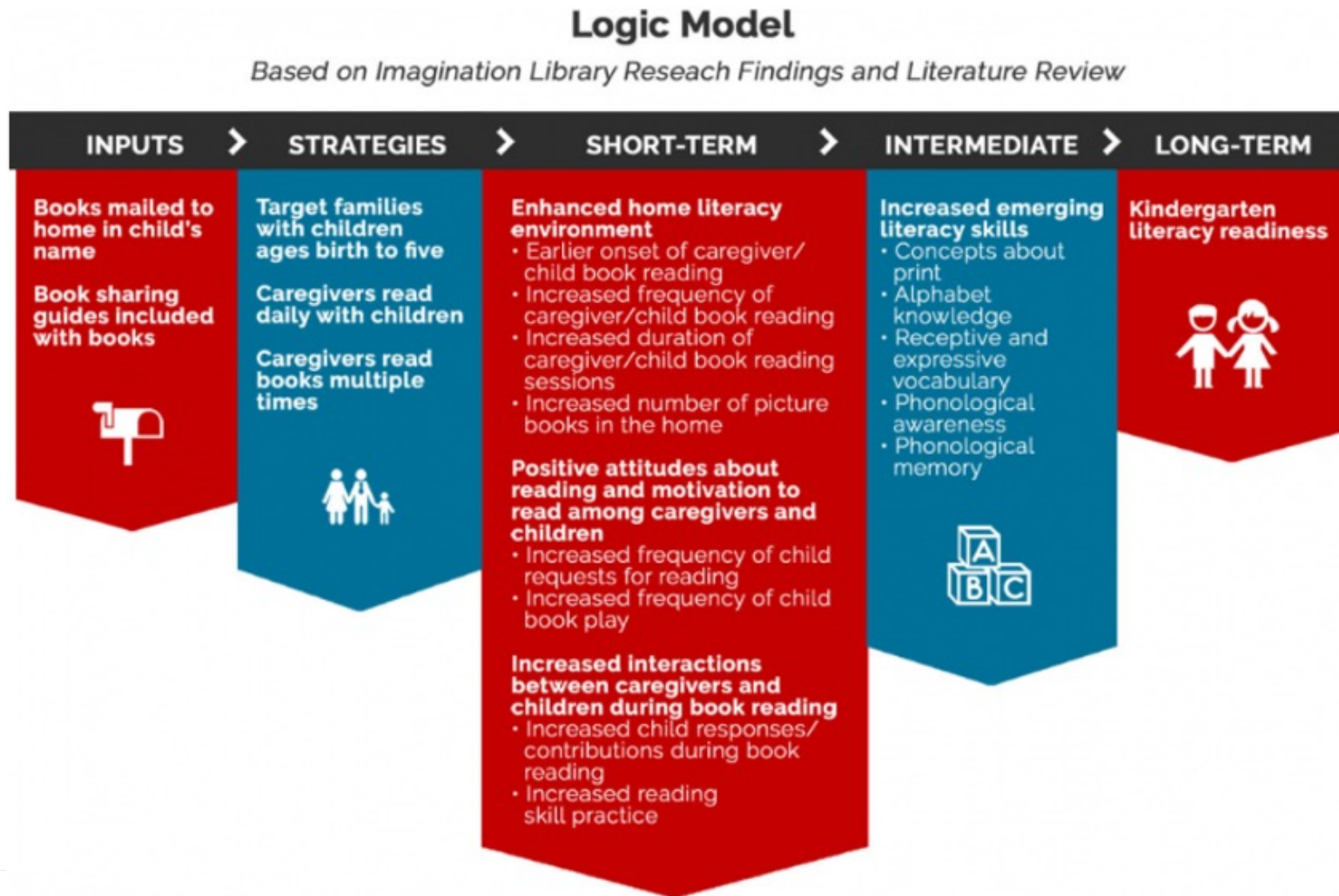
Appendices



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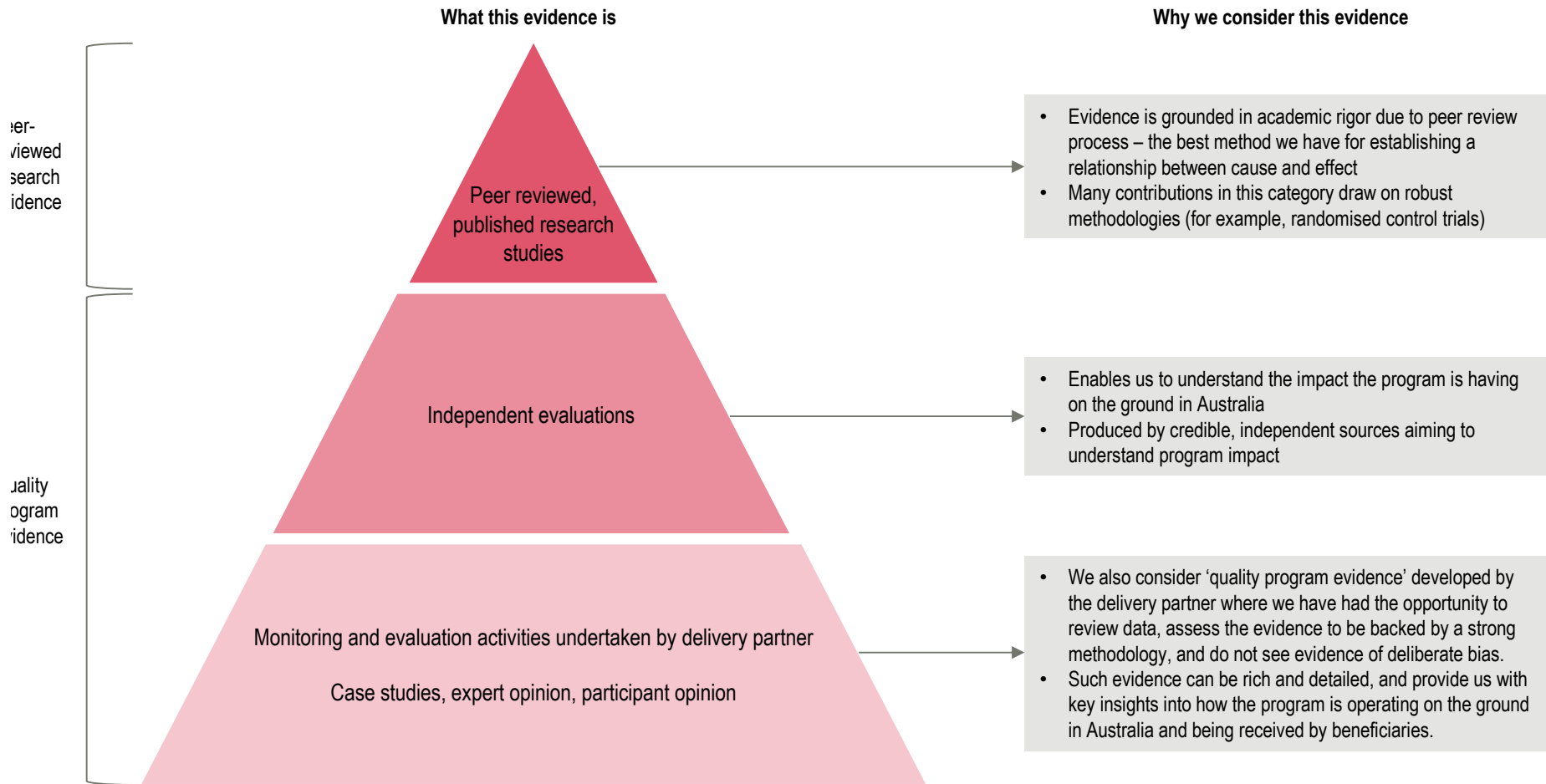
Appendix 1: Imagination Library Logic Model

Formal version of Imagination Library Logic Model provided by Dollywood Foundation and used in Australia and internationally.



Appendix 2: Hierarchy of evidence

There is a body of peer-reviewed research evidence about the Imagination Library program, especially from international sources. Australian program evidence confirms these international findings.



Hierarchies of evidence are commonly used to assess available information (see for example Guyatt and Sackett, 1995). We have developed this streamlined version for the current project.

Appendix 3: List of Sources

introduction / program / findings / investment / directions / **appendices**

Peer-reviewed research evidence on the Imagination Library

Authors	Title	Publication	Year	Country
Ann Harvey	Imagination Library: A Study of the Sustained Effects of Participation in an Early Reading Program	The Delta Kappa Gamma Bulletin: International Journal for Professional Educators	2014	USA
Ann Harvey	Improving Family Literacy Practices	Sage Open	2016 (a)	USA
Ann Harvey	Sustained Effects of Participation in Imagination Library	READ: an online journal for literary educators	2016 (b)	USA
Funge et al	Promoting Positive Family Interactions: Evaluating a Free Early Childhood Book Distribution Program	Early Childhood Education Journal	2017	USA
Neyer et al	Beyond the Numbers: social and emotional benefits of participation in the Imagination Library home-based literacy programme	Journal of Early Childhood Literacy	2018	USA
Ridzi et al	From Read Ahead to Literacy Coalition: the Leadership Role of the Central New York Community Foundation in the Creation of a Local Institution	Community Literacy Journal	2011	USA
Ridzi et al	The Imagination Library Program: Increasing Parental Reading Through Book Distribution	Reading Psychology	2014	USA
Ridzi et al	The Imagination Library and Kindergarten Readiness: Evaluating the Impact of Monthly Book Distribution	Journal of Applied Social Science	2017	USA
Samiei et al	Examining the Association Between the Imagination Library Early Childhood Literacy Program and Kindergarten Readiness	Reading Psychology	2016	USA
Singh et al	Exploring the Literacy Practices of Refugee Families Enrolled in a Book Distribution Program and an Intergenerational Family Literacy Program	Early Childhood Education Journal	2013	USA
Tura et al	Evaluating the Impact of Book Gifting on the Reading Behaviors of Parents and Young Children	Early Years	2021	UK
Waldron	“Dream More, Learn More, Care More, and Be More”: The Imagination Library influencing Storybook Reading and Early Literacy	Reading Psychology	2019	USA
Zwierzchowska-	Books, Babies and Bonding: the Impact of Dolly Parton’s Imagination Library on Early Childhood Literacy	Swansea University <i>(Please note: This is a recently released PhD and not yet published)</i>	2022	UK

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Australian Program Evidence

Authors	Title	Publication	Year	Country
Johnson et al	Bendigo Reads – Imagination Library	La Trobe University	2018	AUS
The Incus Group	Evaluation of the Dolly Parton's Imagination Library For Children in Out of Home Care & Placement Prevention in Victoria	The Ian Potter Foundation	2018	AUS
United Way Australia	Macquarie Park Business Community Partnership	N/A	2022	AUS
United Way Australia	Early Literacy in Australia	N/A	2018	AUS
United Way Australia	The Impact of the Imagination Library on the Home Literacy Environment and associated Emerging Literacy Skills in Infants and Young Children	N/A	2020	AUS
United Way Australia	Tamworth Evaluation Report 2021	N/A	2021	AUS
United Way Australia	Transcript from interviews with Imagination Library stakeholders in Tamworth NSW <i>[collected as part of PhD research]</i>	N/A	2022	AUS
United Way Australia	Other program documentation and data made available to dandolopartners	N/A	2015–2022	AUS

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Other sources

Authors	Title	Publication	Accessed at	Year	Country
Australian Bureau of Statistics	Childhood Education and Care Australia	N/A	https://www.abs.gov.au/statistics/people/education/childhood-education-and-care-australia/jun-2017/44020do001_201706.xls	2017	AUS
Australian Institute of Health and Welfare	Australia's Children	N/A	https://www.aihw.gov.au/reports/children-youth/australias-children/contents/executive-summary	2020	AUS
Australian Productivity Commission	Report on Government Services	N/A	https://www.pc.gov.au/ongoing/report-on-government-services/2019/child-care-education-and-training/early-childhood-education-and-care/rogs-2019-partb-chapter3.pdf	2019	AUS
Brinkman	The Predictive Validity of the AEDI: Predicting later Cognitive and Behavioral Outcomes	Fraser Mustard Centre and Telethon Kids Institute	https://www.acer.org/files/Brinkman.pdf	2014	AUS
Cameron and Pinto	A Day in the Life: Secure Interludes With Joint Book Reading	Reading, Journal of Research in Childhood Education	https://www.tandfonline.com/action/showCitFormats?doi=10.1080%2F02568540909594672	2009	CAN
Chow et al	Dialogic reading and morphology training in Chinese children: Effects on language and literacy	Developmental Psychology	https://psycnet.apa.org/record/2007-19851-024	2018	Hong Kong
Dickinson et al	How Reading Books Fosters Language Development Around the World	Child Development Research	https://www.hindawi.com/journals/cdr/2012/602807/	2012	AUS
Farrant and Zubrick	Parent-child Book Reading Across Early Childhood and Child Vocabulary in the Early School Years: Findings from the Longitudinal Study of Australian Children	First Language	https://journals.sagepub.com/doi/10.1177/0142723713487617	2013	AUS
Gelfer et al	Literacy Education and Families: A program and its progress	Early Child Development and Care	https://eric.ed.gov/?id=EJ633425	2006	USA
Gonski Institute for Education	A Wraparound Approach to 'Whole of Student' Issues: Implementation Framework	N/A	https://www.gie.unsw.edu.au/sites/default/files/documents/Wraparound%20Guidelines_final.pdf	2020	AUS
Gordon	An Analysis of the First 18 Months of Dolly Parton's Imagination Library in Middle Tennessee	N/A	https://drive.google.com/file/d/0BxGQ1Z0VwA4tNmpQa.../view?usp=sharing	2016	USA

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Authors	Title	Publication	Accessed at	Year	Country
Guyatt et al	Users' guides to the medical literature. IX. A method for grading health care recommendations.	JAMA	https://pubmed.ncbi.nlm.nih.gov/7500513/	1995	USA
Hayes and Berthelsen	Longitudinal Profiles of Shared Book Reading in Early Childhood and Children's Academic Achievement in Year 3 of School	School Effectiveness and School Improvement	https://www.tandfonline.com/doi/abs/10.1080/09243453.2019.1618347?journalCode=nscs20	2019	AUS
Houng and Justman	NAPLAN Scores as Predictors of Access to Higher Education in Victoria	Melbourne Institute	https://melbourneinstitute.unimelb.edu.au/publications/working-papers/search/result?paper=2156513	2014	AUS
Lelle, M A	Imagination Library Annual Evaluation Report: A Project of Willard Library funded by the W K Kellogg Foundation	N/A	https://drive.google.com/file/d/0BxGQ1Z0VwA4tUjJhY1ZkWTJiVXM/view?resourcekey=0-jJI9o-Y8oDs59DbKp7ZvZA	2011	USA
Li and Fleer	Family Pedagogy: Parent-child Interaction in Shared Book Reading	Early Child Development and Care	https://eric.ed.gov/?id=EJ1082507	2015	AUS
Lorio et al	A Systematic Review of Parent-Child Shared Book Reading Interventions for Infants and Toddlers	Hammil Institute on Disabilities	https://journals.sagepub.com/doi/10.1177/0271121421998793	2021	USA
Lelle, M A	Imagination Library Annual Evaluation Report: A Project of Willard Library	N/A	https://usa.imaginationlibrary.com/medias/file/Imagination%20Library	2011	USA
Mol and Bus	To Read or Not to Read: a Meta-analysis of Print Exposure from Infancy to Early Adulthood	Psychological Bulletin	https://pubmed.ncbi.nlm.nih.gov/21219054/	2011	USA
Pascoe and Brennan	Lifting our Game: Report of the review to Achieve Educational Excellence in Australian Schools Through Early Childhood Interventions	N/A	https://www.education.vic.gov.au/Documents/about/research/LiftingOurGame.PDF	2017	AUS
PWC	A Smart Investment for a Smarter Australia: Economic analysis of universal early childhood education in the year before school in Australia	N/A	https://www.thefrontproject.org.au/images/downloads/ECO%20ANALYSIS%20Full%20Report.pdf	2019	AUS
Shahaeian et al	Early Shared Reading, Socioeconomic Status, and Children's Cognitive and School Outcomes	Scientific Studies of reading	https://www.tandfonline.com/doi/full/10.1080/10888438.2018.1488843	2018	AUS

Appendix 3: List of Sources

Authors	Title	Publication	Accessed at	Year	Country
Shoghi et al	Let's Read Literature Review	Murdoch Children's Research Institute	https://www.letsread.com.au/About/Research/Resources/2013-Let-s-Read-Literature-Review	2013	AUS
Sim and Berthelsen	Shared Book Readings by Parents with Young Children: Evidence Based Practice	Australian Journal for Early Childhood	https://journals.sagepub.com/doi/10.1177/183693911403900107	2014	AUS
Sukhram and Hsu	Developing Reading Partnerships Between Parents and Children: a Reflection on the Reading Together Program	Early Childhood Education Journal	https://link.springer.com/article/10.1007/s10643-011-0500-y	2012	USA
Taylor et al	Associations between clusters of early life risk factors and developmental vulnerability at age 5: a retrospective cohort study using population-wide linkage of administrative data in Tasmania, Australia	BMJ Open	https://bmjopen.bmj.com/content/bmjopen/10/4/e033795.full.pdf	2020	AUS
Vanobbergen et al	Bookbabies, their Parents and the Library: an evaluation of a Flemish reading program in families with young children	Educational Review	https://www.tandfonline.com/doi/abs/10.1080/00131910903045922?journalCode=cedr20	2009	IK
Weadman et al	The Development and Psychometric Properties of a Shared Book Reading Observational Tool: The Emergent Literacy and Language Early Childhood Checklist for Teachers	First Language	https://journals.sagepub.com/doi/full/10.1177/01427237211056735	2021	AUS
Westerveld et al	Shared Book Reading Behaviours of Parents and Their Verbal Preschoolers on the Autism Spectrum	Journal of Autism and Developmental Disorders	https://pubmed.ncbi.nlm.nih.gov/32067147/	2020	AUS
Wick et al	Looking or Talking: Visual Attention and Verbal Engagement During Shared Book Reading of Preschool Children on the Autism Spectrum	Autism	https://www.researchgate.net/publication/339232714_Looking_or_talking_Visual_attention_and_verbal_engagement_during_shared_book_reading_of_preschool_children_on_the_autism_spectrum	2020	AUS
Yu and Daraganova	Children's early home learning environment and learning outcomes in the early years of school	Australian Institute of Family Studies	http://talkingtogether.com.au/wp-content/uploads/2018/09/childrens-early-home-learning-environment-and-learning-outcomes-in-the-early-years-of-school.pdf	2014	AUS

Appendix 4: ROI Methodology

Drawing from PWC analysis of the benefits of early childhood education, we calculated that the benefit to government from an average 14-point increase in Year 3 NAPLAN results across the population is \$595.74 million (equal to \$2,013 per child).¹

1 To calculate the monetary value to government of improved Year 3 NAPLAN scores, we drew from PWC analysis of the value of early childhood education. The PWC analysis assumed one year of early childhood education led to an average 14-point increase in Year 3 NAPLAN scores. Research shows that more frequent shared reading leads to a greater than 14-point increase in Year 3 NAPLAN scores.²

PWC identified \$4.74 billion in benefits associated with providing 15 hours of early childhood education in the year before school. Of these benefits, governments received \$1.96 billion; the other benefits accrued to other stakeholders (parents / carers, children, and employers).

2 However, not all categories of benefit that accrue to government as a result of early childhood education are relevant to shared book reading. We selected only the categories of benefit that (a) flow to government, rather than other stakeholders; and (b) were calculated based on a change in Year 3 NAPLAN results. This conservative calculation of total benefits to government flowing from improved Year 3 NAPLAN results = \$595.74 million.

3 We then calculated the benefit per child to the government of a 14-point increase in NAPLAN results, by taking this number and dividing it by the number of children in enrolled in a preschool program in the relevant year, 2017 (295,826 children).³

4 Based on this calculation (\$595.74 million / 295,826), we estimate that the benefit that accrues to the government per child across the population as a result of a 14-point increase in Year 3 NAPLAN results is \$2,013 per child.

Benefit of early childhood education	Present value (3 % discount rate) \$ million	Group affected	Calculated through NAPLAN
Parental earnings benefits	\$1,463	Parents / carers	N/A
Taxation benefits of additional parental income	\$313	Government	N/A
Higher earnings for children over lifetime	\$1,064	Children	N/A
Additional productivity benefits from children	\$319	Employers	N/A
Taxation benefits from children's additional lifetime earnings	\$495	Government	Yes
Reduced expenditure on special education	\$3	Government	Yes
Reduced expenditure on school repetition	\$11	Government	Yes
Reduced health expenditure	\$605	Government	Part (\$19.74m)
Reduced crime-related expenditure	\$522	Government	No
Reduced welfare expenditure	\$67	Government	Yes
Reduction in welfare payments to individuals	-\$67	Children	N/A
Other costs – additional schooling costs	-\$58	Government	Yes
Total early childhood education benefits	\$4,737		
Total benefit to government from 14-point increase in Year 3 NAPLAN results	\$595.74		

PWC, 2019
 Yu and Daragonova, 2014
 Australian Productivity Commission, 2019

Key Included in our analysis Not included in our analysis dandolopartners

10.12 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**File Number: D5****Author: David Levick-Manager Economic Development and Growth****Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance****Annexures: Nil****PURPOSE**

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

BACKGROUND

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

(a) Relevance to Integrated Planning and Reporting Framework

ED1.2 Develop our economy, including the visitor economy.

I1.5 Adopt successful strategies which maximise our community's access to quality infrastructure and assets (I1.5.2 – Coonamble Livestock Regional Market).

(b) Financial Considerations

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

COMMENTARY**Increased human resources for project delivery**

Mrs Rachell Foodey (Project Coordinator) and Mr Tim Wark (Senior Project Engineer) have commenced employment with Council. Grant-funded infrastructure and other projects are being allocated between them to hasten delivery.

'Real Country' Business Case development

Following community and stakeholder consultation in September, the Real Country Business Case and Strategy Development project has identified those projects that will be 'costed' and for which a business case will be developed in each of the three participating Council areas of Coonamble, Gilgandra and the Warrumbungles.

For Coonamble, the development of Warrena Weir Reserve was identified as the priority project, with staged development for the following:

Warrena Weir Reserve Development Stage 1:

- Utilisation by both visitors and locals for walking, swimming, powered and non-powered boating, picnicking and RV camping.
- 2.5m x 7km concrete footpath through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town.
- 2 x creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve
- Demarcated boat-free public swimming area near weir wall.
- Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging)
- Rehabilitation of the flood-gouged passage around the weir wall.
- 2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 5m frontage)
- New and larger combined amenities (toilets) and café building
- Daytime carpark
- Shaded picnic and barbecue facilities
- Children’s play equipment
- Creation of a yarning circle along eastern shore of the reserve
- RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)
- Bush tucker and bird-attracting plantings along eastern shoreline (following the path)
- Wayfinding, plant ID, QR-code ‘story’ and usage signage.

Warrena Weir Reserve Development Stage 2:

- Construction of a public art/sculptural lookout tower
- 10 x off-grid cabin accommodation with sealed pump-out septic systems.

Masterplans for Smith Park and for the CBD-Town Beach-Macdonald Park zone have also been identified as prerequisites for further development in these areas.

Grants

Overview:

Status	This Month	Last Month	Year to Date
Grant-funded projects completed	0	0	1
Grants to be acquitted	6	6	
Grants in progress	18	18	
Grant submissions awaiting decision	2	2	

Successful grant applications	0	1	1
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Detailed Status:

Grants completed & awaiting acquittal	Responsibility	Comment
Coonamble Community Recycling Centre	CPDG	
Town Entrance Public Art (DSP)	CPDG	
Leaps & Bounds at Coonamble Sportsground	CPDG	
TARP41 Coming to Coonamble (TfNSW)	CPDG	
TARP39 Community Resource (TfNSW)	CPDG	
TARP38 Coonamble Kids (TfNSW)	CPDG	

Grants in progress	Responsibility	Comment
Gulargambone Youth Centre external upgrades	CPDG	Final stages underway.
Restore Trooper Stables at Museum	CPDG	DA submission
Riverside Caravan Park Development	CPDG	Ongoing
Youth Council re-establishment	CPDG	Variation being drafted
Women's Change Rooms at Sportsground	CPDG	Detailed design stage
Walking Loop around Sportsground	CPDG	Nearing completion
Coonamble Family and Youth Fest	CPDG	In progress
Limerick Street Footpath	INF	Contract in preparation
Coonamble Artesian Bathing Experience	CPDG	Land acquisition
Coonamble Youth Empowerment Program	CPDG	Contract prepared
Business Cases for Tourism Infrastructure	CPDG	In progress
Gulargambone Sportsground Amenities	CPDG	Funding Deed signed
Coonamble Region Art Trail	CPDG	Funding Deed signed
Wanderers Tennis Club court upgrades	CPDG	Funding Deed signed
Female Friendly Community Facilities	CPDG	Funding Deed signed
Mosquito Management Plan	INF	In progress
Footpath design to Cble Showground	CPDG	In progress
Small Business Month workshop	CPDG	In progress

Grant Opportunities

The Regional Youth Office, through the Department of Regional NSW, is offering funding of \$15,000 for the Summer Holiday Program and a further \$7,000 for the April Holiday Program as a single grant application. Council's Community Services team will be preparing a program of events and obtaining estimates to complete an application for this funding.

Communications

Council continues to maintain its communication with the community through:

- 1 x weekly half-page advertisement, *Weekly Connect* in *The Coonamble Times*, with unique content – advertising Requests for Quotations, Tenders and Expressions of Interest, policies and other reports currently on public exhibition and upcoming events for the community.

- Paid classified advertising for current tenders, requests for quotations, expressions of interest and positions vacant.
- Posts in the News column on the homepage of Council’s website, on various topics as required.
- Posts in the Events Calendar hosted on Council’s website.
- Posts on Council’s Facebook page, on various topics as required.
- Council’s website – sharing all policies, plans and procedures, fees and charges, and documents for public exhibition, in the spirit of open and transparent governance.
- Media releases as required – on road conditions, water supply interruptions, etc.

The Facebook posts that achieved the greatest reach during September related to the Save The Date for the Christmas Street Party, (reaching 2,700 people), the school holiday program trip to the zoo (reaching 2,200 people), and a post promoting the school holiday program Multisport Day at the Coonamble Sportsground (reaching 1,700 people). Three other posts reached more than 1,000 people each.

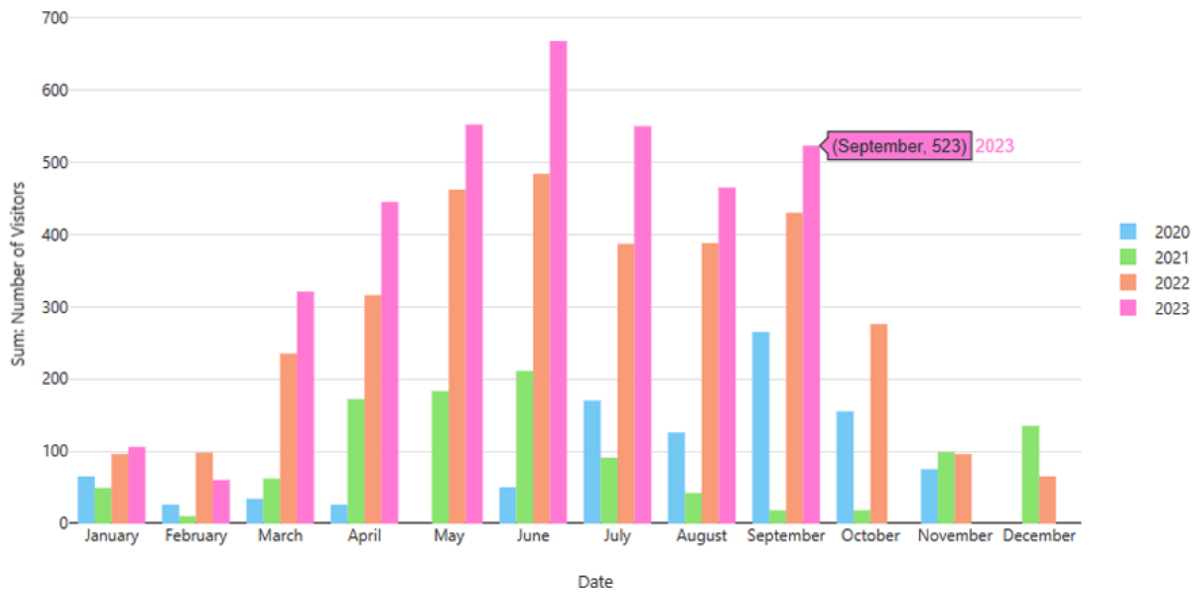
Interestingly, 70 percent of the audience on Council’s Facebook are women, while only 30 percent are men. Facebook remains an important forum through which Council can share information quickly through the community, especially if it relates to an emergency situation.

Social Media (Facebook) Summary

Measure (in FY23-24)	This Month	Last Month	Year to Date
Number of posts	12	20	52
Increase in number of followers	+23	+37	+103
Total number of followers	2,929	2,906	
Reach	6,209	23,773	

Tourism Statistics

During September 2023, the Information and Exhibition Centre attracted 523 visitors, up from 465 on the previous month. There was an increase in interstate school holiday travellers, taking road trips through the region. The Information and Exhibition Centre received another positive Google review, which is very encouraging for staff and volunteers.



Museum Statistics

Throughout September 12 people visited the Museum Under the Bridge during regular opening hours.

The outdoor signage at the museum has been updated to read “book now” rather than “closed”. The aim of this is to promote that the Museum Under the Bridge is an active facility that can be engaged with at a variety of times, although staffing capabilities are limited.



Updated museum signage



Descendants of Constable Mitchell

As one of the original police barracks, the Museum Under the Bridge hosted Police Remembrance Day, 29 September 2023 which attracted an additional 35 visitors to the museum. Coordinated by Coonamble Police Station, the event included the unveiling of the renewed remembrance statute of Constable First Class John Mitchell who lost in life in the line of duty, in Coonamble, 15 March 1885. It was particularly significant to have descendants of the fallen officer and other prominent members of the NSW Police Force in attendance. Visitor Information Centre staff prepared a display of Constable Mitchell’s story and interviews were filmed inside the original stables.

Destination Country and Outback: First Nations Tourism Forum

On 8 September, the Tourism and Events Officer attended the First Nations Tourism Forum in Dubbo, delivered by Destination Country and Outback in partnership with the Department of Regional NSW and the NSW Aboriginal Tourism Operators Council.

Through presented case studies and networking sessions, the forum provided valuable insights into long-term and sustainable strategies that accomplish social and economic outcomes that benefit residents and significantly enhance visitor experience. Potential funding avenues were outlined as well as formal and informal mentoring opportunities for operators and those working in the tourism industry.

'Aqualife Explorers' School Holiday Activity at the Information and Exhibition Centre

Coordinated by Community Services staff as part of the Coonamble Shire School Holiday Program, the Information and Exhibition Centre hosted 'Aqualife Explorers'. The Centre proved to be an ideal venue, accommodating about 120 children and guardians. Additional shade was provided by Council marquees, placed just outside the centre by the Parks and Urban Services team.



Upcoming events

- 19 October - Coonamble Wellbeing Day – Interrelate

A collaborative event supported by more than 25 community groups, service providers and businesses. Coonamble Shire Council is supporting the event by; waiving facility fees, facilities cleaning, provision of gazebos, tables and chairs, promotion through Council's communication channels, sound equipment, food sponsorship and prize donation, staffed stall with activities and Council information.

- 21 October – 'Burrima' Boardwalk Open Day

This event will signify and celebrate the official opening of the Burrima Boardwalk, its substantial environmental achievements and as a tourism destination.

- October, Small Business Month event
- 11 November, Remembrance Day
- 17 November, White Ribbon Day
- 25 November, Coonamble Jockey Club Christmas Race Meeting & Christmas Party

- 2 December, Christmas Street Party and Concert

This event will include food and market stalls, Buy Local Draw by the Chamber of Commerce and all the usual festive fun, leading into the late evening, there will be a concert featuring a lineup of musicians, including Kylie Gale, Castlereagh Connection and Max Jackson.

(a) Governance/Policy Implications

Policies relevant to activities reported here include the Community Consultation Policy.

(b) Legal Implications

There are no legal implications directly associated to this report.

(c) Social Implications

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

(d) Environmental Implications

There are no environmental implications directly associated to this report.

(e) Economic/Asset Management Implications

Development of the projects proposed for funding through available grants are initiatives to meet objectives of the Community Strategic Plan 2022-32, Delivery Program 2022-2026, Coonamble Shire Masterplan 2020, the Economic Development Strategy 2021 and the Coonamble Destination Management Plan 2020.

(f) Risk Implications

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

CONCLUSION

Economic Development and Growth activities continue to progress according to the Economic Development Strategy 2021. Tourism activities and projects continue to progress according to the Economic Development Strategy 2021, and work towards achieving the goals of the Coonamble Destination Management Plan 2020.

RECOMMENDATION

That Council not the information in the report.

10.13 AUDIT, RISK & IMPROVEMENT COMMITTEE CHAIR BRIEFING**File Number: C6-19****Author: Phillip Perram-Acting Director Community, Planning, Development and Governance****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

To report on the briefing of the Audit, Risk and Improvement Committee (ARIC) Chair.

EXECUTIVE SUMMARY

ARIC Chair, Graeme Fleming, requested a status briefing on Coonamble Shire Council. This briefing was provided in Gilgandra and included a joint meeting of with Gilgandra Shire Council and the Chair as a precursor to the establishment of ARIC.

BACKGROUND

Council must appoint an ARIC. Council has agreed to establish a joint ARIC with Gilgandra Shire. The two independent members are yet to be appointed to ARIC.

The *Local Government Act 1993* under Part 4A Internal audit requires:

428A Audit, Risk and Improvement Committee

- (1) *A council must appoint an Audit, Risk and Improvement Committee.*
- (2) *The Committee must keep under review the following aspects of the council's operations —*
 - (a) *compliance,*
 - (b) *risk management,*
 - (c) *fraud control,*
 - (d) *financial management,*
 - (e) *governance,*
 - (f) *implementation of the strategic plan, delivery program and strategies,*
 - (g) *service reviews,*
 - (h) *collection of performance measurement data by the council,*
 - (i) *any other matters prescribed by the regulations.*
- (3) *The Committee is also to provide information to the council for the purpose of improving the council's performance of its functions.*

ARIC has significant and wide-reaching powers.

There were three meetings with ARIC Chair, Graeme Fleming, in Gilgandra comprised:

- Gilgandra Shire Council Briefing

- Coonamble Shire Briefing
- Joint Meeting

The agenda for Joint Meeting was:

1. Feedback from ARIC Chairs webinar and OLG focus areas moving forward.
2. ARIC Operations
 - a. Approach to ARIC Functions and Operations
 - b. Independent members appointment
 - c. Councillors
 - d. Meetings
3. ARIC Functions
4. Way forward

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

ARIC has been created to review the stewardship and governance of Council's funds, resources and operations. ARIC must keep under review Council's financial management.

COMMENTARY

The Briefing was comprehensive and endeavoured to address the status as well as the challenging environment.

The Briefing included:

- Council as an organisation with the dual challenge of significant change and chronic resource limitations particularly staff attraction and retention
- Dynamic, reactive and volatile – many people doing too many jobs for too long.
 - Organisational Structure
 - Staff ~110 employees currently has 33 vacancies (including pool casuals).
 - Critical vacancies include:
 - Director Community, Planning & Development – recently appointed Acting.
 - Manager Governance – vacant.
 - Manager Roads – vacant - recently appointed.
 - Quarry Manager – vacant – contracted – recently appointed.
 - Manager Community Services – vacant.
 - Manager Finance and Procurement – Acting.
 - Training & WHS Officer – vacant.
 - Payroll and HR Officer – vacant.

- Waste and Recycling – vacant – recently appointed.
 - Significant Change
 - Executive and GM Direct Reports - six new out of seven positions.
 - Management Team – eleven new out of fourteen roles.
 - Culture and Structure Change.
- Councillors ARIC Understanding
 - Reports to Council - May and December 2022 and September 2023.
 - Councillors ARIC training – November.
- Resources
 - Many roles have been vacant for extensive periods resulting in a transition to reactive responses rather than structured and consistent resource capability.
 - Budget - Budget \$87,480 for the Internal Audit costs between Internal Audit Fees and ARIC fees.
- Governance
 - Council's governance functions are limited, disparate and reactive.
 - Policy Review – Inconsistent.
 - The vacant Governance and Risk Officer / Manager.
 - Applicant and Council capability to operate in accordance with Guidelines challenging in a small Council.
 - By way of example, internal audit function must operate independently of the Council and internal audit activities cannot be subject to direction by the Council.
 - no separate internal audit program or systemic review process.
- Risk management
 - Traditionally been a function of the Human Resources and Risk Manager.
 - Limited resources have resulted in limited risk management integration.
- Office of Local Government Calendar of Compliance and Reporting
 - Compliance in the majority of matters.
 - Non-compliance
 - Public Interest Disclose Report to Ombudsman.
 - Addressed for future compliance.
 - Annual Report of obligations under PIDA due to the Minister and the Ombudsman
 - Addressed for future compliance.
 - Training Plan
 - Resource based challenges.
 - Publication Guide
 - Resources based challenges.
 - Dog Attack
 - Resources based challenges.

OLG Calendar of Compliance & Reporting – arrangements & status update

Function	Month	Compliance & Reporting Requirement	2022/23	2023/24
Finance	July	Proposed borrowing return to be submitted to TCorp	N/A	N/A
		Last day for making rates [LGA s533]	Completed	Completed
	August	Last day for rates to be levied by service of rates notice [LGA s562(4)]	Completed	Completed
	October	Application for Payment of Pensioner subsidy due	Completed	
		Request for extension to lodge financial statements due in writing to OLG [LGA s416(2), Code]	N/A	
		Financial Statements to be audited [LGAs416(1), Code] and lodged to OLG [LGA s417)5)] with Financial Data Return (FDR	Completed	
	November	Last day for RAO to submit quarterly budget review statement to council [LG Reg cl 203(1)]. Councils are requested to send a copy of the QBRS to finance@olg.nsw.gov.au	Completed	
	December	Last day for financial statements to be presented to the public [LGA 418(2)]	Completed	
	January	Last day for council's ledgers to be balanced and a list of balances to be prepared for six-monthly inspections by council's auditor [LG Reg cl 228]	Completed	
	February	First day for requests to Valuer General for estimates of changes in the value of land for which supplementary valuations are required to be furnished [LGA s513]	Completed	
	May	Last day for RAO to submit	Completed	

		quarterly budget review statement to council [LG Reg cl 203(1)]. Councils are requested to send a copy of the QBRS to finance@olg.nsw.gov.au		
		Last day for requests to Valuer General for estimates of changes in the value of land for which supplementary valuations are required to be furnished [LGA s513]	Completed	
	Other	The Responsible Accounting Officer (RAO) must report any material variances from it estimated income or expenditure, to the next meeting of council {LG Reg cl 202(b)}	N/A	
		The Responsible Accounting Officer (RAO) must prepare a monthly report for Council on money invested under LGA s 625	Completed	
		Councils to notify OLG throughout the year when loans are drawn down (LG Reg cl 230)	N/A	
Governance	July	Public Interest Disclosures Report due to NSW Ombudsman (PIDA s6CA)	Non-compliant	Non-compliant
	September	Written returns of interest due for councillors and designated persons who held office at 30 June [MCC cl4.21(b)] to be lodged. GM to table returns at next Council meeting [MCC cl 4.25]	Completed	
	October	Annual Report of obligations under PIDA due to the Minister and the Ombudsman [PIDA s31]	Non-compliant	
		Annual Report of obligations	Completed	

		under GIPA due to the Minister and the Information Commissioner [GIPA s125]		
	November	Annual report is to be placed on council's website and notify the Minister (electronically to OLG with web link) [LGA s428] [Annual Report Checklist is available on the OLG website]	Completed	
	December	Model Code of Conduct Complaints Statistics to be reported to Council [MCC 11.1]. Collection form due to OLG	Completed	
		Delivery Program progress report to be presented to council [IP&R G/L Essential Element 4.9]	Completed	
	January	Public Interest Disclosure Report due to the NSW Ombudsman [PIDA s6CA]	Non-compliant	
	June	Last day for adopting Operational Plan 2023-24 and updating Long Term Financial Plan updated [LGA s 405(1)]	Completed	
		Delivery Program Progress reports provided to council at least every six (6) months	Completed	
	Other	Review of General Manager's and other Senior Staff performance; undertake contract renewal process subject to the terms of the relevant contract/s	Compliant	
		Training plan required under Local Government (State) Award following consultation with the Consultative Committee. Actions arising from it should be included in Workforce Management Strategy and Delivery	Completed	Non-compliant to be completed

		Program/Operational Plan, as appropriate		
		Councils should notify OLG (olg@olg.nsw.gov.au) of any senior staff or address changes via email to enable updating of the directory	Completed	
		Council must review its publication guide in relation to the Government Information (Public Access) Act 2009 and adopt a new publication guide at intervals of not more than 12 months. An agency may update and amend its publication guide at any time	Non-compliant	
Grants	July	Local Government Recovery Grants – AGRN 1012, 1025,1030/34 & \$2M, HIC Companion Animals Grants (\$375K) – YTD reporting due	Completed	Completed
	October	Local Government Recovery Grants – AGRN 1012, 1025,1030/34 – YTD reporting due	Completed	
	January	Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 and HIC \$2M, HIC Companion Animals Grants (\$375K) - YTD Reporting due	Completed	
	April	Local Government Recovery Grants – AGRN 1012, 1025, 1030/34 - YTD Reporting due	Completed	
	May	Local Infrastructure Renewals Scheme (LIRS) portal opens for claims for the month	Completed	
		LIRS Progress/Final Report Due	Completed	
Companion Animals	July	Rehoming Organisations Annual reports due	Completed	Completed

	August	Survey of seizures of cats and dogs 2022-23 due	Completed	Completed
	Other	Councils are required to report any dog attacks that are made aware of within 72 hours of being notified via the Companion Animal Register	Non-compliant	Non-compliant
		Regular reconciliation of the Companion Animal Register payments is to be completed	Completed	Completed
		All registration fees received during the month must be entered onto the Companion Animals Register within 7 days of receipt. Registration fees must be remitted to the OLG as detailed on monthly invoices issued by OLG.	Completed	Completed
Other	August	Compulsorily Land Acquisition return due	N/A	N/A
		Grants Commission roads, bridges & general return due	Completed	Completed
	November	ALGA Return of National Local Road Data return due	Completed	

- Statement of Performance Measures
 - Results and trends over the past 5 years

Statements of Performance Measures - Results & trends over the past 5 years

Consolidated Results

Consolidated Measure	2018	2019	2020	2021	2022	Benchmark
Operating performance ratio	8.00%	5.47%	-12.2	7.47%	13.33%	>0.00%
Own source operating revenue ratio	61.80%	51.04%	53.33%	49.16%	52.20%	>60%
Unrestricted current ratio	5.13x	7.28x	8.00x	7.74x	7.09x	>1.50x
Debt service cover ratio	131.98x	133.73x	68.98x	138.74x	112.93x	>2.00x
Rates, annual charges, interest and extra charges outstanding percentage	5.14%	6.21%	8.15%	7.57%	9.97%	<10.00%
Cash expense cover ratio	18.39m	17.33m	18.72m	20.3m	24.21m	>3.00m

General Fund Results

General Fund Measure	2018	2019	2020	2021	2022	Benchmark
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Operating performance ratio	9.65%	4.41%	- 14.36%	7.06%	13.37%	>0.00%
Own source operating revenue ratio	57.72%	45.45%	48.39%	44.44%	47.44%	>60%
Unrestricted current ratio	5.13x	7.28x	8.00x	7.74x	7.09x	>1.50x
Debt service cover ratio	151.57x	114.96x	56.89x	122.26x	100.72x	>2.00x
Rates, annual charges, interest and extra charges outstanding percentage	4.85%	5.57%	7.19%	5.90%	8.32%	<10.00%
Cash expense cover ratio	14.32m	12.69m	19.41m	22.83m	27.14m	>3.00m

Water Results

Water Measure	2018	2019	2020	2021	2022	Benchmark
Operating performance ratio	-6.97%	16.53%	4.41%	26.23%	14.23%	>0.00%
Own source operating revenue ratio	99.21%	99.32%	89.70%	100.00%	93.00%	>60%
Unrestricted current ratio	27.17x	42.93x	34.27x	33.38x	19.02x	>1.50x
Debt service cover ratio	-	-	-	-	-	>2.00x
Rates, annual charges, interest and extra charges outstanding percentage	6.96%	7.63%	6.36%	11.42%	12.22%	<10.00%
Cash expense cover ratio	26.61m	27.43m	2.31m	5.82m	7.51m	>3.00m

Wastewater Results

Wastewater Measure	2018	2019	2020	2021	2022	Benchmark
Operating performance ratio	-8.06%	6.28%	-0.66%	- 10.77%	10.93%	>0.00%
Own source operating revenue ratio	98.83%	98.87%	97.68%	83.94%	100.00%	>60%
Unrestricted current ratio	75.61x	77.61x	56.64x	266.05x	256.79x	>1.50x
Debt service cover ratio	27.5x	-	-	-	-	>2.00x
Rates, annual charges, interest and extra charges outstanding percentage	7.30%	10.10%	16.82%	15.45%	17.58%	<10.00%
Cash expense cover ratio	165.76m	151.34m	30.85m	3.65m	3.86m	>3.00m

- External Audit
- Management Letter 30 June 2022 Audit
 - Governance Findings
 - Council does not have a documented legislative compliance policy and legislative compliance register;
 - Council does not have a documented risk management policy, or an enterprise risk register that links risks with the strategic objectives of the Council;
 - Council's fraud control policy was last updated in June 2005.
 - Council does not have a fraud control plan and has not undertaken a risk assessment.

- Council did not perform a fraud control health check (within the last three years) and fraud awareness training for all staff is not undertaken at regular intervals (at least every 2-3 years).
 - New starters do not complete a conflicts of interest declaration or sign-off on the code of conduct.
 - Existing staff do not complete a conflicts of interest declaration annually or sign off on the code of conduct annually.
 - Council does not report on fraud control activities in annual report.
 - Governance Finding Status
 - Findings are incomplete with the exception of progression of the Pulse Register
- Summary of Issues
 - Outstanding Issues have had Management Comment and some feedback from the Auditor but remain incomplete.

Issue	Detail	Likelihood	Consequence	Risk assessment	Status
Prior year matters not resolved by management					
1	Information technology general controls	Possible	Medium	Moderate	Commenced Incomplete
2	Remediation provision	Almost certain	Medium	Moderate	Incomplete
3	Improvement opportunities - governance and cybersecurity	Possible	Medium	Moderate	Commenced Incomplete
4	Excessive annual leave	Possible	Medium	Moderate	Commenced Incomplete
5	Rural fire-fighting equipment not recognised in the financial statements	Almost certain	Medium	Moderate	Incomplete
6	Rates - review of critical amendments	Possible	Low	Low	Incomplete
Current year matters					
1	Audit, Risk and Improvement Committee	Almost certain	Medium	Moderate	Incomplete

- Financial Statements and Audit
 - On track
- Internal Audit
 - Council has no internal audit program or systemic review process.
 - Policy
 - Council has adopted:
 - Draft ARIC Terms of Reference
 - Draft Internal Audit Charter
 - Subject to review by ARIC and subsequent Council adoption
 - Risk Management
 - Risk Identification and Management

- Council has a naive risk identification and management system.
- Policy
 - Council has a Risk Management Policy which was adopted in June 2021.
 - The Policy predates OLG 2022 Risk Management and Internal Audit Guidelines.
 - Council has not commenced a review of this Policy.
 - External Audit findings on risk management remain outstanding.
- Facility Risk Management Plan
 - Council has a Facility Risk Management Plan which was drafted in 2017.
 - The four facilities identified are Swimming Pools (3), Showground, Saleyards and Common
 - The Plan's risk matrix does not align with the 2021 Risk Management Policy.
- Other Policies, Procedures and Plans
 - Council has a suite of other Policies, Procedures and Plans dating from 2011.
 - Risk management treatment is inconsistent in these documents.
 - Resourcing of risk management is varying e.g: Council has no staff qualified to conduct the footpath inspections (or playground) inspections or budget to complete the inspections.
- Australian Standard AS ISO 31000:2018
 - Council is aware that it must manage its strategic and operational risks and implement a risk management framework that is consistent with the current Australian risk management standard, and appropriate for the council's risks.
 - Critically assessed against the eight specific principles, Council's risk management is not:
 - Integrated
 - Structured or comprehensive
 - Customised
 - Inclusive
 - Dynamic
 - Based on best available information
 - Address human and cultural factors
 - Evaluated to enable continual improvement.
- Cyber security protocols & automated vulnerability software status
 - Policy
 - Council has an Internet, Email and Computer Use Policy which was created in 2021.
 - This Policy does not address security protocols and automated vulnerability software.

- Council is redrafting the Policy based generally upon Broken Hill's Policy which was advised as best practice by Council's auditor.
- External Audit
 - Outstanding Issues
 - Information Technology General Controls
 - Audit logs maintenance and security has been addressed.
 - Cybersecurity
 - Findings
 - Council's IT risk register does not include the risk of cyber-attack;
 - Council does not have cyber risk policy or framework;
 - Council does not have a separate budget to spend on cybersecurity; and
 - Council has not delivered training to all staff on cybersecurity.
- Cyber Security Guidelines – OLG
 - Council is aware of the value of the revised NSW Cyber Security Policy outlines the mandatory requirements to which all NSW Government departments and Public Service agencies must adhere to ensure cyber security risks to their information and systems are appropriately managed.
 - The Guidelines and this Policy underpins the ongoing development of the cyber security component of Council's Policy

The ARIC Chair, Graeme Fleming, advised Council that his approach would be professional, collaborative and practical. ARIC would remain independent and act in accordance with the Guidelines seeking honest, ethical and achievable interaction. Additionally, ARIC will set timeline-based actions plans with deadlines and performance requirements. Council and staff will be held responsible and accountable for the on time and on scope delivery of these plans.

During the joint meeting, Graeme Fleming advised of:

- the ARIC Chair Webinar including the functions of ARIC
- Auditor General's focus, particularly Cyber Security and high risk and escalating unaddressed findings.
- Office of Local Government Update
- Fraud Control
- Independent members skills and appointment
- Financial Statement Review
- Meeting Schedule

Council has subsequently advised of the three internal audits, Quarry, Depot and Roadworks, completed to underpin the ISO (International Organisation for Standardisation) external audit.

(a) Governance/Policy Implications

ARIC must keep under review Council's governance, implementation of the strategic plan, delivery program and strategies, service reviews and performance measurement data.

ARIC will manage Council's internal audit program.

(b) Legal Implications

ARIC must keep under review Council's compliance and fraud control.

(c) Social Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including community services.

(d) Environmental Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including water, wastewater and waste.

(e) Economic/Asset Management Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including asset management plans.

(f) Risk Implications

ARIC must keep under review Council's risk management.

CONCLUSION

ARIC is responsible for reviewing Council's compliance, risk management, fraud control, financial management, governance, implementation of the strategic plan, delivery program and strategies, service reviews, collection of performance measurement data by the council and any other matters prescribed by the regulations.

Council has provided ARIC Chair, Graeme Fleming, on Coonamble Shire Council's status. This review has highlighted significant challenges and a considerable body of work to be compliant.

Unsurprisingly, the long-term vacancies in critical roles like governance, risk management, training and asset management and have been a primary contributor.

RECOMMENDATION

That the briefing of and advice from the ARIC Chair, Graeme Fleming, be noted.



10.14 WASTE MANAGEMENT SERVICES - NETWASTE

File Number: G 1 - 1

Author: Phillip Perram-Acting Director Community, Planning, Development and Governance

Authoriser: Paul Gallagher, General Manager

Annexures:

1. NetWaste Regional Waste and Sustainable Materials Strategy 2023/2027 (under separate cover) 
2. NetWaste Education Strategy 2022-2027 

PURPOSE

To advise of the release of the NetWaste Regional Waste and Sustainable Materials Strategy 2023- 2027 and its regional education plan.

EXECUTIVE SUMMARY

Council is a member of NetWaste which is part of the NSW Environment Protection Authority (EPA) funded Regional Networks for Effective Waste Management (RENEW) voluntary groups of Councils.

NetWaste has recently released its *Regional Waste and Sustainable Materials Strategy 2023- 2027* and *Our Backyard. Our Stuff. Our Responsibility. Education Strategy 2022 – 2027*.

Council will host the NetWaste Forum in November this year.

Council has recently extended its Used Motor Oil Collection contract through NetWaste's procurement.

BACKGROUND

NetWaste is a voluntary regional waste group comprised of 25 Member Councils covering almost 40% of the state, stretching from Lithgow in the East, West to Broken Hill, and north up to the Queensland border.

The organisation provides a platform for member Councils to collectively pursue regional benefits and improve outcomes related to waste management for its members. This includes facilitating close regional cooperation, operational and kerbside services contracting, resource and knowledge sharing, and cultivating shared investment and planning infrastructure development opportunities.

NetWaste's aim is to establish a waste management model that ensures cost effective environmental best practice for participating NetWaste Councils, develops effective educational strategies that support this model, and undertakes ongoing projects as identified as part of the waste management planning process.

Formed in 1995, NetWaste is part of the NSW Environment Protection Authority (EPA) funded Regional Networks for Effective Waste Management (RENEW) voluntary groups of Councils. The organisation provides a platform for member Councils to collectively pursue regional benefits and improve outcomes related to waste management.

NetWaste is built upon trust, collaboration and is both adaptive and responsive to change.

Traditionally it has provided flexible solutions and support for member Councils within the following core areas:

- Education and awareness – development of a comprehensive Education Strategy delivered by a dedicated Environmental Learning Advisor, providing on-going, positive, and meaningful education initiatives;
- Procurement – provision of a variety of waste collection and processing contract opportunities, providing the benefits of contract administration, economies of scale, improved pricing and an expanded service offering for communities; and
- Knowledge sharing – dissemination of key information on waste-related matters in plain language, including policy updates and compliance-related matters.

NetWaste's goal is to set the benchmark for regional waste management through a range of strategic objectives, including:

- Reducing the amount of waste generated;
- Increasing resource recovery;
- Reducing greenhouse gas emissions;
- Delivering environmentally responsible waste management systems;
- Improving awareness of waste minimisation and resource recovery principles, and influencing behavioural change;
- Improving recycling and composting;
- Reducing litter and illegal dumping;
- Managing problem wastes;
- Facilitating information exchange and skills development; and
- Optimising procurement of grant funding.

More recently, NetWaste's scope has evolved to also include advocating for meaningful change to state policy and the regulatory framework on behalf of its members.

Member Councils cite it as an invaluable organisation they rely on considerably to deliver their own waste management services.

NetWaste's regional contracting, dissemination of state policy and regulation, information and experience sharing, and its advocacy and leadership, were all reported as significant benefits by members.

Council has recently extended its on-site Used Motor Oil Collection contract through NetWaste's regional contracting initiative. Council's waste and recycling review will explore other opportunities for regional contracting including shredding of self-haul garden organics, wood and timber, on-site collection of scrap metal and lead acid batteries and on-site collection and recycling of waste tyres and mattresses.

The NetWaste region is spread across 310,000 km² of New South Wales, encompassing almost 40% of the state. It has an estimated total population of approximately 320,000.



(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

Council has responsibility for waste management and is subject to scrutiny by the EPA which can result in charges and fines. NetWaste provides contemporary information and assistance to Council.

Significant works and services are required to meet NSW Government targets which will require increased waste charges.

COMMENTARY

Regional Waste and Sustainable Materials Strategy 2023- 2027

The Strategy has four, broad Action Areas were to deliver the strategic Objectives. Within each, a number of Strategic Initiatives with more detailed individual Actions are described within the supporting Action Plan.

These Action Areas are:

- Avoid and Reduce Regional Waste;
- Increase Regional Resource Recovery;

- Support Sustainable Regional Waste Operations; and
- Increase Regional Resilience.

Avoid and Reduce Regional Waste:

This Area concentrates on reducing delivery of materials as waste from the broader residential and business community by minimising its initial generation.

In 2018-19, Australian households generated 12.4 million tonnes of waste, a 5% increase since 2016-17, representing 16% of the total waste generated. Households continue to generate the highest proportion of plastic and organic waste, with over half of household waste being food and garden organics. They are also responsible for generating:

- 47% of all plastics,
- 72% of all glass and
- nearly 90% of all textiles.

In New South Wales, the total waste generated per capita has risen over the past number of years from 2.43 tonnes (2015–16) to 2.65 tonnes (2020–21).

Avoiding the creation of waste and reducing the amount of waste produced is at the top/the highest priority in the waste management hierarchy. It also strongly supports development of a Circular Economy as a guiding principle. Central to reducing the amount of waste generated is shifting everyday behaviours through actions such as:

- Selecting items with no or minimal packaging;
- Avoiding disposable goods or single-use items;
- Buying products that are re-usable, repairable, refillable, recycled or recyclable; and
- Using leftover food rather than throwing it away.

Local Government can be more involved in supporting community initiatives to minimise materials being shared and/or redistributed within communities, whilst education programs can be effective in making the community more aware of the impact of their purchasing decisions.

Increase Regional Resource Recovery:

Resource recovery retains resources within the productive economy and sits mid-level Recycle and Recover components of the Waste Hierarchy. It also supports development of a Circular Economy and Net Zero Emissions guiding principles. Resources may be recovered by sorting mixed waste and/or reuse/reprocessing clean, sorted waste.

Recovering resources from waste not only reduces landfill disposal but also reduces raw material requirements for products that would otherwise rely on virgin materials as an input. In this way, the loop is closed, supporting a circular economy.

Materials found in MSW for recovery include plastics, cardboard/paper, aluminium, glass, metal and food and garden organics, whilst reuse of materials from processes such as deconstruction of mattresses also support recovery.

China's "National Sword" policy has impacted the global market for recyclable material, including the recyclable material that is currently collected in NSW. It has forced governments and industry to rethink how recyclables are managed. This has

resulted in a necessary shift to onshore resource recovery, which has posed several challenges, including the overall lack of processing capacity, leading to the stockpiling of material, a decline in the value of recycled materials and limited local demand for these materials. Compounding these challenges are the rising processing costs, which are borne directly by Councils and their ratepayers.

NetWaste's new Strategy will consider how the region can contribute to an average recovery rate of 80% for all streams by 2030 and continue to reduce organic waste sent to landfill by 50%.

Support Sustainable Regional Waste Operations:

This Area encompasses initiatives dealing with regional and joint procurement, effective and sustainable waste services, regulatory compliance, support for climate change and resilience initiatives, infrastructure planning and technology assessments. In part it includes the base point of the Waste Hierarchy, waste disposal, also supporting Net Zero Emissions and Sustainable Procurement guiding principles.

Joint Procurement - The NSW EPA have just launched a \$16m service for councils to join together for procurement of waste services. It includes a dedicated EPA team to provide support to councils wanting to gain benefit from collaboration, including access to funding, market data and analysis, and an online library of guidance material (www.epa.nsw.gov.au/your-environment/waste/local-counciloperations/joint-procurement-facilitation-service).

Effective and Sustainable Waste Services - A core function of Councils is the delivery of effective and sustainable waste services to residents. Waste services need to protect human health and the environment. Councils are faced with ever increasing costs to run these services, impacted by a number of variables, including declining revenue from the sale of recyclables, ever-increasing waste management responsibilities due to legislative requirements and higher community expectations for a comprehensive suite of waste services. At the same time, some communities are experiencing negative growth, meaning the rate base is contracting, placing more pressure on finances. Services provided also need to be financially sustainable.

Climate Change - the NSW Department of Planning, Industry and Environment stated "In FY2019, an estimated 2.5 million tonnes of organic waste (such as food organics, garden organics, timber, and textiles) was sent to landfill. Emissions from organic waste decomposing in landfill make up more than 2% of total net annual emissions in NSW. Increased diversion of organics from landfill and processing technologies like composting and anaerobic digestion, a process that can produce renewable energy, are an important first step towards reducing emissions from waste, to support this, Government has committed to:

- Net zero emissions from organic waste by 2030, as laid out in the NSW Net Zero Plan Stage 1: 2020–2030; and
- Develop a new measure of the emissions performance of our waste and materials management which track performance across the lifecycle of materials."

Compliance with climate change action and resilience requirements such as CCMAPs for holders of EPLs are another example.

Household Problem Wastes - Household problem wastes are potentially harmful household products such as cleaning products, paints, pesticides, herbicides, pool chemicals and solvents. They also include items such as gas bottles, fire extinguishers, paints, fluorescent lights, smoke detectors, motor and other oils, as well as car and household batteries. These materials require special treatment and processing to ensure the safety of humans and to protect the environment.

The NSW Government currently runs two collection services for the disposal of problem wastes from households:

- Chemical CleanOut events – are hosted in communities and allow householders to drop off up to a maximum of 20 litres or 20 kilograms of a single item. Business-related and commercial quantities of chemicals are not accepted at events. Events in regional NSW are organised by voluntary regional waste groups; and
- Community Recycling Centres (CRC's) - are permanent drop-off centres that allow householders to drop off problem wastes at these centres year-round, free of charge.

Expired or unwanted medication can be returned to local pharmacies for free and safe disposal. There are currently 14 CRC's in the NetWaste region. Given that not all Councils in the NetWaste region have a CRC, the safe and proper disposal of problem wastes can pose a real challenge for householders and Councils.

Increase Regional Resilience:

This final Area supports and develops the central core of NetWaste. It includes its commitment to advocate and improve the operating environment for its member Councils, to foster and facilitate collaboration, knowledge sharing and regional procurement, regional planning for management of emergency (disaster) waste and increasing regional resilience to climate change risk, and support for development of a regional circular economy. It supports regional waste awareness and education initiatives delivered separately by NetWaste's Education Plan.

Joint Organisations within the NetWaste region may already have advocacy plans and policy in place which may be useful to collaborate on. It is more likely these will exist within previously mentioned over-lapping or areas of joint interest, such as climate change, emissions reduction and circular economy. In the future, EfW may similarly require a more regional approach beyond that of the current Parkes SAP.

Natural Disasters - Natural disasters such as storms, floods and bushfires are occurring with increasing frequency and intensity and the prediction is that this pattern will continue in the future. Multiple jurisdictions are involved in responses to these events, with Councils playing an important role in both the initial emergency response and clean up/recovery effort. In some cases, the landfill or access to the facility may also be impacted. It is important to have a management plan in place that outlines waste management roles and responsibilities for key organizations and how waste will be managed. It is also critical that mitigation plans are in place in cases where the landfill or transfer station sites are not accessible.

Advocacy - A coordinated approach and united voice to advocate on waste management issues impacting member Councils is becoming increasingly important, and advocacy and strengthening of the cooperation and interaction

with national, state and regional (JO) government is core to NetWaste's new Strategy.

NetWaste's strategy delivery will rely on building relationships and partnerships within a regional collaborative approach. It is considered this will be essential to deliver larger, more complex Actions such as supporting growth of a regional circular economy and advanced resource recovery within a subregional hub concept.

Council's waste and recycling review will explore opportunities and challenges offered by these Action Areas and the alignment to the NSW Government legislative framework.

Coonamble Council's diversion rate based on NetWaste Regional Weighted Average is zero.

Regional Education Plan

NetWaste developed a regional education plan in 2022. The plan, titled *Our Backyard. Our Stuff. Our Responsibility. Education Strategy 2022 – 2027* expands on, extends, and refines the actions, approaches, and energies of the former waste education strategy. It considers the evolving context of waste management and community attitudes, capacities, and expectations, and offers innovative and non-traditional approaches to education and engagement. The plan contains specific, strategic NetWaste education and engagement actions for the next five years.

The plan was developed after extensive consultation and research, recognising the communities across the region are diverse and there is a need to consider the differences within and between communities and that a one size fits all approach is not appropriate. Developing the plan involved getting a clear picture of what has gone before and what's happening now in order to create a new benchmark about what people are doing, what they know, what they need, and what moves them.

NetWaste will continue to educate, support, facilitate and advocate on behalf of all member Councils to allow them to meet the community's expectations and enable them to respond to a changing legislative environment in a flexible manner.

Council aims to coordinate education programs as its strategic waste and recycling direction is determined.

NetWaste Forum

NetWaste host four Regional Waste Forums a year. Forums are held across the region on an eastern, western, southern and northern cycle. NetWaste is re-establishing this pre-covid cycle.

NetWaste's November Forum will be held in Coonamble.

Forum discussions are wide ranging and normally have a consultant or industry / contractor attend in relation to products or services around waste.

Council will host a tour of the Coonamble landfill and CRC during the Forum.

(a) Governance/Policy Implications

The waste and recycling review and compliance with the changing regulatory environment is expected to require a suite of strategic decisions and establishment of a robust policy response.

(b) Legal Implications

The Council has onerous regulatory responsibilities in respect of waste management. These regulatory responsibilities are expected to increase as the implementation of the Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021-2027 gains momentum.

(c) Social Implications

Significant community change is required to embrace a reuse and recycling program.

(d) Environmental Implications

Council will need to comply with the NSW Government Targets which include:

- 10% reduction of total waste generated per person by 2030;
- 80% average recovery rate from all waste streams by 2030;
- significantly increase the use of recycled content by governments and industry;
- phase out problematic and unnecessary plastics by 2025;
- halve the amount of organic waste sent to landfill by 2030;
- reduce overall litter by 60% by 2030;
- net zero emissions from organic waste to landfill by 2030.
- reduce plastic litter by 30% by 2025;
- triple the plastics recycling rate by 2030.

(e) Economic/Asset Management Implications

Council has significant responsibilities in the management of waste.

Employment generating opportunities exist in the commercialisation of waste streams.

(f) Risk Implications

Waste management has inherent risks.

CONCLUSION

Council will explore opportunities and challenges offered in the *Regional Waste and Sustainable Materials Strategy 2023 - 2027* and *Our Backyard. Our Stuff. Our Responsibility. Education Strategy 2022 – 2027* as part of the waste and recycling review. The NSW Government targets are onerous and will require a new paradigm in waste and recycling management in Coonamble Shire.

The NetWaste Forum is a critical step in developing required networks for the next steps in Council's waste and recycling management.

Council has recently extended its on-site Used Motor Oil Collection contract through NetWaste's regional contracting initiative. Council's waste and recycling services and compliance review will explore other opportunities for regional contracting including shredding of self-haul garden organics, wood and timber, on-site collection of scrap metal and lead acid batteries and on-site collection and recycling of waste tyres and mattresses.

RECOMMENDATION

That Council note:

- 1. NetWaste's release of the *Regional Waste and Sustainable Materials Strategy 2023- 2027* and *Our Backyard. Our Stuff. Our Responsibility. Education Strategy 2022 – 2027*.**
- 2. The NetWaste Forum is being held in Coonamble in November 2023.**
- 3. The extension of Council's On-site Used Motor Oil Collection Contract through NetWaste's regional contracting initiative.**

OUR BACKYARD. OUR STUFF. OUR RESPONSIBILITY.

NetWaste Education Strategy 2022 - 2027



Prepared by the Waste Education Strategy Team
Phil Smith
Jenny Hill
Sarwat Surovi



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Our Backyard. Our Stuff. Our Responsibility.

NetWaste Waste Education Strategy 2022-2027

Developed by the KnowHands Waste Education Support Team (WEST)

1. Executive Summary

The new strategy expands on, extends, and refines the actions, approaches and energies of the existing *What Waste Where Education Strategy (2013-2022)*. The new strategy also adapts to the evolving context of waste management and community attitudes, capacities and expectations. It offers innovative and non-traditional approaches to education and engagement.

This document takes an analysis of the data collected during the research phase into the preparation of a strategy. The ‘finding out’ work included widespread consultation with council staff, community members, state government officers, non-government organisations, education consultants, and the NetWaste team; it also included extensive desktop research. In addition, the consultants from the KnowHands Waste Education Strategy Team (WEST) contributed their experiences in research, development, delivery and evaluation of education initiatives.

It is important to note that, despite the original intention of WEST to undertake face-to-face consultation across the NetWaste region, Covid restrictions forced the bulk of consultation to be conducted online via zoom or phone. However, as Table 1 shows, the consultation process reached widely into the region, hearing from representatives in 23 of the 26 NetWaste councils. After months of consultation key elements emerged that provided shape and direction to the education and engagement strategy. The development phase yielded these things:

- **Community needs in terms of skills and knowledge for better waste practices**
- **Priority focus areas for waste education that are developed under 6Rs**
- **Operating principles for the design and delivery of education actions**
- **Innovative education actions and messaging.**

People said powerful things. The consultation heard:

- People care about waste. They want to reduce it – they are ready for messages about reducing waste, including reducing consumption. They want to manage it better.
- People say that managing waste at the household and personal levels can be complex. Even those who are keen to manage their waste properly admit that they do not really know.
- They want clear messages and efficient systems. They want to know how to use the systems that are in place in their local communities.
- People care what happens to their waste: where recyclables go; impacts of waste on the environment; impacts of good/bad waste management practices on the community.
- They say everyone has a responsibility. Everyone: locals and organisations and tourists.
- Across the region, people value education. Start with schools, they say.
- They want councils to work together. People want and need leadership on waste.
- People are proud of their towns and their region. ‘Local’ matters.

The desktop research revealed innovation and experimentation. Successful initiatives and programs were those that understood the target audiences and the contexts in which they were operating.

This Waste Education Strategy is supported by another document entitled, NetWaste Education Strategy Research: Raw Data. It is the full collection of all data and information generated for this project through survey, consultation reports, notes on conversations (zoom and phone), desktop research.

2. The Task

Since its beginning in the mid 90s, NetWaste has continued to change and adapt to council and community needs, to state government requirements, and to the broader advancements in the waste industry. The direction of that change has always been towards helping councils to facilitate effective waste management practices in the community. In this context, the NetWaste education team has also adapted and innovated according to changing needs, priorities, knowledge and skills. Updating the NetWaste education strategy and reshaping its processes are integral to that ongoing evolution.

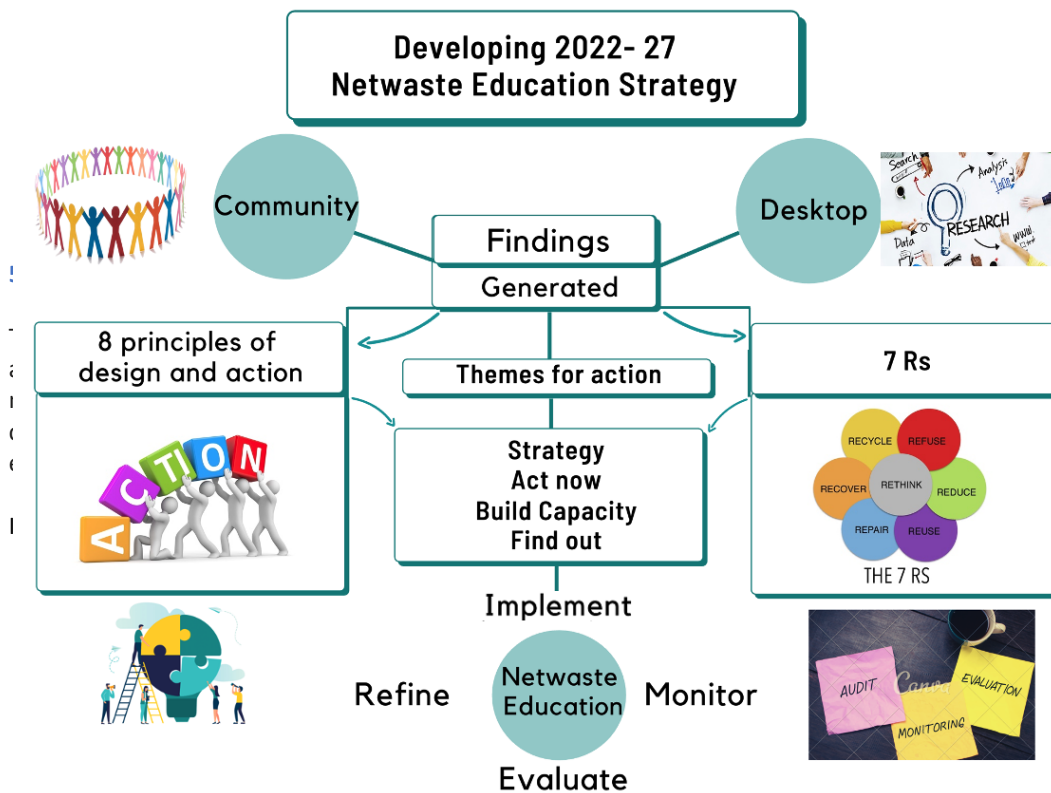
Importantly, because its target population is spread out across such a huge expanse of NSW, NetWaste wants an education strategy that appreciates the distances and diversities of its region. The new strategy must adapt to the changing context of waste management and community attitudes, capacities and expectations.

WEST’s research and development approach was to get a clear picture of what has gone before and what’s happening now in order to create a new benchmark about what people are doing, what they know, what they need, and what moves them.

The education strategy needs to accommodate the realities of councils stretched out and stretched for resources. It needs to understand the risks and limitations of the lack of staff, infrastructure and time. But is also needs to recognise, seize and use opportunities as best it can. One such opportunity is afforded by the presence of smaller villages – targeted messages and methods and measures of impact can be undertaken.

3. How the Strategy is organised

Please see below a graphic organiser that captures the process of developing the waste education strategy.



- Educational institutions – universities, TAFE, schools, early years learning centres, Environmental Education Centres
- 4 State government representatives.

4. What we did. Who we spoke with.

In summary, the consultation reached:

- 23 of the 26 councils in the NetWaste region
- Officers from 11 councils
- Approximately 300 community members through conversations or survey
- 3 NGOs
- Educational institutions – universities, TAFE, schools, early years learning centres, Environmental Education Centres
- 4 State government representatives.

Despite our deliberative efforts to engage with business organisations and schools, we acknowledge that there are research gaps with these sectors.

Our research included the following three elements.

1. Steering Committee and Environmental Learning Adviser

The aim was to clarify the scope and purpose of the education strategy. This consultation:

- a. Gave strong picture of current state of play (what’s happened, what has/hasn’t worked, how resourcing works etc)
- b. Provided links to local individuals and groups
- c. Gave insight into what the strategy should ideally look like/include.

2. Community consultation – local level

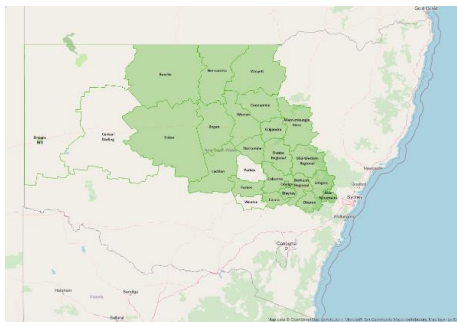
Here, the intention was to listen and gain understanding of what matters locally, what locals (councils, community groups, TAFE students, school teachers, early years educators, First Nations people, other individuals) are looking for, levels of public knowledge about waste, and opportunities for education interventions.

The table below gives a snapshot of who participated in the consultation.

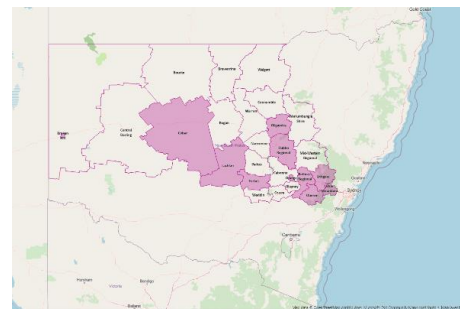
LGA	SURVEY MONKEY	Community consultation F2F & zoom	Conversations with Councils Telephone & zoom	Conversations with community
Bathurst	Yes	Yes	Council	
Blayney	Yes			
Blue Mountains	Yes	Yes	Council	Yes
Bogan	Yes	Yes		
Bourke	Yes	Yes		
Brewarrina	No	Yes		
Broken Hill	Yes	Yes	Council	Yes x2
Cabonne	Yes			
Central Darling	No			
Cobar	Yes		Council	
Coonamble	No	Yes		
Cowra	Yes	Yes		
Dubbo	Yes	Yes	Council	

Forbes	Yes		Council	
Gilgandra	Yes		Council x2	
Lachlan	No		Council	
Lithgow	Yes		Council	Yes x4
Midwestern	Yes			
Narromine	Yes			
Oberon	Yes		Council	
Orange	Yes	Yes	Council	Yes
Parkes	No			
Walgett	Yes	Yes		
Warren	No	Yes		
Warrumbungle	Yes			Yes x2
Weddin	No			

Other: Steering Committee; NetWaste team; EPA teams: Scrap Together, Circular Economy, Local Government Programs; Envirocom; Central West Landcare; Western Sydney University Hub, Lithgow; Kelso College, Bathurst; FoodCare Orange; Food Rescue Central West.



Engagement with people from these 23 LGAs.



Direct contact with these 11 Councils

Desktop review and analysis

The strategy development phase undertook extensive desktop research in order to:

- Identify policy support for education
- Understand waste education trends and best practice
- Uncover innovative education approaches and initiatives
- Find case studies on projects that built and promoted change.

The research explored:

- Local, national and international waste education initiatives
- Community-driven, government-driven
- Different target audiences and target wastes.

5. What we heard: What we found: Themes

First and foremost, we found two strong messages in the data for NetWaste. People know something needs to be done to improve the waste situation in their communities and beyond, and they believe education and engagement are vital to bringing about the changes required. They want good quality education and engagement strategies, they want to make a difference, they want their communities and councils to successfully tackle waste issues and they are looking for leadership.

- ***Education is important. It is about highlighting the ‘why’ make it personal to an individual.***
- ***Education plays a big role: this needs to be face to face, not just information in the mail.***
- ***Make sure any broad regional or state-wide education campaigns have plenty of lead time so communities can effectively prepare then engage in them.***
- ***Start with young people (children and pre-schoolers) by continuously reinforcing and modelling the messages – implement recycling at the local schools and preschool. Younger people can then take the messages home to older people. A whole community approach – start with preschool education and extend it all through schooling and into the community.***

From the total of the data gathered from macro to micro, four recurring and interrelated themes emerged – along with ideas for education. These have been used to help shape the actions for the waste education strategy.

Theme 1: Flexibility to address diversity

A consistent message from the consultation is that the communities across the region are diverse and there is a need to consider the differences within and between communities. NetWaste already recognises this. Any strategies for education and engagement must combine both a unified approach and the capacity for local flexibility.

Concerns associated with this theme include: a one size fits all approach won't work; managing community expectations is key; no point educating about recycling and getting people interested in changing their behaviours when there is limited or no access to the facilities they need to make it happen.

A “one size fits all” education strategy won't work in the footprint of NetWaste, given the diversity of the communities and their different demographics

Make it a local issue – do the right thing by your community. Connect to people's sense of pride in their community.

Engage locals to adapt and refine education initiatives for local community.

Actions that could make a difference

- **Localised messages linked directly to a community. In line with that they want to see local initiative.**
- **Holistic approaches are required within the community: link micro issues with macro issues.**
- **Written information needs to also be available in large print for older people.**

Theme 2: Messaging

It goes without saying that clear communication is vital. Communication content and methods must understand the issue and the audience, and it must contribute to achieving the bigger picture of low to zero waste, healthy communities and healthy environments. Messaging that implies blame can be destructive. The community recognises that the messages need to constantly build a positive sense of community and shared responsibilities.

Concerns associated with the theme included: across Western NSW as tourism expands, the hospitality sector will grow, and it clearly has some specific waste challenges. Some messages are patronising to Aboriginal communities; people said they want to see good communication and effective messaging. They want messaging that works!

Don't roll out things at rates times!

Clear, consistent messages. That are localised and championed by locals. Localised to the point where people recognise themselves and their towns.

Clear, simple messages needed in order to break through the complexities.

Need to ensure marketing, messages and education make it very clear what is on offer – what the issues and benefits are. Relevance is inspiring.

Whatever messages are used, they need to be kept simple as many people are expressing an increasing confusion about "what is the right thing to do?"

Actions that could make a difference

- **More targeted messaging for Aboriginal communities that resonate with their cultural priority of caring for country.**
- **Strategies need to be nuanced due to the differences in facilities and infrastructure across communities; for example, if it's about the outback then graphics and pictures need to show the outback.**
- **Use visuals.**
- **Develop a message about how landfill impacts people locally.**
- **Link the waste message to the river and the impact on the river. Link to impact on the land.**
- **Messages need to not just target locals but also tourists.**
- **Targeted messaging and education to the hospitality sector.**
- **Whatever we ask people to do differently, it has got to be simple, easy, beneficial and convenient.**

Theme 3: Recycling

A consistent message coming out of the consultation is that there is a poor understanding of recycling (what goes where); and there remains a strong but limited emphasis on recycling as the answer to waste problems.

Concerns associated with the theme included: it's not clear what can and can't be recycled, people are confused; the information included on the outside of the coloured bins deteriorates so it is no longer there as reference for individuals; not all Councils recycle the same things and so it is very confusing; when we put the wrong things in the wrong bin we contaminate the elements; sorting stuff from a user's point of view needs to be a focus and it's around plastics.

Concerns were also raised about the need to improve education in relation to reducing overall consumption as a way of reducing waste in the first place.

Actions that could make a difference

- **Start simple with the basics – how to separate rubbish; do little things - start in everyone's kitchen and be proactive in what you do.**
- **In addition to the request for simple messages there is also an expressed need for more detail in areas such as what exactly you can and can't recycle. Of particular concern is which plastics can be recycled.**

- People do want to do the right thing – help them to do it. A key message could be “recycling it is cheaper than burying it”.
- Feedback about the successes of the recycling process needs to be on-going. No point in doing it once a year to tell us how much was saved in landfill etc. needs to be more regular reporting to household – that is, some information coming back more often telling us how well we are doing. Needs to be demonstrated as much as possible – it is a marketing issue. Getting messages out and the WHY is important – why shouldn’t I put this in the recycling or green bin? What’s wrong with me doing that? What can go in and what can’t go in and why.
- Large permanent vinyl stickers placed on the inside of the bin lids to address the issue of the information deteriorating
- Financial incentives, such as opting for a smaller bin could bring a reduction in rates
- Reduce the cost of waste collection by encouraging neighbours to combine their waste into one bin.

Theme 4: What happens to the waste?

Concerns associated with the theme included: people not understanding what happens after the bins are emptied; there is a sneaking concern that they might go to a lot of effort to separate their waste, but it all ends up back in landfill; green/organic waste is shipped to Sydney (which increases the carbon footprint) why can’t it be composted locally?

They don’t make connection with their practices putting stuff in and what happens when sorted.

They want solutions that give them hope. They want to see tangible benefits (e.g. glass/plastics as part of mix in asphalt).

Practical use of waste is inspirational.

Actions that could make a difference

- Constant messages about what is being done with waste – including how it is turned into other things.
- Educate people about the lifecycle of rubbish and its impact on the community e.g. what happens to waste?
- Explain the “end game” – where does waste go? Examples of where recycling is actually working.
- So, the education needs to be about: What happens to the waste. What is the life cycle of the waste product specific to each LGA – when people know the why and where it goes, they will feel more comfortable about recycling.

Each of these themes is addressed in the education strategy.

6. Principles of Design and Delivery

We have shaped what we heard and found into 8 interrelated education planning principles and a 7Rs model for engagement with waste issues.

Principle 1: Make it local and community-based, community-driven

This principle invites rethinking education and engagement away from a narrow informational approach and towards a participative, community-driven approach with a focus on collective actions for change is key. Sure, it takes more time, but that time is an investment in long-term change.

At all levels in the consultation, people value the diversity and differences across the region but they also recognise the inherent challenges. They said such things as:

Local for locals; local champions; being local matters; protect the individuality of local communities; localised themes

Local pride is important. Identifying with a local is important. Waste has negative connotations. Link it to positive things... build on other local initiatives.

Employ locals (individuals/organisations) to adapt and run NW-wide education initiatives or design something appropriate for local community.

Principle #1 in action

- **Link waste education and engagement to local issues and values (desires and issues). For example: love of place, protecting place, sense of community, water scarcity as an issue**
- **Understand and strengthen the best of what already exists and understand all of the current reality – the strengths, the positives, what’s working, the dreams and hopes**
- **The language used and visuals must be tailored to a specific context or community so that people can identify themselves in the campaign or project.**

Principle 2: Build capacity

This principle is related to principle #1. It is tempting, especially when resources are stretched and limited to come up with quick fixes and strategies that tell people what to do and simply provide information. Education is not just about telling or selling a message. To build capacity we need to work *with* and *do with* the community, not do to or apart from it.

The key focus for education and engagement strategies is capacity building. This can happen in a variety of ways:

- a. Specific training such as facilitator training
- b. Just-in-time learning
- c. On-going learning and development
- d. Mentoring
- e. Coaching
- f. Modelling the way
- g. Peer to peer learning
- h. Resourcing – developing resources, sharing resources, involving those who will use the resources in the development and/or trialling and getting their feedback
- i. Supportive policies that recognise the need for new approaches and acknowledge that they may take more time. Projects developed and done in haste are another form of waste – wasted effort, wasted time, wasted support, wasted resources
- j. Supportive systems such as:
 - Norms for working together
 - Structures that bring people together to learn from each other – for example: kids teaching kids
 - A set of simple questions that we ask each other each time we talk
 - Clarity about intention
 - Clarity of roles

- Clarity about how decisions are made
- Clear timeframes
- A safe learning and enabling environment. Safe means small groups and familiar spaces
- Processes to look at what is working and what is not working and for individuals and groups to focus on what is being learned along the way and what the implications are for the project/their community.

Principle #2 in action

- **Focus on building the needed leadership skills of those critical to the success.**
- **Community education and engagement is much more than producing a brochure or a poster. It is about showing people how. It is about modelling the way and providing real, relevant hands-on experiences that can be taken into specific contexts and settings and used immediately.**
- **Rethinking education and engagement away from a narrow informational approach toward a participative, community-driven approach with a focus on collective actions for change is key. Sure, it takes more time, but that time is an investment in long-term change.**

Principle 3: Build and strengthen connections, community partnerships and collaborations

Across the region, people recognise that waste problems are not caused by a single person or sector. The solutions, they suggest, must be the result of all sectors working together.

Yes definitely – we have disability groups and long term unemployed who we could partner with.

When recycling does happen it's because of individuals and organisations, not Council

Facebook is good. More and more people are using Facebook and Instagram and they capture a broad audience. The Lithgow Council's newsletter is also good.

I belong to a mum's group and we spread information through that group. The mums support small businesses who are trying to be sustainable such as cafes.

Peer action can inspire others.

Principle #3 in action

- Build and support formal and informal networks to create connections. A key step in building a network is for the NetWaste core team to meet with other groups and organisations in order to share learning and resources and find common directions. This takes time, but it yields strength through a shared vision and the on-ground-work of other organisations and their networks.
- 1: Find the informal and formal networks and groups that are willing to go with you. Start small. Be strategic by starting where you know you can have some early wins.**
 - 2: Key representatives of NetWaste meet with these groups and shares learning from what has come before; conversations about collaborations, organisation priorities, resources and directions take place.**
 - 3: These groups then tap into and activate their own networks.**

Principle 4: Enable actions for change through developing and sharing resources and tools

Already good ideas and materials are available on websites everywhere, including NetWaste's. Resources and tools will continue to be developed, but the real strength of resources is in their use.

Look at what is working. There were some very good examples of initiatives and / or educational resources being produced, and this provides an opportunity for NetWaste to be a clearing house for sharing these across the region. For example: Waste to Art has been engaging for the schools and helps sell the message; the Waste Warriors program and Nude Food Lunchboxes

Can NetWaste play a role in providing useful data to communities?

Principle #4 in action

- Push the existing NetWaste resources into community and schools
- Identify successful education initiatives in schools and promote those.

Principle 5: Readiness matters: provide support in diverse, flexible and multiple ways and in the ways that are needed by the council and community.

As in all learning, readiness matters. Be responsive to local needs, capacities and points of readiness. Effective education and engagement not only starts with readiness and with where people are at, it's about understanding where and how to get started – what's ripe for positive movement. The impulse in many community initiatives is to produce comprehensive change on a large scale from the 'start'. But many communities simply aren't at that stage of readiness – they don't have the political will, norms of interaction, trusted leaders and organisational capacity to undertake such change.

Focus on what is happening. Promote that. Work steadily on the things that aren't happening.

The community is ready to receive messages and support to reduce waste, including reducing consumption.

It's bullshit that everything comes down to money.

Help others to understand we live in an abundant society – we don't have infinite resources. Having sufficient is enough – and you can still be satisfied.

Principle # 5 in action

- Start where people are at. Make the community the frame of reference for action. Good quality change initiatives start by using expert knowledge (data, evidence-based decision making and best practices). By starting with people's shared aspirations, their challenges in meeting those aspirations and the conditions needed for change, education approaches can build a foundation for committed action. Once this is established (at least an emerging picture), groups can work then with expert knowledge to create strategies and innovative approaches to waste management.
- Provide a diversity of support including mentoring, coaching, explicit training, just-in-time advice or connections to experts.
- Piggy-back on things already in place.

- Start smaller and “win” to go much bigger. Starting smaller to go bigger also means piloting or trialling projects. Small groups are the ideal practice field.
- When thinking about where to start, focus on creating a pocket of change that can provide proof to the larger community that change in fact is possible and that can help to spark other learning and innovation. The approach relies on identifying those who are ready, have the capacity to and are willing to take action. The strategic choice is to start where you can create early “wins” and not take on the most intractable problems. This enables trust, relationships and confidence to form across the community.

Principle 6: Leadership matters.

Leadership matters – at all levels. Where formal leadership structures exist, they can and must ‘take a lead’ in advocating for, supporting, and modelling good waste management practices. Building waste leadership capacity within the community is a parallel and equally important tactic.

Councils can do the education – they just need resources and support...including education for managers on the place of education in environmental management.

Not all council staff say the same thing about waste.

It’s about giving capacity and building capacity to get programs in place; and also getting into schools – we don’t have anyone to do this – we need a dedicated person to take waste management to the schools.

Leadership from Council; there is capacity for everything that can be recycled to be recycled and not go into landfill; more and more kids are driving the changes we need.

Teach students to be advocates for waste.

Principle #6 in action

- Create an enabling environment for change. This includes different layers of leadership, organisations and groups that cross boundaries and bring people together, facilitate conscious community conversation and support networks for learning and innovation.
- People look to council for leadership. On matters of waste, ensure staff and Councillors are across the issues and – very importantly – agreed on the direction in waste management that needs to be taken.

Principle 7: Just begin. Learn along the way. Adapt as you go.

Strategies and plans are meaningless without action. People want to know and see that something is happening. Make it public. This also builds momentum and a sense of achievement. Important here is to set in place processes to learn and adapt as you go.

Why shouldn’t I put this in the recycling or green bin? What’s wrong with me doing that? What can go in and what can’t go in and why.

Do little things - start in everyone’s kitchen and be proactive in what you Do.

Whatever we ask people to do differently, it has got to be simple, easy and convenient.

Educationis about highlighting the ‘why’ make it personal to an individual.

Principle #7 in action

- **Focus on creating a new pathway or direction. Community change strategies often determine their success by whether they “solved” the problem. People want to know, “Are we on the right track?”**
- **Take up opportunities as they arise.**
- **Develop and use an evaluation tool – one that gathers data on the impact of interventions. If the data shows things are working, keep going. If it requires a change of focus or approach, make the change.**

Principle 8: It matters how we talk about who we are and what we do

A community’s narrative is the great hidden factor in whether communities move forward. The story people tell themselves and each other about the community drives their mindset, attitudes, actions and behaviours.

It is also about the bigger picture – helping everyone understand that when they do certain practices, they are addressing bigger environmental issues such as climate change. Small changes are really important to make the changes stick.

The ‘blame game’ needs to stop – can’t be all Council’s responsibility rather than individual’s taking responsibility.

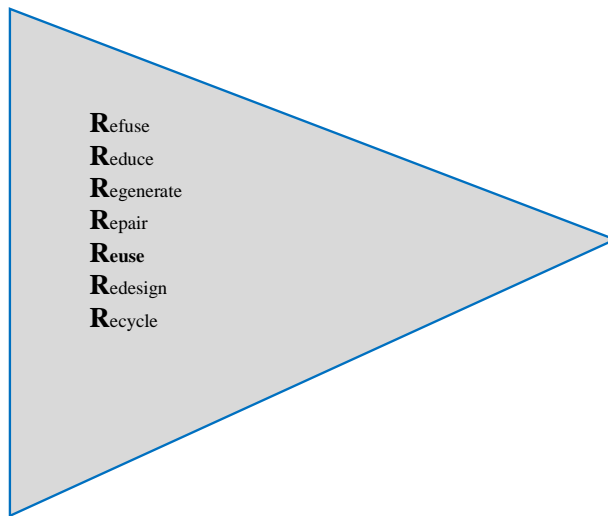
Principle #8 in action

- Use story to help people see how the new directions and initiatives are taking form. Every six months write new instalments that help people to see where the community has come from, where things are now and where they could go.
- Provide opportunities for individuals and organisations to learn the NetWaste story and approach. For example, people self-select to attend workshops and forums. Build this up over time intentionally making it a layered approach rather than an all-at-once approach. It is also important to provide room for choice.
- Set realistic expectations. A key challenge that community efforts confront concerns expectations. Setting realistic expectations is critical to creating a new way of doing things that people can believe in. Unrealistic expectations often distort and drive the wrong choices being made (for instance, trying to create too much change too quickly and thus failing to build a durable foundation).

7. The NetWaste 7Rs

Out of the numerous waste problems, issues and opportunities, 7 key areas of ‘R’ actions emerged. The following NetWaste 7Rs model is useful for planning education and engagement strategies in the NetWaste region.

The 7Rs model is adapted from the waste hierarchy. The top of hierarchy needs to be the ultimate focus for all councils, but this model is particularly useful for small councils where there is little money and no recycling. The model can be used in a number of ways: as a tool for how you view your waste management; as an audit tool; and as a model for thinking about various specific strategies. NetWaste can use it to work with communities and councils. Councils can use it to create their own suite of strategies and ideas. Make it visual. *Use it on the artwork version of the strategy.*



Taking action together to restore, protect and heal our land and water and grow a healthy community

Examples

- Refuse:** Refuse to buy single-use plastics.
- Reduce:** Purchasing items that have less waste. Lunchbox program for schools
- Regenerate:** Composting at home.
- Repair:** Repair cafes/sheds.
- Reuse:** Think about new uses for old things.
- Redesign:** Investigate actions in the Circular Economy
- Recycle:** Fix the first sort in the kitchen.

*Focus education on the hierarchy.
 A continuum for councils to complete. The hierarchy is a continuum. Ask council which stage they are at. Then develop messages appropriate to that stage. Messages developed by locals.*

8. Strategy: Shape and Action

WEST has pulled together a shape for the 2022-27 NetWaste Education Strategy that gives NetWaste clear direction in the short and medium terms. The approach and actions are in response to all that is provided above – that is, a combination of the themes, the 8 planning and delivery principles, and the NetWaste 7Rs. Note also that the consultation generated many of the actions below.

What follows are specific, strategic NetWaste education and engagement actions for the next five years. They are designed primarily to meet the needs of local governments and their communities in the west. They are strategic for three reasons.

Firstly, the strategy:

- Is based on well-recognised principles of environmental education and change.
- Targets priority waste issues.
- Is founded on research and evidence.
- Identifies a clear purpose.
- Proposes places to begin, a direction to head, and guidance on how to develop and deliver education initiatives.

- Offers a view of actions over the period of 2022-27.
- Provides actions for work in all sectors of the community.
- Promotes as key messages the importance of shared responsibility, personal and organisational actions, and collaboration.
- Values learning and adaptation along the way, and it offers a tool for evaluation.

Secondly, the strategy is founded on evidence about community concerns and readiness, council and organisation capacities, requirements from higher levels of government, and on the changing nature of waste and waste technologies. The strategy acknowledges that situations and capacities evolve over time. It recognises that opportunities arise in ad hoc ways – opportunities that need to be grasped. The strategy can accommodate changes to any of these elements. It is flexible enough to re-focus or re-align specific actions in order to meet new challenges.

It relies on an education team agile in thinking and capable of adapting and refining ideas as required, and capable of recognising good opportunities when it sees them.

Finally, the strategy understands that people change for their own reasons, in their own time, and at their own pace. The work of NetWaste and the strategy is to help people and organisations find their own reasons for change. It's not a case of 'one reason fits all'. Reasons vary for individuals – from big picture impacts on the planet to negative impacts on local rivers or personal well-being. Consequently, this strategy offers multiple reasons for change, and it invites people to find their own for improving their waste practices.

Education and Engagement Actions

Three distinct but integrated categories exist in the strategy. Three concurrent approaches are proposed. Each can commence immediately. Each needs to start now.

1. **Act Now:** This refers to education interventions that can happen now. Such actions build on what has come before and acknowledge readiness to get started. In here, there is work for NetWaste to consider and do at an organisational level. There are education actions to continue and to initiate. Not all of the on-ground activity is for NetWaste: local councils and NGOs have things to do.
2. **Build Capacity:** This refers to actions that need to start immediately so they can have medium to long-term waste management benefits. Capacity to act matters, and this category is about building skills and commitment for the future. In this category, the bulk of the activity is to build knowledge, skills and commitment in councils, schools, community and organisations. Pilot projects that inspire change and create new learning are integral to the capacity-building collection of actions.
3. **Find out and learn along the way:** The work here is to put in place mechanisms for learning and reporting along the way. To gather information that helps the ongoing development, adaptation and refinement of actions and ideas. It is about intelligence gathering. And it is about reporting. Councils and communities also need to 'find out' how they are going. To find out about the impacts of various interventions.

ACT NOW

AN1: Communicate strategy – internally and externally

The work done in the past by the NetWaste education team was widely acknowledged in the consultation phase. NetWaste's solid delivery of on-ground quality education, the values of collaboration and commitment, and respect for diversity have built a foundation for the next evolution and direction of the education efforts. This action proposes announcement of the new strategy with an emphasis on commitments to:

- Strengthen capacity across the diverse community to improve waste management practices
- Strengthen relations with government, community and business groups, and educational institutions with the aim of winning support for better waste management policies and practices
- Clarify and strengthen waste management messages so that no-one is left in any doubt about how to meet their responsibilities in regard to waste management.
- Identify key approaches of NetWaste as enabler, connector, facilitator and capacity-builder.
- Promote the NetWaste website as a clearinghouse of ideas, case studies, evaluations, communication and education tools.

Integral to this action are these two elements:

- **Prepare an outward-facing Waste Education Strategy document for the community.** This demonstrates the commitment to communities and councils that the consultation and research processes yielded direction and action. We understand the concerns about putting out documents that say what NetWaste will do. This outward-facing version of *Our backyard. Our stuff. Our responsibility.* would be attractive and engaging. It would set the tone for the actions and specify a few that NetWaste is certain to achieve.
- **Develop a presentation for councils, NGOs, educational institutions on the findings of the consultation and the new directions, approaches and actions of *Our backyard. Our stuff. Our responsibility.***

It would be important to note that NetWaste will use the early months of 2022 as a transition into the new waste education strategy.

AN2: Clarify and communicate the role and responsibilities of the NetWaste Environmental Learning Adviser

Over the life of NetWaste, the role of the Environmental Learning Adviser (ELA) has responded to the local and broader needs of education in the area of waste management. Evolution of focus and action will continue.

This action proposes clarification and communication of the role and responsibilities of the ELA in order to ensure councils and community understand the breadth and the limitations of the work that can be done. The ELA will continue to work at relationship-building and partnership-building levels to achieve whole-of-community participation in improving waste practices.

Amongst other things, the ELA will:

1. Liaise and build waste-working relationships with TAFE, DET, Charles Sturt University, Business organisations, NGOs, EPA. Actions leading to outcomes include:
 - Map relations with key organisations in the NetWaste region.

- MOU with DET to undertake train-the-trainer activities with EEC personnel and to work with schools and EYCs to help them develop waste policies. Prepare case studies for the website.
 - Work with TAFE and CSU to incorporate waste messages into courses and to help them develop waste policies. Prepare case studies for the website.
 - Work closely with Business organisations to help them help their members develop and practice better waste polices. Prepare case studies for the website.
 - Build a strong relationship with EPA and other relevant state government agencies (e.g. Health) that secures support, including funding, for waste initiatives (especially training) in the NetWaste region.
2. Oversee capacity-building training and support for councils, NGOs, businesses, schools and community.
 3. Ensure communication mechanisms and messages are on target and locally-relevant.
 4. Oversee the continuing development of the education elements of the NetWaste website.
 5. Assist councils or community groups to apply for grants from NetWaste, EPA and other organisations.
 6. Facilitate the training of local waste education champions (See Appendix 1 for draft words on Local Waste Advocates). A plan for this needs to be developed now.
 7. Organise and run training for councils, schools and other organisations as required. The focus of the training needs to be train-the-trainer.
 8. Facilitate region-wide school events.
 9. Oversee an audit of existing waste education programs, initiatives and resources in the NetWaste region.
 10. Gather case studies.

AN3: Build an education support team from across councils; review strategy and commence further actions

Establish a Waste Education Support Team from across the region. NetWaste councils will be invited to nominate a representative to join the Waste Education Support Team. The team will meet regularly to support the delivery and evaluation of the waste education strategy.

AN4: Engage a Social Media Coordinator and continue to develop a NetWaste communication strategy

People are calling for clear and consistent communication. And they identify a wide range of communication platforms as important: print, radio, social media, tv. **Social media ranked highest in the survey, so the strategy being prepared must include a considerable social media focus.** The Social Media Coordinator would develop an education and engagement communication plan that could:

- Group like councils and target messages to them
- Make messages available to local council communications officers
- Ensure messaging is regular, and appropriate to age and culture
- Continue to build on the local elements in the advertisements on the NetWaste website
- Continue to promote the region and the importance of regional independence.

Integral to the communication plan are these proposed elements:

- Secure a regular time slot on radio stations and a regular column in print media for the promotion of regional achievements, explanations of local waste household requirements, discussion of research and innovative ideas. Speakers or writers could

be the NetWaste education team or guests from EPA, councils, waste sector, education specialists. Give the radio/print items a catchy title (e.g. Waste Tales, Sustainable Stories, Let's talk Rubbish). Consider adopting the initiative of Forbes Council, Waste Wednesdays.

- Adapt the Online Quiz developed by the existing Environmental Learning Adviser for radio competitions.
- Promote the wealth of existing resources on the NetWaste website. Each factsheet could be the focus of a radio interview or print article.
- Develop a waste app that people can install on their phones. It would provide advice on waste management practices and requirements in specific locations.
- Invite waste hacks through TikTok.
- Provide regular feedback on achievements and challenges. The community wants to know where things are up to.
- Continue to promote *what* to do, *how* to do it and *why* do it. Link messages to existing local programs, to land and water, to personal waste and cost savings, to community well-being, and to broader and global issues.
- Have a FAQ section on the website. Consider a facility that invites people to speak to someone online.
- Work with the project officers to ensure the messages are relevant and appropriate for the diverse communities.

Appendix 2 contains key waste messages that were provided in the consultation phase of this project.

AN5: Consider rebranding for the Education Strategic Plan

With the new direction and approach, it is worth considering re-branding for the NetWaste education team. It is acknowledged that decisions about the branding belong to the broader NetWaste organisation. In lieu of branding changes, it is proposed to include the words, *Our Backyard. Our Stuff. Our Responsibility.* to all NetWaste education initiatives.

AN6: Develop mechanisms to share resources, ideas, learning and successes across the region.

An enormous wealth of education actions exists in the NetWaste region. This action proposes the development or improvement of current mechanisms for sharing and promoting good ideas. An audit and brief review of what's there could be an early action of the new Waste Education Support Team (see FO1 below).

AN7: Meet with relevant EPA staff to discuss the Waste Education Strategy and identify how NetWaste and EPA could work together to achieve better waste outcomes in the region.

The NSW EPA has committed in-principle support to education and capacity building, including through the new FOGO program/Waste and Sustainable Materials Strategy. EPA has indicated an interest in supporting the NetWaste education strategy. At the earliest possible time, it would be useful to meet and discuss:

- Support for training of local community champions/advocates (see BC3 below)
- Employment of Indigenous waste education project officers to work with Indigenous communities and councils.

AN8: Talk with NGOs

At the earliest possible opportunity, meet with key NGOs across the region. Find shared values and priorities and identify opportunities to support the NGOs to promote/do waste education/actions.

Sound out their interest in being partners in waste education and engagement. Actions could include:

- Invite them to adopt a park or a stretch of road. Be sure to promote them and their work
- Test the idea of running an adult version of Speaking 4 the Planet – including drama. Perhaps one of the NGOs could take the lead in running it
- Support local theatre companies to develop waste-focused drama
- Encourage Toastmasters groups throughout the region to hold a public speaking competition on waste.

AN9: Refresh the NetWaste grants programs

This action proposes a re-think of the funding allocated through the NetWaste community grants programs. In the future, the grants could:

- Pilot and evaluate education initiatives in specific towns or villages
- Emphasise local employment in waste education
- Help fund training for local waste advocates (see Appendix 1).

AN10: enhance the popular Waste to Art initiative to help it influence community practices

Waste to Art has been a feature of the NetWaste education toolkit for many years. It is well-known and regarded in the region. This action proposes building on the initiative in some or all of these ways:

- Require participating artists and schools to link their art to policies and practices
- Require the artworks to challenge or inspire actions, not just describe situations
- Link the theme of the Waste to Art to other local initiatives
- Consider ways to give the program an even higher profile (e.g. tv; auction off the artworks; use the artworks as the basis for workshops or regional calendars)
- Link to the re-use/repair focus of Men's Sheds (BC10) and others in the community. Develop a new category for the competition that highlights the re-use and repair of everyday items.

BUILD CAPACITY

BC1: Build capacity of NetWaste staff and the Waste Education Support Team

Undertake training as required through-out the period of the strategy.

BC2: Strengthen leadership in the community

Conduct waste leadership seminars for community leaders. Pilot such seminars with councillors from one or two LGAs. The training would clarify the direction of the waste education strategy and propose leadership actions to support that direction. Such a session would also focus on the role of education in achieving waste reduction targets. (Note that a paper on the role of education in waste management could be developed to support the seminars. Such a paper could be placed on the NetWaste website.)

BC3: Train local waste advocates

The idea of training local waste advocates was widely supported in the consultation. Appendix 1 says more about the role and how it might be funded, but, in brief, these trained community members become the local supporters and advocates – especially needed in LGAs that lack human resources to educate the community.

Such an initiative could be piloted and evaluated in a handful of LGAs.

BC4: Support every school and Early Years Centre in the NetWaste region to have a waste policy and best practice practices by 2027

The consultation phase highlighted the role people in the community believe schools play and can play in improving waste management practices. This action proposes the following:

- Provide online training, models and templates to help schools and Early Years Centres develop waste policies and practices. Consider incentives to encourage schools to complete the policy. (Note that schools are required to have sustainability plans, and EYCs must be able to demonstrate sustainable practices as part of their national standards requirements.)
- Prepare case studies of good practice in schools.
- Continue to promote and support the school Lunch-Maker Program
- Run targeted seminars on waste and the environment for SRCs (and the like). Teach youth leaders in schools to be waste advocates.
- Identify work-based courses happening in schools. Support the schools to incorporate waste messages into the courses
- Work with Kelso High School. The school has an arts and drama program called Elemental (earth, wind, water...). Support Kelso HS to run a NetWaste Speaking 4 the Planet competition for high schools in the region.
- Identify and support a school to lead a primary school STEM initiative/competition. Set the students a STEM waste problem – a real issue to be resolved.

BC5: Develop a series of online seminars/webinars

Develop online seminars/webinars that:

- Provide short and sharp and regular information on waste in the home. Start with one about managing waste in the kitchen (see the messages in Appendix 2: *The first sort is the most important. The first sort is the best sort.*)
- Target general or for specific audiences and/or purposes
- Provide a forum for asking questions

Important here, too, is to continue to create opportunities for face-to-face contact with community through such activities as pop-up displays and composting workshops.

BC6: Develop a waste-working relationship TAFE

- All the apprentices complete a unit on sustainability and so their awareness is being raised but there may be an opportunity for NetWaste to resource the teaching staff more fully with localised waste-related resources
- Apprentices in the hospitality industry do a unit on sustainability. These students could be engaged to talk with local food service businesses and community groups about FOGO.
- Invite students to nominate to be trained as Local Waste Advocates – if they are local areas that need such Advocates
- Work closely with each TAFE to help it develop or refine a waste policy and actions that support the policy.

BC7: Develop a waste-working relationship with Charles Sturt University

- Support CSU to develop or refine a waste management policy and actions to support the policy.
- Investigate the possibility of integrating waste messages into some courses.
- Invite students to nominate to be trained as Local Waste Advocates – if they are local areas that need such Advocates

BC8: Continue to strengthen collaboration and resource-sharing with and amongst councils

- Consider the development of a buddy systems buddy system of large and small councils to share ideas on education.
- Bring Councils together regularly for a series of Waste Education Think Tanks for discussion on such things as innovations, education achievements, skill-building in evaluation, sharing lessons learned, and leadership from purchase to disposal.

BC9: Establish connection and build ongoing relationship with business organisations

- Build waste-working partnerships with key business organisations
- Prepare case studies with businesses, be sure to use the process as an educative one
- If there are local/regional business awards, introduce a Waste Award.

BC10: Repair it. Reuse it.

- Build on culture of DIY and have people learn to repair rather than replace. Support Men's and Women's Sheds/Cafes
- Consider funding locals making instructional videos on repairing or holding a video competition related to this topic
- Promote DIY and 'Look after your stuff' messages
- Support and promote op shops and other local initiatives related to decreasing source demand
- Hold an annual invention or re-use competition that rewards innovative and effective re-use of used materials. (See the work being done at the Miniwiz Trash Lab in Taiwan.)

FIND OUT AND LEARN ALONG THE WAY**FO1: Create a culture of continuous enquiry**

- Establish priorities each year for data collection.
- Compile data on what is known about the NetWaste region. Use data from council research and from other sources (e.g. Census). Keep learning about the values and desires of people in the community so that projects can be designed to tap into their willingness to participate
- Audit the education happening now across councils. Find the overlaps and gaps in categories of target audience, issue, type of intervention, impacts
- Put in place an annual data gathering process that asks, who's doing what and how well is it going?
- Put in place mechanisms and processes that learn about how to adapt education, engagement and communication initiatives to match specific issues and audiences. In other words, learn how to adapt and localise the education tools, resources and strategies to different communities and contexts.

FO2: Evaluate education actions

- A set of evaluation tools is provided at Appendix 3.
- Report findings to councils and communities.
- Put in place mechanisms to ensure evaluation findings are fed into subsequent planning phases.

FO3: Develop case studies

- Create case studies of good practice. The process of developing them is educational and the organisations become advocates for better waste management. See them as a process of education rather than as end-products that get lost on websites. Share them on the NetWaste website.

9. Evaluation

Integral to successful education initiatives is meaningful evaluation. At the core of all evaluation approaches is the need to identify:

- Target sector – with a rationale for selecting that sector
- Why the initiative is occurring
- Intended outcomes
- How you will know if the outcomes are achieved
- Data sources and how to collect that data
- Extent to which the outcomes were achieved and reasons for the result
- Any unexpected outcomes
- Next steps
- Implications for future education on this issue and for this audience.

Appendix 3 provides sample approaches to undertaking evaluation.

Appendix 1: Local Waste Advocates**DRAFT
Local 7Rs Waste Advocate****Aim**

To have a local person or organisation become skilled in developing, delivering and evaluating local waste education initiatives.

Background

Waste education in many NetWaste region LGAs suffers because many Councils do not have staff time and skills or the funds to engage an external education consultant to create and conduct and evaluate waste education.

Research and consultation say that:

- Waste management is an issue in their local areas
- Lack of knowledge and skills about many of the 6Rs is lacking
- People care and want to find out and manage their waste better
- Much of the education is generic when targeted messages are required
- Local identities, local messages, local solutions matter.

Response

It is proposed to train community members and organisations from across the NetWaste region in the following:

- Understand what research says about the local community in regard to waste issues, community concerns, values and needs, and education opportunities. This would include cultural training.
- Collaborate with Council to design, deliver and evaluate locally-relevant, locally-based, locally-supported waste education initiatives.
- Collaborate with Council to adapt NetWaste education initiatives to the local LGA.
- Apply for grant funding (from state and federal governments, charities)
- Communicate effectively with media.

Note that the training opportunity would also be offered to TAFE students who are studying and working locally.

Training details are to be finalised, but it is anticipated that the training would consist of

- 2 x 1-day training sessions per year for two years
- Free
- Certificate
- Trainers registered with NetWaste and local councils.

Training would be conducted by NetWaste, ELA, local council representatives, and experts in the content/skill areas of the training.

Note that the training should use the resources on ELA's website - they are good quality, and their use helps to build consistency across the State.

The local specialists would become Waste Advocates in their local communities. Some may act as waste education trainers. They would work mostly independently, but there would be communication, support and monitoring processes put in place and agreed to with the local council.

Such an approach is designed to build capacity in each community to ensure that local waste education – a key tool in improving waste management actions and behaviours – gets used in Council’s suite of tools for addressing waste management issues.

Funding

EPA is committed in principle to supporting training in the community. Additional funding could be via a diversion of NetWaste’s community grants into training

Appendix 2: Messages

The consultation phase threw up many suggestions for the types of waste messages that are needed in the community. These are provided below.

- Sustainability. If it’s not sustainable, it ain’t gunna last.
- Away is just somewhere else. Nothing goes away.
- Make time to do it right.
- It starts with you. Yes, I can do it. It is in my control. I am taking control.
- Tell people what happens to their waste – where it goes when collected, the impacts waste, where recyclables end up
- Link waste to land and to river
- Link waste to wasting money
- Sell the benefits of NOT wasting: benefits to community, environment, individuals
- Shared responsibility. Shared benefits.
- If it’s worth doing, it’s worth doing well. Yes, it’s worth doing. And here’s how you do it well:
- I care, You care, We care
- Let’s not play the blame game. Let’s play the same game when it comes to waste: we’re all players - we all have to manage our waste well
- Our backyard. Our stuff. Our responsibility
- It’s not that hard
- I just do it naturally
- Be a good sort
- The first sort is the most important. The first sort is the best sort.
- Sort your stuff out! Get your stuff sorted!
- Link waste to a range of competing interests: *we are diverse, but this is what we share...*
- Make time to get it right.
- Look after your stuff. Don’t chuck it out.
- If you buy it, look after it.
- Recycle your attitude to waste
- Together, we’ve got it sorted
- Heal Country. Heal community.
- Recycling it is cheaper than burying it.
- One less – a message about reducing consumption one item at a time
- Written information needs to also be available in large print for older people.
- Develop a message about how landfill impacts people locally.
- Messages for the hospitality sector
- Whatever we ask people to do differently, it has got to be simple, easy, beneficial and convenient
- Visuals also appropriate to context
- Use story... a coherent story of participation and achievement, of responsibility and results, of direction and actions...

- Link waste to other messages: health, healthy waterways, air, human well-being, ecosystem well-being, economic well-being.

Appendix 3: Evaluation Tools

Evaluation: methods and measures of impact; finding out how we are going.

Most people involved in project or program implementation would tell you that evaluation is a critical component. It helps identify areas of impact and provides information for decision-making. Yet, the same people will also probably tell you that they don't do it very well or would like to get better at it. Part of the reason for this, is that evaluation is often seen as hard to do well, something done by experts and academics, or it is left as an afterthought.

So, what can we do to address this?

1. Get a working definition of evaluation and monitoring and make sure there is a shared understanding of terms
2. Find out who in your context does evaluation and monitoring well and pick their brain.
3. Look at the tools provided below.

Tool 1: A short guide to monitoring and evaluation

(from www.evaluationtoolbox.net.au)

The toolbox aims to provide a one-stop-site for the evaluation of community sustainability engagement projects that try to change household behaviours. Through the toolbox you can learn how to conduct your own evaluation of a behaviour change project using the guides and templates provided. The development of the toolbox involved the partnership of four local governments.

As the name implies it is a short and detailed summary of the key aspects of monitoring and evaluation. It provides information about:

- Why you would evaluate
- Terminology to ensure there is shared understanding about the different terms such as outcome and output, for example
- Evaluation questions
- Types of evaluation
- Participatory monitoring & evaluation
- Types of data – the difference between qualitative and quantitative
- Identifying your audiences – who wants to know? What do they want to know? When do they want to know it by?

One of the key messages provided is that you “should ideally plan your evaluation at the same time as you design your project. Your project design should guide the evaluation by clarifying what activities you will undertake to achieve your purpose, and based on this, what indicators or information you will use to monitor and evaluate your project.” p.11

The planning template on page 16 could also be very helpful.

Tool 2: Right from the start! A guide to planning best practice sustainability education and engagement projects.

The resource is developed by the Australian Association for Environmental Education – NSW. The resource is helpful for when you want to align your project to improving environmental outcomes. The planning steps and evaluation framework on page 13 show you how to build evaluation in right from the outset.

Tool 3: An evaluation model using Stern et al research and program ‘logic’ model for evaluation design¹

Evaluating the outcomes of environmental education²

Stern, Powell and Hill (2013) conducted a systematic literature review of research published between 1999 and 2010 that empirically evaluated the outcomes of Environmental Education programs. They asked two questions: what works in Environmental Education programs and what lessons have we learnt?

The key findings suggest the following:

Environmental Education programs achieve positive outcomes when they have the following elements:

- Active, experiential engagement in real-world environmental problems
- Issue-based, project-based and investigation-focused in the specific community context
- Various forms of social engagement such as co-operative group work and intergenerational communication
- Local champions, advocates and leaders as positive role models
- Communities develop their own meaning of experiences
- The ‘trainer/educator’ has a passion for the subject matter
- Emotional connection is made during the program
- Holistic experiences involving a complete idea or story within the community context
- Pre and post learning experiences; not just a one-off
- A focus on specific places and issues explicitly linking the learning program to peoples’ home lives
- Explicitly provoking reflection
- Follow-up and feedback built into the program
- A coherent picture of the relevance of the learning activity (ies) and a clear take-home point for reflection and action – especially when participants are placed within the story and are asked to play an active role

No one knows for sure if a particular campaign or program will work so it is helpful to have a model. And linking evaluation to a theory of change is one way to do this.

The program logic model for evaluation design is based on the following logic:

If you do **this**, then you expect **that** to happen and when **that happens**, you expect **that** to happen etc ...

Program elements	How do we do this ?	What has happened as a result and how do we know?
Active, experiential engagement in real-world environmental problems		
Issue-based, project-based and investigation-focused in real-world settings		
Various forms of social engagement such as co-operative group work,		

¹ Adpated from the department of Environmental and Conservation (NSW) (2005) does your project Make a Difference? A guide to evaluating environmental education projects and programs, Sydney

² Adapted from Stern M J, Powell R B and Hill D (2013) Environmental Education program evaluation in the new millennium: what do we measure and what have we learned? *Environmental Education Research*, Routledge

intergenerational communication ...		
Positive role models		
Opportunities for participants to develop their own meaning of experiences		
The ‘trainer/educator’ has a passion for the subject matter		
Emotional connection is made during the program		
Holistic experiences involving a complete idea or story within the community context		
Pre and post experiences		
A focus on specific places and issues explicitly linking the learning program to peoples’ home lives		
Explicitly provoking reflection		
Follow-up and feedback built into the program		
A coherent picture of the relevance of the learning activity/ies and a clear take-home point for reflection and action – especially when participants are placed within the story and are asked to play an active role		

Tool 4: An evaluation model using five potential levels of impact³

1. Participants’ reactions – what did they say? How did they feel?
2. Participants’ learning – what do they know now that they didn’t know before?
3. Organisational support and change – what changed in the organisation to support the project/program
4. Participants’ use of new knowledge – what did they **do** with what they learnt?
5. Big learning outcomes for the program, project and those involved

All five levels of impact are important to achieve outcomes. The evaluation process includes:

1. Beginning with baseline – what are the current practices? What evidence do we have for this?
2. Outline and being clear about what difference you want to make? For whom? For what? By when?
3. Finding out if the program has made a positive difference? How much of a difference? How do we know? What is the evidence of the impact?
To what extent have practices changed? What evidence do we have?

³ A conversation with Thomas R Guskey, *The Evaluation Exchange*, XI(4), Winter 2005/2006; from Harvard Family Research Project, www.gse.harvard.edu/hfrp/eval/issue32/qanda.htm

Tool 3: Collecting evidence as you go

Some objectives are more measurable than others and evaluation strategies already exist. For example: recycling rates, % decrease in waste going to landfill, audits on residents' recycling bins indicating a % improvement in getting their recycling right; social media metrics.

Monitoring and reporting on outputs

- Number of Councils involved
- Number of council staff involved
- Number of workshops/pop ups and attendance
- Number students/schools/ teachers/parents involved
- Number of businesses involved
- Number of community groups involved
- Number of universities involved
- Number of library activities
- Number of hours – NetWaste

- Development of an e-newsletter
- Resources developed
- Research developed through action research – what are we learning about xxx? What works? How do we know? What could we do better?
- Desk audit of Council's waste education activities
- Desk audit of schools and EYLCs waste education activities
- DVD of xxx developed by students/ community group....
-

Measuring outcomes

BEFORE, DURING, AFTER as well as SHORT TERM AND LONG TERM (6 months on ... one year on)

What did we do? How well did we do it? What happened as a result?

Where are we going? How are we going? How do we know? Where to next?

Quantitative: surveys/questionnaires pre and post

Participants will be able to answer at least 6 key waste questions

Increase in % of community participants who ...

Increase in % of students/ teachers/ schools/businesses who ...

Observations - % of participants highly engaged

At least once a month after participating in the initial program [the school, the teachers, the students] provide feedback.... These % of changes that have been implemented/ maintained for ...

Qualitative: Interviews, narratives, photos, samples from facebook posts and feedback; students/teachers/ community groups create stories, videos, drawings, a record of verbal communication

Appendix 4: Draft Presentation/Public Document

The following outline is provided as the basis for

- NetWaste presentations on the Strategy
- A public document about the 2022-27 Strategy.

Presentation/Public document outline**Needs**

- Waste as Global, National, Regional challenge
- Concerns and issues in community

Development process

- Graphic organiser
- Brief notes on 4 Themes, 8 Education Planning Principles, 7Rs

2022-27 Strategy

- Act Now
- Build Capacity
- Find Out and Learn along the way

Sample projects

- Schools: WAR on Waste: policies, S4P, training EECs, etc....
- Community: pilot and evaluate project, community advocates/champions
- Councils: establish a team of educators....
- Businesses
- EPA: meet...etc....

Appendix 5: Sample Package of Actions for Schools

WAR on Waste in Schools

Strategy Actions	Act Now	Build Capacity	Find Out
School waste policy	Develop and promote the idea to schools.	Provide tools and templates Provide incentive for completion of policy.	Number of schools with waste policies Ask schools to monitor their waste.
Waste education		Training for teachers/EECs	Teachers and EECs provide data on impacts of training
S4P	Develop plan. Talk to Kelso High School	Provide instruction to schools on the program and ideas for leading it.	Number of schools participating Impact in schools. Impact on participants.
STEM competition	Identify primary school to run it	Provide instruction to schools on the program and ideas for leading it.	Number of schools participating Impact in schools. Impact on participants.
Lunchbox program	Continue Promote it	Provide support materials for schools that wish to take it up.	Number of schools participating Impact in schools. Impact on participants.
Waste to Art	Continue Strengthen requirements Link it to other waste education initiatives.	Run online seminar to support the W2A.	Evaluate impact at participant and community level. Investigate value of linking W2A messages to other community initiatives.
Other e.g. kitchen gardens, composting, leadership programs with SRCs...			

10.15 COONAMBLE CRC AND LANDFILL - TYRES AND MATTRESSES

File Number: G 1 - 2

Author: Phillip Perram-Acting Director Community, Planning, Development and Governance

Authoriser: Paul Gallagher, General Manager

Annexures: Nil

PURPOSE

To set a fee for disposal of tyres for non-commercial customers, facilitate the collection and recycling of tyres and mattresses, enable promotion days and address an anomaly in the wording of green waste fees and charges.

EXECUTIVE SUMMARY

There is no ability for local non-commercial customers to dispose of tyres at the Coonamble CRC and landfill facility.

Council aims to facilitate improved on-site management, the recycling of tyres and mattresses and promotion days.

BACKGROUND

It is illegal to place tyres and mattresses in landfills.

Tyres

Council does not accept any tyres at its waste centres.

Commercial operations are required to demonstrate environmentally responsible disposal of tyres under the tyre stewardship scheme.

This, however, does not enable locals to readily dispose of tyres.

Mattresses

Coonamble CRC and landfill facility has a significant stockpile of mattresses (> 100 mattresses).

The operation of the site requires an integrated collection and disposal of mattresses to minimise the impact on the environment.

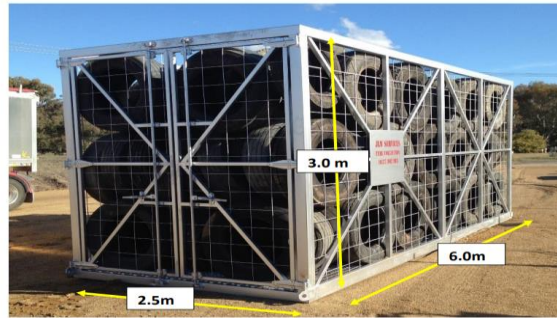
It is proposed that two "free mattress disposal" days, maximum of three mattresses, be held annually one in spring and the second in autumn.

NetWaste

NetWaste has contracted Molycop 360 to recycle both tyres and mattresses. Council is not party to this contract.

Council has negotiated with Molycop 360 to mirror the NetWaste contracted services conditions. Molycop 360 will collect, transport and recycle tyres and mattresses as

well as provide an 8m cage for mattresses and a 6m low cage for tyres.



6.0 m "high" cage filled with mixed tyres



6.0m "high" cage on trailer with 8.0m cage on truck

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

Council is endeavouring to establish a break-even tyre disposal and recycling opportunity for non-commercial customers over time. Initial costs will be the collection and recycling with the new fees to the landfill and transfer station operator to cover on site management of the service.

Council has responsibility for waste management and is subject to scrutiny by the EPA which can result in charges and fines.

COMMENTARY

It is proposed to introduce a tyre disposal service for non-commercial customers to enable locals to readily dispose of tyres and ensure the tyres are recycled.

This service will be provided at the Coonamble CRC and landfill facility, and Gulargambone transfer station. The service is proposed to be expanded to Quambone following the development of their transfer station.

A new set of fees are required to be introduced to commence the tyre service and a revised fee for disposal of mattresses. The fees proposed are:

Tyres

- | | | |
|----|-------------------------------------|-------------------------|
| 1. | Car and motorcycle tyres - per tyre | \$15.00 (including GST) |
| 2. | 4WD tyre – per tyre | \$25.00 (including GST) |
| 3. | Light truck tyres - per tyre | \$35.00 (including GST) |

4. Truck tyres – per tyre	\$75.00 (including GST)
5. Tractor tyres – per tyre	\$225.00 (including GST)

Mattresses

Existing – Mattresses	\$20.00 (including GST)
Proposed – Mattresses	\$30.00 (including GST)

The existing contractor will retain the fees and be responsible for site management of the cages for mattresses and tyres on site at the Coonamble landfill facility and transported from Gulargambone Transfer Station. A new contract will more effectively reflect the CRC and recycling operations and cost to customers i.e. the more waste through the CRC opportunities the lower the charge for disposal to landfill for customers.

Molycop 360 will collect the tyres from the site and recycle them for \$700 per tonne. Similarly, mattresses will be collected and recycled for an annual fee of \$2650 per cage (~100 mattresses).

Promotion Days

It is proposed that two “free mattress disposal” days, maximum of three mattresses, be held annually one day in spring and the second in autumn.

Additionally, promotions are proposed for new recycling initiative as opportunities are developed and to assist the community and service clubs with programs like Clean Up Australia Week and National Cleanup Day.

Council is unable to delegate the ability to make a charge or fix a fee. It is therefore proposed that Council add the following “new fee” to the Waste Fees and Charges:

Promotion Days, may be subject to item and number limits... No Charge

The General Manager can be delegated the authority to set the item and number limits.

Green Waste

Council’s 2023/2024 fees and charges adopted a green waste disposal fee for commercial operators and free disposal of green waste disposal for residents and ratepayers that are not commercial operators.

The green waste charges are proposed to be reworded to:

- Green Waste (Clean), non-commercial, including lawn clippings, clean straw, trees and branches...No Charge
 - Currently - “Lawn Clippings, Clean Straw, Trees & Branches, etc”
- Green Waste (Clean), commercial, including lawn clippings, clean straw, trees and branches – per cubic metre... \$9.50 including GST
 - Currently – “Trees & Branches – per cubic metre”

Note that contaminated green waste is required to be placed in landfill resulting in production of methane (>23 times worse than carbon dioxide).

No change in the fees and charges are proposed. The aim is to remove the potential flash point in the management of green waste.

(a) Governance/Policy Implications

The Fees and Charges variation is not significant and does not require public exhibition.

(b) Legal Implications

Nil

(c) Social Implications

Council will need to adopt a significant education program to promote the recycling opportunities and challenges.

A media promotion of the tyre and mattress cages and recycling and the EPA's Community Recycling Centre (CRC) will commence in late October.

(d) Environmental Implications

The service aims to provide an environmentally appropriate method of disposal for non-commercial customers and mitigate illegal dumping of tyres.

(e) Economic/Asset Management Implications

Nil

(f) Risk Implications

Fees may not cover the collection and recycling cost.

CONCLUSION

Council can provide non-commercial customers the ability to dispose of their tyres locally and have them recycled. Mattresses can be recycled rather than stockpiled.

The aim is to commence both services in the immediate future and transition to breakeven over time. These services hope to mitigate the illegal dumping of tyres and mattresses as well as provide an environmentally appropriate solution.

Additionally, it is proposed to initiate Promotion Days to maximise the opportunities to highlight recycling and the presentation of Coonamble Shire and address an anomaly in the wording of green waste in the Fees and Charges.

RECOMMENDATION**That Council**

- 1. Adopt the following fees for non-commercial disposal and recycling of tyres and mattresses:**

Tyres

Car and motorcycle tyres – per tyre \$15.00 (including GST)

4WD tyre – per tyre \$25.00 (including GST)

Light truck tyres – per tyre \$35.00 (including GST)

Truck tyres – per tyre \$75.00 (including GST)

Tractor tyres – per tyre ***\$225.00 (including GST)***

Mattresses

Mattresses ***\$30.00 (including GST)***

2. Note that the green waste fees and charges will be slightly reworded to reflect Council's decision and provide clarity for commercial operators, residents, ratepayers and Coonamble Waste Facility and transfer station operators to:

Green Waste (Clean), non-commercial including lawn clippings, clean straw, trees and branches...

Green Waste (Clean), commercial, including lawn clippings, clean straw, trees and branches – per cubic metre...

3. Adopt a new Promotion Day initiative in the Fees and Charges:

***Promotion Days, may be subject to item and number limits...
No Charge.***

4. Authorise the General Manager to hold waste, recycling and cleanup Promotion Days including setting item and number limits in accordance with the Fees and Charges.

10.16 WASTE AND RECYCLING MANAGEMENT SERVICES**File Number: G 1 - 1****Author: Phillip Perram-Acting Director Community, Planning, Development and Governance****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

To seek expressions of interest for the management and operation of components of the Coonamble Shire waste and recycling waste and recycling services and operations.

EXECUTIVE SUMMARY

Council is reviewing its waste and recycling services to ensure compliance, explore opportunities and meet challenges.

This review is expected to result in a combination of integrated in house and contractor services and operations.

BACKGROUND

The Environmental Protection Authority (EPA) waste hierarchy is a set of priorities for the efficient use of resources; this underpins the objectives of the *Waste Avoidance and Resource Recovery Act 2001*.

The waste hierarchy is:

- **avoidance** including action to reduce the amount of waste generated by households, industry and all levels of government.
- **resource recovery** including re-use, recycling, reprocessing and energy recovery, consistent with the most efficient use of the recovered resources.
- **disposal** including management of all disposal options in the most environmentally responsible manner.



Coonamble Shire has the lowest “waste diverted from landfill” of the NetWaste’s 25 member Councils with a weighted average of 0%. (NetWaste Regional Waste and Sustainable Materials Strategy 2023-2027). There is nominal recycling including used motor oils, drum muster and a limited return and earn operation.

The targets under the Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021-2027 and the NSW Plastics Action Plan are to reduce total waste generated in Australia by 10% per person by 2030.

- achieve an 80% average recovery rate from all waste streams by 2030;
- significantly increase the use of recycled content by governments and industry;
- phase out problematic and unnecessary plastics by 2025;
- halve the amount of organic waste sent to landfill by 2030;
- reduce litter by 60% by 2030 and plastic litter by 30% by 2025;
- triple the plastics recycling rate by 2030.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

Council has responsibility for waste management and is subject to scrutiny by the EPA which can result in charges and fines.

Preliminary indications are that waste charges will need to increase to meet statutory requirements.

Funding opportunities and partnerships can assist Council on its waste and recycling journey. By way of example, the Local Jobs National Priority

Fund is currently seeking requests for proposals for “projects ranging from \$200,000 to \$1 million (GST exclusive) that help address structural and other barriers to employment faced by people in our communities and facilitate job creation”.

COMMENTARY

Council is reviewing the waste and recycling services to ensure regulatory compliance, explore opportunities and mitigate challenges. The review will inform a prioritised strategic direction to facilitate staged implementation of the adopted findings which are expected to be required to commence in July 2024.

The review has confirmed that the management of waste and recycling services is complex, dynamic and heavily regulated. The need to finalise the EPA’s Prevention Notice and meet other statutory requirements has created some urgency in addressing Council’s waste and recycling services and operations.

Council will require strategic partners and flexible contractors to assist the transition to an integrated combination of in house and contractors’ operations and services.

The very preliminary review status, without particularly addressing compliance, is:

- Domestic Waste Collections Service – existing kerbside bin only
 - Short term contract in place
 - Service provision will be required to expand. This could be as far as a four-bin system – domestic waste (red bin), recyclables including paper, cardboard, bottles and cans (Yellow bin), green waste including lawn clippings, tree and shrub prunings, small branches (green bin) and Food Organics and Garden Organics (FOGO).
 - Annual bulky waste collection service, by appointment, to be investigated.
- Coonamble Waste Facility
 - Short term contract in place
 - Service provision will need to expand. A transfer station will be required to be established to facilitate diversion from landfill.
 - Need for sustained supply of approved material for day cover.
 - Designated recycling areas required.
 - Investigation of commercial activities – paper / cardboard and plastics baling as well as maximisation of scrap metal value add through white goods motor separation.
 - Need to pursue funding opportunities to enhance recycling and create local value add products including micro-factories for glass recycling /

natural sand replacement in concrete and bitumen or tile manufacture, plastics recycling / 3D Printer ribbon production, cable shredding / copper recovery and polystyrene collection / “melt down”.

- Investigate second-hand shop potentially in conjunction with the Men’s Shed/ private contractor.
- Gulargambone Transfer Station
 - Short term contract
 - Service will need to be reviewed as well as avenues to mitigate illegal dumping and access.
 - Closure status being investigated.
- Quambone Landfill
 - Landfill closure and transfer station establishment required. Site rehabilitation required.
- Operation of CRC
 - Council is working with the Coonamble Waste Facility contractor to have the Community Recycling Centre (CRC) open this month.

The transition to the required waste and recycling management standards and compliance will be challenging. This transition will require a fundamental change to how Coonamble Shire has traditionally managed waste and recycling.

It is expected that key components of the management will be required to completed in-house particularly during the transition phase. By way of example Councils traditionally call tenders for collection contractors on a minimum of a seven-year contract with a Council option for a further period usually three years. The ability to call tenders in a changing environment with regulatory requirements for 2025 and 2030 is more than challenging when even the types and number of bins being collected is not determined.

Similarly, the significant infrastructure and operational change required at the Coonamble Waste Facility combined with the compliance requirements will require a dynamic management capability not readily available through the restrictions of a defined contract.

At this early stage, It is expected that contractors during this period will be engaged on a specific component basis e.g. transfer of waste to landfill and day cover, tyre recycling, mattress recycling, weighbridge operation, green waste chipping.

It is not without opportunities. The recently announced the Local Jobs National Priority Fund which is seeking requests for proposals for “projects ranging from \$200,000 to \$1 million (GST exclusive) that help address structural and other barriers to employment faced by people in our communities and facilitate job creation” offers an opportunity to assist Council make the required step change in waste and recycling management.

It is therefore proposed to proactively seek Expressions of Interest from existing contractors and interested parties for components of the required management of waste and recycling. These expressions of Interest will seek to engage contractors in “separable” contracted components to maximise Council’s flexibility.

Key to the Expressions of Interest will be the ability to demonstrate sustainable new employment in Coonamble Shire. Additionally, the Expressions of Interest will aim to create integrated opportunities Council and the community e.g. the potential for establishment of a plant school which has the capability to integrate the operations of the Coonamble Waste Management Facility including use of plant for compaction, day cover, road maintenance and recycling cages.

(a) Governance/Policy Implications

The waste and recycling review and compliance with the changing regulatory environment is expected to require a suite of strategic decisions and establishment of a robust policy response.

(b) Legal Implications

Council is currently endeavouring to finalise the EPA’s Prevention Notice No. 3503282.

The Council has onerous regulatory responsibilities in respect of waste management. These regulatory responsibilities are expected to increase as the implementation of the Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021-2027 gains momentum.

(c) Social Implications

In New South Wales, the total waste generated per capita has risen over the past number of years from 2.43 tonnes (2015–16) to 2.65 tonnes (2020–21).

Significant community change is required to embrace a reuse and recycling program. Coonamble Shire has the lowest “waste diverted from landfill” of the NetWaste’s 25 member Councils with a weighted average of 0%. The overall weighted regional average is 39%. (NetWaste Regional Waste and Sustainable Materials Strategy 2023-2027)

Council will need to adopt a significant education program to promote the required change including particularly recycling opportunities and challenges.

(d) Environmental Implications

Over the next 20 years, NSW waste volumes are forecast to grow from 21 million tonnes to nearly 37 million tonnes. Without action now, and without sustained action over the next two decades, NSW will have more waste than can safely be manage. The environment and community will be at risk.

NSW is running out of space to deal with residual waste and recycling is facing challenges. Since 2018, demand for recycled materials has steadily contracted with the closure of export markets. This has resulted in an oversupply of recycled materials and a decline in their value, particularly for poorly sorted or hard-to-recycle paper and plastic. This has led to increased recycling costs for households and businesses.

Emissions from organic waste decomposing in landfill make up more than 2% of total net annual emissions in NSW. It is estimated nearly half of global emissions arise from use and management of materials and products.

Plastics are increasingly threatening our natural environment. Hundreds of millions of plastic items are littered each year, polluting our neighbourhoods and bushland and harming our wildlife.

Additionally, FOGO to landfill is not allowed from 2030. Organic waste disposes anaerobically (without oxygen) in landfill producing lots of methane. Methane is 25 times more potent as a greenhouse gas than carbon dioxide.

(e) Economic/Asset Management Implications

The impact of waste and recycling compliance on economic and asset management is all pervasive. By way of example:

Joint Procurement (sustainable procurement)

Strategic Infrastructure, Planning, and Investment

Avoid Generation of Waste

Community Waste Awareness and Education Programs

Circular Economy (CE)

Better Waste Management and Resource Recovery

Better Hazardous Waste Management

Divert Organics from Landfill

Reduce Litter

Avoid Plastic Waste

Reduce Illegal Dumping and Waste Crime

Develop Energy from Waste.

(f) Risk Implications

Waste management has inherent risks.

CONCLUSION

The preliminary review of Council's waste and recycling services and operations reveal an imperative to achieve compliance and both enable opportunities and mitigate challenges for the establishment of employment generating and new "businesses" to meet the required service levels.

Council will require committed partners / contractors to progress to the new service and operation levels which is expected to comprise increased in-house Council operations with a cohort of contractors.

RECOMMENDATION

That Council note that expressions of interest will be called for components of the waste and recycling streams from interested parties and existing contractors to enable compliance and maximise opportunities in Coonamble Shire.

10.17 COUNCILLORS TRAINING POLICY

File Number: C 13 -16

Author: Phillip Perram-Acting Director Community, Planning, Development and Governance

Authoriser: Paul Gallagher, General Manager

Annexures: 1. Councillors Training Policy 2015  
2. Draft Councillor Training Policy  

PURPOSE

To place on exhibition the draft Councillors Training Policy

EXECUTIVE SUMMARY

The existing Councillors Training Policy was adopted in February 2015 and reviewed with no change in May 2017. The *Local Government Act 1993* has changes which directly impact the Policy and establishes mandatory requirements for Councillors.

BACKGROUND

Under section 232(1)(g) of the *Local Government Act 1993* (Act), all Mayors and Councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

To support this, the regulations requires the delivery of:

- an induction program for newly elected and returning Councillors and a specialised supplementary induction program for the Mayor within six months of their election, and
- an ongoing professional development program for the Mayor and each Councillor over the term of the Council to assist them to acquire and maintain the skills necessary to perform their roles. The content of the ongoing professional development program is to be determined in consultation with the Mayor and each Councillor. It must be needs-based and reflect the specific skills, knowledge and personal attributes required by the Mayor, each individual Councillor and the governing body as a whole, to perform their roles effectively.

Under the Regulation, Mayors and Councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or professional development program. Councils are also required to report on the participation of the Mayor and Councillors in these programs.

The Councillors Training Policy does not reflect these mandatory requirements.

(a) Relevance to Integrated Planning and Reporting (IP&R) Framework

An understanding of the Integrated Planning and Reporting Framework is critical to a Councillors ability to make considered, lawful and timely decisions for the community. The IP&R provides the nexus between the Community Strategic Plan, Delivery Plan and Operational Plan and most

importantly the required performance and budget information necessary for the Councillor to make strategic, policy and project decisions.

(b) Financial Considerations

The Policy changes are mandatory and are required to be funded. Investment in better decision making, community engagement and strategic leadership has the potential to deliver financial integrity and good stewardship.

COMMENTARY

Councillors are charged with the responsibility of managing a complex, dynamic, multifaceted business with a budget of tens of millions of dollars in a heavily regulated environment.

To mitigate exposure, Council and Councillors must be able to demonstrate best endeavours to meet their fiduciary, regulatory, strategic, leadership and ethical responsibilities. A key defence to Councillors' exposure is the undertaking of targeted training and ability to prove application of this training in decision making and undertaking the duties of office.

Additionally, it is critical for potential candidates for Councillors at next year's elections to have clarity on how they can gain the necessary understanding, training and tools to effectively complete the role and responsibilities of public office.

(a) Governance/Policy Implications

Councillors' induction and ongoing professional development is non-discretionary. Council's Policy must reflect the regulatory requirements.

(b) Legal Implications

Council and Councillors are required to undertake their responsibilities in a challenging arena. The induction and subsequent training plan are required to enable compliance with the plethora of Acts, Regulations, Codes Policies and Procedures in the performance of their duties.

(c) Social Implications

Councillors have particular mandatory responsibilities which impacts their interaction with family, friends and members of the public. These broad responsibilities ranging from the use of information in the Code of Conduct to engaging in social media.

(d) Environmental Implications

Council and Councillors have significant responsibilities to ensure that the environment is not harmed across a host of areas including waste, water, wastewater, worksites and developments. Council and therefore ratepayers are exposed to not only the significant cost of restoration but also the potential for massive fines.

(e) Economic/Asset Management Implications

Councillors are charged with the responsibility for good stewardship of the Council's assets and the organisation's viability. Decisions are changing and complex including by way of example ensuring intergeneration equity.

(f) Risk Implications

Councils operate in a highly litigious environment which can expose Councillors to legal action.

Councillors are also under significant scrutiny including particularly the Office of Local Government, ICAC, Ombudsman and Auditor General.

CONCLUSION

The draft Councillors Training Policy endeavours to capture the mandatory requirements for an induction program and the delivery of an annual personal training plan for Councillors.

The Policy must be placed on public exhibition prior to adoption. The post exhibition report to Council will include a summary of submissions received and commentary.

RECOMMENDATION

- 1. That Council place the draft Councillors Training Policy on public exhibition for 28 days.**
- 2. That Council receives a further report, together with all submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the Councillors Training Policy (with or without changes) at its December 2023 Ordinary Meeting.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Councillors Training Policy without any changes as a policy of Council.**



COUNCILLOR TRAINING POLICY

Approval Date: 11 February 2015
Review Date: 11 February 2019
Responsible Officer: Human Resources Manager

1. PURPOSE

The purpose of this policy is to demonstrate Coonamble Shire Council's commitment to ensuring that Councillors have access to training and educational opportunities which will assist them to develop and maintain the skills and knowledge required to perform their civic duties.

2. POLICY STATEMENT

Council encourages and supports the skills development of Councillors and educational courses that are directly related to Councillors' civic functions and responsibilities, in order to ensure Councillors, have the resources needed to understand and undertake their role effectively and to facilitate continuing professional development opportunities.

Training considered necessary and should be attended by all Councillors at least once per term includes training that is:

- Vital to the role of Councillor
- Specific to legislative and governance roles and functions, such as:
 - i. Informal Councillor induction session
 - ii. Compulsory Councillor information seminars delivered by the DLG
 - iii. Code of Meeting Practice
 - iv. Code of Conduct
 - v. Conflict of Interest

Desirable training is that which is important to the role of the Councillor and is in the best interest of the Councillor to attend, such as:

- Financial skills
- Planning legislation
- Strategic management
- Community leadership
- Developmental training

Every effort will be made to provide Councillors with as much notice as possible of upcoming training and educational opportunities. Councillors are also encouraged to identify upcoming training programs. Councillors may also notify the Mayor or the General Manager of any training they may wish to attend but approval must be given by Council.

Approval of training and payment and reimbursement for expenses relating to Councillor’s registration and attendance at training, will be determined in accordance with our Councillors Expenses Facilities Policy.

A budget allocation will be provided to support the training activities undertaken by Councillors and progress against expenditure will be monitored and reported quarterly.

The General Manager’s Office will maintain data pertaining to councillor training and development opportunities, including courses, training, workshops and information sessions formally made available to councillors, and a record will be kept of Councillor participation at these events. Councillors will be required to sign a declaration that they have received, read, understood and will abide by their obligations in relation to the Code of Conduct after training as taken place.

Training data, that is required to be reported by legislation, will be included in the Annual Report.

3. RELATED DOCUMENTS AND LEGISLATIVE PROVISIONS

Local Government Act 1993
 Councillor Expenses and Facilities Policy

4. POLICY REVIEW

This policy may be amended or revoked at any time and must be reviewed at least two (2) years since its adoption (or latest amendment).

Policy Review History

Date	Changes Made	Approved By
November 2014	Policy developed	
November 2014	Submitted to Council meeting	12/11/14 to go on public display
February 2015	Adopted -11/02/2015 Min No 1299	Council
30 May 2017	Reviewed – no change	General Manager



DRAFT COUNCILLOR TRAINING POLICY

1. PURPOSE

To outline Council's commitment to Councillors' development and set guidelines for a consistent and equitable approach for access to development opportunities.

2. POLICY STATEMENT

Coonamble Shire Council supports the ongoing development of its Councillors to enable them to engage in the decision making process and have the appropriate knowledge, skills and competencies to undertake their role as a Councillor.

Each Councillor is required to undertake a Councillor information session run by the Department of Local Government on election to Councillor. This information session is augmented by a series of workshops to enhance Councillors skills and abilities to undertake their role and responsibilities.

A Personal Development Training Plan for Councillors is required to be prepared by the General Manager each year based on Councillor training requirements and on funds allowed within the annual estimates of Income and Expenditure.

Council will approve an allocation in the budget each financial year for Councillors to attend training and development activities. The budget allocation will provide for associated travel and accommodation if required. Progress against expenditure of the budget allocation will be reported on a quarterly and annual basis.

Training can be expected to include:

- Compulsory Councillor information seminars delivered by the Office of Local Government
- Legislative and Governance roles and responsibilities:
 - Code of Conduct
 - Code of Meeting Practice
 - Conflict of Interest
 - Office of Local Government, Ombudsman and ICAC Reporting and Compliance
 - Local Government Act and Regulations
 - Environmental Planning and Assessment Act and Regulations
 - Roads Act and Regulations
 - Water Management Act and Regulations
 - Companion Animals Act and Regulations
 - Swimming Pool Act and Regulations
 - Cemeteries and Crematoria Act and Regulations
 - Crown Land, Native Title and Land Rights

- Airport Act and Regulations
- Integrated Planning and Reporting Framework and Strategic Planning
- Budgetary and performance management financial skills
- Community engagement and leadership
- Workplace Health and Safety

Approval of training, payment and reimbursement for expenses relating to Councillor's registration and attendance at training, will be determined in accordance with our Councillors Expenses and Facilities Policy.

Written Reports on Attendance

Councillors who represent Council at various seminars, workshops and conferences outside the Shire will be required to present a written report to the next meeting of Council.

Written reports should be forwarded to Council's Executive Assistant at least one week prior to the Council meeting to allow inclusion in the Business Paper.

Record

Council's People and Culture section will record attendance at training. This training will be included in Council's Annual Report.

3. RELATED DOCUMENTS AND LEGISLATIVE PROVISIONS

Local Government Act 1993

Councillor Expenses and Facilities Policy

4. POLICY REVIEW

This policy may be amended or revoked at any time and must be reviewed at least two (2) years since its adoption (or latest amendment).

Title: Councillor Training Policy		
Department: Governance		
Version	Date	Author
4	October 2023	Phillip Perram
Review Date: October 2025		
Amendment History	Date	Detail
November 2014	Policy developed	
November 2014	Submitted to Council meeting	12/11/14 to go on public display
February 2015	Adopted -11/02/2015 Min No 1299	Council
30 May 2017	Reviewed – no change	General Manager
Annexure Attached: Nil		
Paul Gallagher General Manager		

10.18 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT**File Number: E5****Author: Lesley Duncan, Building & Compliance Manager****Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance****Annexures: Nil****PURPOSE**

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

BACKGROUND

The Environment Services section focuses on all town and environmental planning requirements including regulation and compliance, public health requirements, waste management, and environmental management considerations.

Strategic Land Use Planning refers to updates to Council's planning instruments and are also included. This report provides a summary of July 2023.

The following topics will be included into the Council Report where there is relevant information to report on. For the purposes of the new Council, a short description is provided for reference:

- Compliance and Regulation

The *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* ('EP&A Act') and *Protection of the Environment Operations Act 1997* are the main legislations providing provisions around environmental management. Compliance and regulation enforce individuals, organisations and businesses to comply with the relevant act or regulation. Environmental management can include, but is not limited to, atmosphere, built environment, heritage, land, and water.

- Development Application Information

Information on development applications lodged in the Coonamble local government area, however, the consent authority relates to another authority and not Council or its delegated staff/contractors. This can include the:

- Independent Planning Commission for state significant development,
- Regional planning panel for regionally significant development, or
- Public authority (other than council) depending on the type of development declared with an environmental planning instrument.

These types of development applications are rare.

Strategic Land Use Planning

Matters relating to the potential amendments to Council's planning instruments such as the Coonamble Local Environmental Plan or Council's Development Control Plans. Council staff also attend forums, committees and workshops around strategic land use planning, and this will be provided to Council for information.

- Sustainability and Environmental Management

Opportunities exist for Council to promote ecologically and environmentally sustainable land use and development, initiatives, and programs. Information under this topic will be reported when opportunities present itself and can come from government agencies, community groups and environmental champions.

- Ranger's Monthly Report

This report provides a summary of companion animals (cats and dogs) impounded and other animals. This includes information of how many animals were rehomed and euthanised. Information on dog attacks is also provided.

(a) Relevance to Integrated Planning and Reporting Framework

P3.1.2. Inspection of Food Premises.

I3.3.1. Implementation Waste Management recommendations.

EN1.1.1. Enforcement of environmental regulations.

EN.1.1.2. Continue to review Local Environmental Plan.

EN.1.1.3. Ensure compliance with NSW Building Certification.

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

EN.1.1.5 Approvals completed within timeframe required.

P2.2.4 Controlling straying animals.

(b) Financial Considerations

There are no direct financial considerations with this report.

COMMENTARY

Compliance and Regulation

Development Control Orders, Public Health Orders and Infringements

Since the last reporting period one (1) Order has been issued for the demolition of a structure on a rural property.

Development Application Under Delegated Authority

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

Individual development applications that require the elected Council's approval will be under its own separate Council business paper report with the recommendation to determine the application as approved or refused.

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

Under delegated authority, the following is a summary of applications approved in September 2023.

September 2023			
Application Number	Description of Works	Address of Proposed Works	Approved Date
DA018/2023	Manufactured Dwelling	109 Nelgowrie Road, Coonamble	13/9/2023
DA025/2023	New Shed	7 Munnell Street, Coonamble	18/9/2023
DA026/2023	Manufactured Dwelling	Carinda Road, Conimbia	14/9/2023
DA027/2023	Manufactured Dwelling	58 Blueys Lane, Coonamble	4/9/2023
DA030/2023	Modification – change location of shed	7 Macquarie Street, Coonamble	12/9/2023
DA031/2023	Carport	39-43 Tooloon Street, Coonamble	26/9/2023
DA032/2023	Carport	6-8 Munnell Street, Coonamble	27/9/2023

Ranger's Report

The Ranger's report is provided for September 2023. The following is a summary of companion animal statistics.

CORRESPONDENCE	September	Year to Date 2023/2024 Total
Infringements (Animals)	0	0
Infringements (Other)	0	0
Change of Details	4	17
Microchipped dogs	7	37
Registrations	5	24
Nuisance dog declaration	0	0
Dangerous dog declaration	0	5
Menace dog declaration	0	0
Seized Dogs	0	5
Notice of Possession	0	3

Impounded animals

During the month of September 2023, a total of thirteen (13) dogs and four (4) cats were impounded. The following provides a breakdown:

April	Dogs	Cats
Returned to owners	2	0
Rehomed	4	2
Euthanised	2	0
Still in Pound	5	2
Impounded*	13	4

*Of the total impounded during August, nine (9) dogs and two (2) cats were surrendered in Coonamble, one (1) dog from Gulargambone and no dogs/cats from Quambone.

Dog attacks

One (1) dog attack was reported during the reporting period. Investigations are continuing.

(a) Governance/Policy Implications

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

(b) Legal Implications

Whilst not yet formally received by Council, the EPA has indicated its intention to serve Council both a Clean-up and Prevention Notice in accordance with the provisions contained within the *Protection of the Environment Operations Act 1997*.

(c) Social Implications

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

(d) Environmental Implications

The progress report allows for environmental management to be an area of focus for Council and subsequently providing positive environmental benefits. This specifically relates to the area of public health, environmental sustainability, and waste management.

(e) Economic/Asset Management Implications

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

(f) Risk Implications

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

CONCLUSION

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

RECOMMENDATION

That the report be received and noted.

10.19 AGRITOURISM PLANNING CHANGES

File Number: T4

Author: Lesley Duncan-Building & Compliance Manager

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: 1. Setting up an agritourism business (under separate cover) 

PURPOSE

The purpose of this report is to inform Councillors of recent changes to planning policy that relates to agritourism.

EXECUTIVE SUMMARY

The NSW Planning and Environment have introduced new planning terms for agritourism. Agritourism is a tourism-related experience or product that connects people to agricultural products, people or places through farm visits or stays. It allows farmers to diversify and add-value to their existing agricultural enterprise, while maintaining primary production as the principal use of the land.

BACKGROUND

During the last two years significant changes have been made to planning policy relating to agritourism in NSW. Prior to this there was no clear land uses and approval pathways to easily allow agritourism activities on rural zoned land. The changes provide land uses for on-farm activities to allow farmers to run activities on their farms more easily including farm experiences, on-farm accommodation, cellar doors, cafes, retreats, roadside stalls, fruit picking and hosting small events such as weddings.

(a) Relevance to Integrated Planning and Reporting Framework

The changes to the planning approach to agritourism aligns with ED1.2.9 Develop our economy including visitor economy.

(b) Financial Considerations

There are no financial considerations arising from this report.

COMMENTARY

A summary of the agritourism planning policy amendments that are relevant to the Coonamble Shire are outlined below:

2022 Changes

On 1 December 2022 new and amended terms were introduced to Local Environmental Plans. These terms are:

Farm gate premises –

(a) *means a building or place –*

(i) *on a commercial farm, and*

(ii) *ancillary to the farm, and*

(iii) used to provide visitors to the farm, on a commercial basis, with agricultural products predominantly from the farm, supplemented by products from other farms in the region, or with services or activities related to the products, including the following:

(A) processing, packaging, and sale of the products, but not the processing of animals,

(B) the preparation and serving, on a retail basis, of food and drink to people for consumption on the premises, whether or not liquor, take away meals and drinks or entertainment are also provided,

(C) tastings and workshops,

(D) the provision of information or education related to the products , and

(b) includes cellar door premises.

Farm experience premises means a building or place –

(a) on a commercial farm, and

(b) ancillary to the farm, and

(c) used to provide visitors to the farm, on a commercial basis, with small-scale and low-impact tourist and recreational activities, including the following, but not including motor sports –

(i) horse riding,

(ii) farm tours,

(iii) functions or conferences

(iv) farm field days.

Farm stay accommodation means a building or place –

(a) on a commercial farm, and

(b) ancillary to the farm, and

(c) used to provide temporary accommodation to paying guests of the farm, including in buildings or moveable dwellings.

Other changes introduced in 2022 included:

- New planning pathways to allow the above activities to happen with either fast-track (complying development) or no planning approval (exempt development) with development standards that minimise impacts on neighbours, rural roads and the community. The development standards for exempt and complying development include the maximum number of guests or visitors, operating hours, minimum setback to neighbours and waterways, the maximum size and number of buildings, requirements for waste management, access to the property and car parking. Certain sensitive land is excluded from exempt and complying development, such as critical habitat, floodway areas and significantly contaminated land.
- Landowners can rebuild farm buildings destroyed by natural disasters without planning approval to help future proof their farms.
- The distance between homes and poultry and pig farms has been increased to protect these industries from biosecurity threats.

2023 Changes

An amending State Environmental Planning Policy was made on 18 August 2023 that expands the use of agritourism across NSW. As a result, in the Coonamble Local Government Area agritourism is permitted with development consent in the RU1 Primary Production zone.

The Department of Planning and Environment also developed model Agritourism DCP clauses and draft conditions of consent, both of which can be utilised by Council staff to update Council's planning policies and templates.

(a) Governance/Policy Implications

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

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

There are no social implications arising from this report.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

There are no economic or asset management implications arising from this report.

(f) Risk Implications

There are no risk implications arising from this report.




CONCLUSION

The recent changes to planning legislation and policy in NSW aimed to the planning approval pathway for agritourism activities in regional area. These changes provide an opportunity for local farmers to undertake additional activities on their farm to generate additional income. Agritourism also provides an opportunity for Coonamble Shire Council to attract more visitors to our towns and villages.

RECOMMENDATION

That the information contained within the report be received and noted.

10.20 DEVELOPMENT APPLICATION DA007/2023 - EXTRACTIVE INDUSTRY - BLACK HOLLOW

- File Number:** DA007/2023
- Author:** Lesley Duncan-Building & Compliance Manager
- Authoriser:** Phillip Perram, Acting Director Community, Planning, Development and Governance
- Annexures:**
1. Report to Council prepared by Currajong Planning  
 2. Assessment Report prepared by Currajong Planning (under separate cover) 

PURPOSE

To inform Councillors of the progress of DA007/2023 for an extractive industry at 2015 Goorianawa Road, Black Hollow.

EXECUTIVE SUMMARY

The proposal is Regionally Significant Development and as such will be determined by the Western Regional Planning Panel.

Council has engaged Currajong Planning to administer the development application process for DA007/2023. Currajong Planning have prepared the attached report and assessment report for the information of Councillors.

It is anticipated that the application will be determined on 24 October 2023 by the Western Regional Planning Panel.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

E1.1.3 Implement planning and development approvals process which enhances operational efficiencies.

(b) Financial Considerations

There are no financial considerations relevant to this report.

COMMENTARY**(a) Governance/Policy Implications**

There are no governance or policy implications relevant to this report.

(b) Legal Implications

The assessment report has been carried out in accordance with s4.15 of the *Environmental Planning and Assessment Act 1979*.

(c) Social Implications

There are no social implications relevant to this report.

(d) Environmental Implications

There are no environmental implications relevant to this report.

(e) Economic/Asset Management Implications

There are no economic or asset management implications relevant to this report.

(f) Risk Implications

There are no risks associated with this report.

CONCLUSION

The assessment of the development application has been carried out on Council's behalf by Currajong Planning for submission to the Western Regional Planning Panel in accordance with the requirements of the *Environmental Planning and Assessment Act 1979*.

RECOMMENDATION

That Council note the assessment report that will be submitted to the Western Regional Planning Panel.

**(DPCS) DA007/2023 - EXTRACTIVE INDUSTRY (QUARRY) AT 1587-2015
GOORIANAWA ROAD, BLACK HOLLOW**

Author: Brent Tucker, Senior Planner – Currajong Pty Ltd

Authoriser:

Annexures: Nil

RECOMMENDATION

That Council receives the Development Assessment Report prepared for Development Application No. DA007/2023 for an extractive industry, which is to be tabled with the Western Regional Planning Panel for determination.

SUMMARY

Applicant: Regional Group Australia Pty Limited

Owner: Mr Allan Thomas Deans and Velpark Pty Limited

Proposal: Extractive Industry (Quarry)

Location: Lot 14 DP 754216, Lot 57 DP 754246 and Lot 2 DP 218818, 1587-2015
Goorianawa Road, Black Hollow

REPORTExecutive Summary

DA007/2023 proposes the extraction of hard rock products from a greenfield quarry. The development proposes the extraction of 490,000 tonnes of material per annum for a period of up to five years, subject to the progress of the Inland Rail Project and associated road upgrade projects. A maximum volume of 2,450,000 tonnes of hard rock material will be extracted over the life of the proposal. An Environmental Impact Statement (EIS) has been prepared by Groundwork Plus, dated March 2023.

The proposal is located at 1587-2015 Goorianawa Road, Black Hollow. The land, the subject of DA007/2023 is identified as Lot 14 DP 754216, Lot 57 DP 754246 and Lot 2 DP 218818 (the site). The site is located approximately 25 kilometres south-west of Baradine, 43 kilometres north-west of Coonabarabran, 43 kilometres south-east of Coonamble and approximately 800 metres east of the proposed railway for the Inland Rail Project (IRP).

The site is freehold land owned by Mr Allan Thomas Deans and Velpark Pty Limited. Regional Group Australia (RGA) have reached agreement with the landowners to lease the quarry site and internal access roads to the IRP project alignment and to the Goorianawa Road.

All quarrying operations will be limited to a single envelope. Quarry activities involve the proposed extraction, processing and stockpiling of hard rock material on a partially timbered hill located towards the centre of Lot 57 DP 754246 and the north-east corner of Lot 2 DP 218818. Gravel access roads heading north / north-east and north-west of the quarry to the IRP alignment and Goorianawa Road will be constructed during the initial stages of the development.

The proposed extractive industry will involve:

- Conventional drill and blast techniques to extract the hard rock resource.
 - Mobile plant to crush and screen the extracted material to produce a range of quarry products, including aggregates, railway ballast, road base and general fill.
 - Loading and transportation of quarry products via the Site access road to the local road network.
 - Surface water management infrastructure including sediment basins, diversion bunds and drains.
-

-
- Ancillary infrastructure, including temporary demountable Site office, amenities and workshop facilities.
 - Progressive rehabilitation of the site to achieve a post extraction landform suitable for rural activities including but not limited to cattle grazing or cropping.

In accordance with the NSW Environmental Planning and Assessment Act 1979 and NSW State Environmental Planning Policies the proposed development is Designated and Integrated Development that is classified as Regionally Significant Development, as such the Western Regional Planning Panel is the determining authority.

A detailed assessment report has been completed addressing the relevant matters for consideration under Section 4.15 of the Environmental Planning and Assessment Act 1979.

This report is tabled for the information of Council.

Public Submissions and Matters Raised by Objectors

The development was publicly exhibited and notified to adjoining landowners from 19 April 2023 to 19 May 2023 in accordance with the Coonamble community Participation Plan 2019.

Eleven (11) submission were received from public authorities including General Terms of Approval from the NSW Environment Protection Authority and the NSW Department of Primary Industries – Water.

Three objections to the proposed development were received during public exhibition / notification. Each of the objections were received from neighbouring landowners. Key issues raised in the objections relate to road access and condition of Goorianawa Road and visual impacts on farm dwellings within proximity of the site.

Details of the public authority submissions, neighbour objections and an assessment of the relevant issues is contained in Section 10.8 of the Section 4.15 Assessment Report (see Attachments).

In general, it is assessed that the EIS and supporting studies demonstrate the proposed development will not have any adverse impacts on the subject land or adjoining allotments with regards to stormwater management, noise, light odour and vibration, character and amenity, biodiversity, traffic and public roads.

Internal Referrals

The proposed development has been referred to Council's Engineering Department, who have corresponded with the applicant to arrive at a robust suit of road upgrades, road maintenance contributions and road management strategies as a means of mitigating traffic impacts throughout quarry operations.

The proposed road upgrade and management measures include:

- Construction of internal access roads to meet the requirements of Planning for Bush Fire Protection 2019.
- Upgrades to the property access to Goorianawa Road to form a Basic Auxiliary Left (BAL) and Basic Auxiliary Right (BAR) to a rural unsealed standard as per the Austroads Guide to Road Design 2017.
- Adoption of a road maintenance contribution.
- Preparation and adoption of a Traffic Management Plan and Driver Code of Conduct.

Recommended conditions of consent have been prepared for each of the above road work improvements, maintenance and risk management measures.

RECOMMENDED CONDITIONS OF CONSENT

Recommended conditions of consent are contained within Section 14 of the Assessment Report, attached to this report.

CONCLUSION

The assessment of the development proposal concludes the development fits in the locality and there are no constraints on the site or posed by adjacent developments.

The proposed development is consistent with all relevant State Environmental Planning Policies, the Coonamble Local Environmental Plan 2011. The proposal will not result in any significant adverse environmental, social or economic impacts in the locality.

An Environmental Impact Statement is included in Attachment 1 and the plans of the development are included in Attachment 2. A Section 4.15 Assessment Report, dealing with all aspects of the proposal including submissions received throughout exhibition of the application is included in Attachment 3.

It is intended that a final Section 4.15 Assessment Report will be tabled with the Western Regional Planning Panel in due course for determination of the proposal. It is the findings of the assessment of the proposal that DA007/2023 should be approved subject to the conditions listed in the report.

10.21 APPLICATIONS FOR FINANCIAL ASSISTANCE UNDER COUNCIL'S DONATIONS POLICY

File Number: D7

Author: Bruce Quarmby-Director Corporate Services

Authoriser: Bruce Quarmby, Director Corporate Services

Annexures:

1. **Gulargambone Cricket Club Application**  
2. **Coonamble Auto Club application.**  
3. **Coonamble Golf Club application.**  

PURPOSE

The purpose of this report is for Council to consider the applications for financial assistance received from community organisations under Council's Donations Policy.

BACKGROUND

Council adopted a Donations Policy in August 2019 to provide the opportunity for local organisations / charities to apply for financial assistance under a fair and equitable process for projects considered to benefit the community.

Initially, applications were invited twice annually however, at the August 2022 meeting, Council adopted the revised Donations Policy (Resolution 2022/191) which provides for applications to be invited quarterly for consideration and determination by the whole Council.

The Donations Policy sets out 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.

So far in the 2023 / 24 financial year, in accordance with Council resolution 2023 / 24 a total of \$11,610 has been granted in financial assistance.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

(b) Financial Considerations

An amount of \$76,100.00 has been included in the donations vote for the 2023 / 24 financial year.

Following is a summary of the expenditure that Council has committed to fund from its 2023 / 24 donations vote. It should be noted that the following amount includes all pre-approved donation commitments, in line with Council's adopted donation policy, along with any further amounts that Council has resolved to fund from this vote during the 2023 / 24 financial year.

• Mayoral Donations Vote	\$ 5,000.00
• Pre-Approved	\$27,600.00
• Donations approved 2022/2023	\$10,000.00

Taking into consideration the commitments outlined above, based on the current budget allocation, an amount of is \$33,500.00 remains available for distribution in the 2023 / 24 financial year.

Further for Council's information, at the time of writing this report, the balance of funding available in the Mayoral Donation Vote is \$3,390.

COMMENTARY

In accordance with Council's adopted Donation Policy, recently Council staff invited applications for the first round of funding applications from Community groups. A total of three (3) applications were received by Council. Copies of the application forms received, have been attached as an annexure to this report.

A summary of the three (3) applications received are as follows:

- **Gulargambone Cricket Club (GCC)** – seeking a \$6,000 contribution towards costs associated re-establishment of the club for the 2023 / 24 cricket season. These initial startup costs include the Council ground hire fees, along with the purchase of uniforms transport costs.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application sites that the reformation of the cricket club will provide an opportunity for the members of the community to benefit from the physical and social benefits of participating in an organised sport.

- **Coonamble Auto Club** – seeking a \$500 contribution towards prize money for their 2023 annual car show. The application sites prizes are mostly sourced from businesses within the local government area.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application sites that the annual car show provides a positive social experience for not only the members of the community who attend the show, but also the locals who wish to enter their vehicles into the annual show.

Whilst Council will note that the Coonamble Auto club annual car show for 2023 has been held, contact has been made with representatives from the club who have indicated that they wish Council to consider the request for financial assistance. During the discussion, it was advised that if the application was successful that the funds would be utilized for sponsorship and advertising of future events.

- **Coonamble Golf Club** – seeking a contribution from between \$10,000 to \$15,000 contribution towards costs associated with the installation of four (4) air-conditioner units in the dance floor area of the club.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application sites that the outcome of this project is to

have another licensed venue that can hold community events all year round in a comfortable environment.

For Councils information, the Coonamble Golf club received \$5,000 in financial assistance under this policy during the 2022 / 23 financial year.

(a) Governance/Policy Implications

Sections 23 and 24 of the *Local Government Act 1993*.

(c) Legal Implications

No legal implications are associated with this report.

(d) Social Implications

No social implications are associated with this report.

(e) Environmental Implications

No environmental implications are associated with this report.

(f) Economic/Asset Management Implications

No economic / asset management implications are associated with this report.

(g) Risk Implications

No risk implications are associated with this report.

CONCLUSION

Three (3) applications were received under the first round of the 2023 / 24 financial year funding in accordance with Council's Donations Policy and has been tabled for consideration by Council.

For those organisations whose requests for financial assistance were not successful on this occasion, the opportunity exists for these organisations to reapply for assistance later in the 2023 / 2024 financial year.

RECOMMENDATION

1. That Council notes the information contained within this report.
2. That Council provides the following financial assistance.
 - a. Gulargambone Cricket Club \$2,000.00
 - b. Coonamble Auto Club \$500.00
3. That Council resolves to request the Director Corporate Services to write the unsuccessful applicant and advise them of the outcome their request.



APPLICATION FORM
for a donation under the Donations Policy
(see Council's Donations Policy for details)

Applications are welcome at any time but will be held for consideration on a quarterly basis.
Closing dates and times: 4:30pm on the second Friday in August, November, February and May

ORGANISATION DETAILS:

Name of organisation/community group: Gulargambore Cricket Club Inc
Address: of 8 Mendooran St, Gulargambore.
Contact Phone: _____
Contact Email: _____
President's Name: Ben Ryan.
Secretary's Name: Aiden King.
Treasurer's Name: Allan King
ABN: _____

ELIGIBILITY:

In relation to your organisation/community group: (please tick)

Is it registered for GST?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is it community-based and non-for-profit?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is it based in or affiliated with the Coonamble Local Government Area?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Has it received any previous donation under the Donations Policy?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

PURPOSE:

Describe, in some detail, what your organisation proposes to do with the requested donation.
The requested funds will go towards new club shirts for competitions and help cover costs incurred for ground hire and help towards travel for competitions, we are a new club with a very excited young team.

What are the outcomes/outputs you are hoping to achieve from your project/activity?
to engage community members in a social+healthy activity especially our upcoming junior sports people.

How will these outcomes/outputs benefit the people of the Coonamble Local Government Area?
Competing in a sport like cricket promotes overall fitness stamina and good hand-eye coordination also developing friendships & networks with people from other communities.



Who—and how many people—do you foresee benefiting from your project/activity both directly and indirectly?

Directly the team would benefit from this activity along with their families friends and the supporters from the community

FINANCIAL CONSIDERATIONS:

What is the amount of the donation you are requesting? \$ 6000.00

If you do not receive the full amount requested, will you still be able to complete your project/activity by the end of the current financial year? If not, what alternative course of action have you planned?

yes however we will have to try and fundraise within our small community of Culerdambone

If applicable, does your requested amount include the value of general-purpose rates? Yes No
(If applying for a donation of the value of your organisation's rates, please attach a copy of the last Assessment Notice.)

Financial Statements: Please include a copy of your organisation's most recent financial statements.

Sign and Date: _____ 10/10/23
(Chairperson, Secretary or Treasurer's signature + date)

Please return to: **By Post:** The General Manager
Coonamble Shire Council
PO Box 249
COONAMBLES NSW 2829
By Fax: (02) 6822 1626
By Email: council@coonambleshire.nsw.gov.au
By Hand: 80 Castlereagh Street, Coonamble

For further information regarding the Application Process please contact Council on 02 6827 1900 or email council@coonambleshire.nsw.gov.au.



ADMINISTRATION
 203-209 Russell St Bathurst NSW 2795
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 PO Box K237 Haymarket NSW 1240
 Fax: (02) 6334 8825
 Email: mail@reliancebank.com.au

231811NNNN 9044921



GULARGAMBONE CRICKET CLUB
 8 MENDOORAN STREET
 GULARGAMBONE NSW 2828

4619



Statement	110 (Page 1 of 1)
Statement Begins	31 December 2022
Statement Ends	30 June 2023
Shares	\$10.00

ACCOUNT SUMMARY

S21 - MyAccess
 Closing Balance **2,049.88**

Here's your new car deal!

FIXED RATE

7.19% p.a.¹

COMPARISON RATE

7.54% p.a.²

- Car search service for Reliance Bank members looking to purchase brand new car
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Director Nominations



Mick Doleman



Gerry Keane

Nominations for candidates for the 2023 Election of Directors open 11 July 2023 and close at 4pm (Sydney local time) 1 August 2023. The current terms of Mick Doleman and Gerry Keane are due to expire and both have indicated their intention to restand. If you would like to receive a Director Nomination Pack, please advise your local branch or contact our Call Centre on 13 24 40.

Please note that nominees are required to fully comply with NSW, ACT and Federal and Banking Legislation, Regulatory Requirements, Standards and are subject to criminal record checks, checks, etc.

reliancebank.com.au
13 24 40

Member No

Statement

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INTEREST SUMMARY

Year To Date Interest
0.00

General Withholding Tax
0.00

Overseas Withholding Tax
0.00

* To be retained by payee for taxation purposes. Authorised person: Kyri Karagianni

S21 - MyAccess TFN: Not Quoted Account No. 300035161
Owner/s: ALLAN KING AS TRUSTEE FOR GULARGAMBONE C

Effective Date	Transaction Date	Transaction Details	Debit	Credit	Balance
	31 Dec 22	Opening Balance			2,049.84
		Closing Balance			2,049.84

4019

For further information on the benefits of our products, our dispute resolution process or fees and charges, please call us, visit our website or see one of our friendly branch staff.



APPLICATION FORM
for a donation under the Donations Policy
 (see Council's Donations Policy for details)

Applications are welcome at any time but will be held for consideration on a quarterly basis.
 Closing dates and times: 4:30pm on the second Friday in August, November, February and May

ORGANISATION DETAILS:

Name of organisation/community group: COONAMBLE AUTO CLUB
 Address: 33 WINGADDE ST COONAMBLE
 Contact Phone: _____
 Contact Email: machinery4sale@bigpond.com
 President's Name: STEPHEN LANE
 Secretary's Name: JOHN Mc MILLIN & PETER LANE
 Treasurer's Name: COLIN LANE
 ABN: _____

ELIGIBILITY:

In relation to your organisation/community group: (please tick)

Is it registered for GST?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is it community-based and non-for-profit?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is it based in or affiliated with the Coonamble Local Government Area?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Has it received any previous donation under the Donations Policy?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

PURPOSE:

Describe, in some detail, what your organisation proposes to do with the requested donation.
Funds will be used for the 2023 Annual Car Show in regards to Prize money & Prizes which are mostly all purchased from local businesses.

What are the outcomes/outputs you are hoping to achieve from your project/activity?
To give all people attending to have a good day out and see some very nice projects to give them ideas.

How will these outcomes/outputs benefit the people of the Coonamble Local Government Area?
We are using a Public Voting System where the Public Votes on Categories winners and also the Public have a chance to win 3 major prizes

COONAMBLE
SHIRE COUNCIL

Who—and how many people—do you foresee benefiting from your project/activity both directly and indirectly?

*Approximately 400 people walk through the gate and 165-70 entries
15 Category Prizes this year Plus Voters Prizes*

FINANCIAL CONSIDERATIONS:

What is the amount of the donation you are requesting? \$ 500-00

If you do not receive the full amount requested, will you still be able to complete your project/activity by the end of the current financial year? If not, what alternative course of action have you planned?

Yes

If applicable, does your requested amount include the value of general-purpose rates? Yes No
(If applying for a donation of the value of your organisation's rates, please attach a copy of the last Assessment Notice.)

Financial Statement of the organisation's most recent financial statements.

Sign and Date. 10/8/23
(Chairperson, Secretary or Treasurer's signature + date)

Please return to: **By Post:** The General Manager
Coonamble Shire Council
PO Box 249
COONAMBLE NSW 2829
(02) 6822 1626
By Fax:
By Email: council@coonambleshire.nsw.gov.au
By Hand: 80 Castlereagh Street, Coonamble

For further information regarding the Application Process please contact Council on 02 6827 1900 or email council@coonambleshire.nsw.gov.au.

23-5-23	IGA, Cellar, Ice, Paper Towels	\$ 0-00	\$ 91-52	#6133-11
8-6-23	Monthly Meeting	\$ 50-00		#6183-77
13-6-23		\$ 50-00		#6233-77
14-6-23		\$ 50-00		#6283-77
14-6-23		\$ 50-00		#6333-77 ⁸⁴
14-6-23		\$ 50-00		#6383-77
14-6-23		\$ 50-00		#6433-77
14-6-23		\$ 50-00		#6483-77
14-6-23		\$ 50-00		#6533-77
15-6-23		\$ 50-00		#6683-77
18-6-23		\$ 150-00		#6733-77
20-6-23		\$ 50-00		#6833-77
23-6-23		\$ 100-00		#6883-77
26-6-23		\$ 50-00		#6933-77
28-6-23		\$ 50-00		#6983-77
28-6-23		\$ 50-00		



APPLICATION FORM
for a donation under the Donations Policy
 (see Council's Donations Policy for details)

**Applications are welcome at any time but will be held for consideration on a quarterly basis.
 Closing dates and times: 4:30pm on the second Friday in August, November, February and May**

ORGANISATION DETAILS:

Name of organisation/community group: Coonamble Golf Club
 Address: Caswell Street Coonamble NSW 2829
 Contact Phone: _____
 Contact Email: _____
 President's Name: Maddison Pawley
 Secretary's Name: Maddison Pawley
 Treasurer's Name: Naomi Wrench
 ABN: 57001046055

ELIGIBILITY:

In relation to your organisation/community group: (please tick)

Is it registered for GST?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is it community-based and non-for-profit?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is it based in or affiliated with the Coonamble Local Government Area?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Has it received any previous donation under the Donations Policy?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

PURPOSE:

Describe, in some detail, what your organisation proposes to do with the requested donation.
 The Coonamble Golf is creating a space for people to come and enjoy. We are in the process of getting new carpet and a new restaurant. The problem with our club is only half the area has heating and cooling and we would like to fix the problem by installing at least 4 new air con units in the 'dance floor' area of the club.

What are the outcomes/outputs you are hoping to achieve from your project/activity?
 We are hoping to be able to hold more events at a larger scale at any time of the year and all patrons can be comfortable.

How will these outcomes/outputs benefit the people of the Coonamble Local Government Area?
 The outcome of this project is to have another licensed venue that can hold community events. The Coonamble Golf club is know as a great function space. We hope with the new Chinese Restaurant we are able to hold more functions for the community. In the summer months it would be a great treat for people to be able to come and sit in a cool functional space and catch up with friends.



Who—and how many people—do you foresee benefiting from your project/activity both directly and indirectly?

Our whole community. Golf is open to any paying members and the club is also a well known venue for many community events.

FINANCIAL CONSIDERATIONS:

What is the amount of the donation you are requesting? \$ \$10,000 to \$15,000

If you do not receive the full amount requested, will you still be able to complete your project/activity by the end of the current financial year? If not, what alternative course of action have you planned?

Hopefully along with council donation and our own money we can pull off our project. The club does have some future events booked in so hopefully this will boost our financial situation to be able to work on this project.

If applicable, does your requested amount include the value of general-purpose rates? Yes No
(If applying for a donation of the value of your organisation’s rates, please attach a copy of the last Assessment Notice.)

Financial Statements: Please include a copy of your organisation’s most recent financial statements.

Sign and Date: Maddison Pawley 07/ 08/ 23
(Chairperson, Secretary or Treasurer’s signature + date)

Please return to:

By Post: The General Manager
Coonamble Shire Council
PO Box 249
COONAMBULE NSW 2829
(02) 6822 1626

By Fax:

By Email: council@coonambleshire.nsw.gov.au

By Hand: 80 Castlereagh Street, Coonamble

For further information regarding the Application Process please contact Council on 02 6827 1900 or email council@coonambleshire.nsw.gov.au.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

Financial Statements

For the Year Ended 30 June 2022



Coonamble Golf Club Ltd

ABN: 57 001 046 055

Contents**For the Year Ended 30 June 2022**

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Coonamble Golf Club Ltd

ABN: 57 001 046 055

Directors' Report
30 June 2022

Your directors present their report on Coonamble Golf Club Ltd for the financial year ended 30 June 2022.

1. General information

Directors

The names of the directors in office at any time during, or since the end of, the year are:

Names	Position	Appointed/Resigned
Theuns Jacobs	President	
Ricky Luton		
Rodney Pitman		
Josh Wrench		
Charlie Milthorpe		
Fergus Lefebvre		
Tegan Jacobs		Appointed 16 January 2022
Madison Pawley		Appointed 16 January 2022
Joel Godson		Appointed 16 January 2022
Luke Giblin		Appointed 16 January 2022
Trish Butler		Appointed 16 January 2022
Ronnie Hertle		Appointed 16 January 2022
Wiley Waterford		Appointed 16 January 2022
Naomi Wrench		Appointed 21 January 2022
Nicholas Bush		Resigned 16 January 2022
Raymond Happ		Resigned 16 January 2022
Trent Bruce		Resigned 16 January 2022

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activity of Coonamble Golf Club Ltd during the financial year were to provide members and their guests with social and sporting facilities.

No significant changes in the nature of the Company's activity occurred during the financial year.

2. Operating results and review of operations for the year

Operating results

The profit/(loss) of the Company after providing for depreciation of \$20,036 amounted to \$33,763 (2021: \$26).

3. Other items

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

3. Other items (continued)

Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

Future developments and results

Likely developments in the operations of the Company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

Environmental issues

The Company's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Meetings of directors

During the financial year, 6 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
Theuns Jacobs	6	4
Nicholas Bush	1	-
Josh Wrench	6	6
Ronnie Hertle	6	4
Raymond Happ	1	-
Trish Butler	6	6
Wiley Waterford	6	2
Trent Bruce	1	-
Luke Giblin	6	3
Madison Pawley	6	5
Rodney Pitman	6	3
Charlie Milthorpe	6	2
Ricky Luton	6	4
Fergus Lefebvre	6	3
Joel Godson	6	3
Tegan Jacobs	6	5
Naomi Wrench	6	5


Indemnification and insurance of officers and auditors

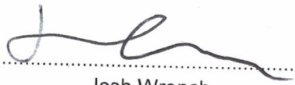
No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of Coonamble Golf Club Ltd.

Auditor's independence declaration

The auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2022 has been received and can be found on page 4 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: 
Theuns Jacobs

Director: 
Josh Wrench

Dated 16 December 2022



PRINCIPALS
Kevin Rankmore B.Bus, CA, ACIS, ASCA, DipFP
Roger Estens B.Fin Admin, CA, DipFP
Mark Riley B.Bus, CA
 administrator@ryanrank.com
 www.ryanrank.com

Coonamble Golf Club Ltd

ABN: 57 001 046 055

Auditor's Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of Coonamble Golf Club Ltd

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2022, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

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Ryan and Rankmore
Chartered Accountants

Kevin L Rankmore
RCA: 1656

113-115 Darling Street
Dubbo NSW 2830

Dated 16 December 2022

Wellington Office
1 Swift Street
PO Box 40
Wellington NSW 2820
T 02 6845 2177
F 02 6845 3373

Dubbo Office
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PO Box 1014
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F 02 6845 3373

Gilgandra Office
35 Miller Street
PO Box 109
Gilgandra NSW 2827
T 02 6847 2177
F 02 6847 2656



Liability limited by a scheme approved

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2022**

		2022	2021
	Note	\$	\$
Revenue	3(a)	326,593	314,755
Cost of sales		<u>(123,859)</u>	<u>(121,762)</u>
Gross income		202,734	192,993
Other income	3(b)	44,303	48,489
Accounting and bookkeeping fees		(6,632)	(34,148)
Advertising and marketing		(4,598)	(3,947)
Bad debts		(213)	(4,735)
Bank fees		(3,803)	(3,816)
Council rates and water		(3,518)	(2,499)
Depreciation and amortisation expense	7(a)	(20,036)	(19,915)
Electricity		(15,023)	(13,428)
Employee benefits expense		(58,768)	(69,997)
Insurance		(24,899)	(27,208)
Keno expenses		(4,635)	(511)
Other expenses		(32,690)	(16,778)
Poker machine expenses		(2,776)	(153)
Raffles and prizes		(10,621)	(8,407)
Repairs and maintenance		(18,545)	(26,690)
Subscriptions		<u>(6,517)</u>	<u>(9,224)</u>
Profit (loss) before income tax		33,763	26
Income tax expense		-	-
Profit (loss) for the year		33,763	26
Total comprehensive income for the year		33,763	26

The accompanying notes form part of these financial statements.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Statement of Financial Position
As At 30 June 2022**

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	17,364	11,514
Trade and other receivables	5	-	6,265
Inventories	6	5,608	7,486
TOTAL CURRENT ASSETS		<u>22,972</u>	25,265
NON-CURRENT ASSETS			
Property, plant and equipment	7	137,041	141,591
TOTAL NON-CURRENT ASSETS		<u>137,041</u>	141,591
TOTAL ASSETS		<u><u>160,013</u></u>	166,856
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	8	22,293	23,603
Bank overdrafts	9	614	29,375
Lease liabilities	10	-	13,750
TOTAL CURRENT LIABILITIES		<u>22,907</u>	66,728
NON-CURRENT LIABILITIES			
Employee benefits	11	3,215	-
TOTAL NON-CURRENT LIABILITIES		<u>3,215</u>	-
TOTAL LIABILITIES		<u>26,122</u>	66,728
NET ASSETS		<u><u>133,891</u></u>	100,128
EQUITY			
Retained earnings		<u>133,891</u>	100,128
TOTAL EQUITY		<u><u>133,891</u></u>	100,128

The accompanying notes form part of these financial statements.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Statement of Changes in Equity
For the Year Ended 30 June 2022**

2022

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2021	100,128	100,128
Profit/(loss) attributable to the company	33,763	33,763
Balance at 30 June 2022	133,891	133,891

2021

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2020	100,102	100,102
Profit/(loss) attributable to the company	26	26
Balance at 30 June 2021	100,128	100,128

The accompanying notes form part of these financial statements.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Statement of Cash Flows
For the Year Ended 30 June 2022**

	2022	2021
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	405,916	375,727
Payments to suppliers and employees	<u>(347,569)</u>	<u>(364,950)</u>
Net cash provided by/(used in) operating activities	15 <u>58,347</u>	<u>10,777</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of plant and equipment	5,500	11,000
Purchase of property, plant and equipment	<u>(15,486)</u>	<u>(25,582)</u>
Net cash provided by/(used in) investing activities	<u>(9,986)</u>	<u>(14,582)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Payment of finance lease liabilities	<u>(13,750)</u>	<u>(1,250)</u>
Net cash provided by/(used in) financing activities	<u>(13,750)</u>	<u>(1,250)</u>
Net increase/(decrease) in cash and cash equivalents held	34,611	(5,055)
Cash and cash equivalents at beginning of year	<u>(17,861)</u>	<u>(12,806)</u>
Cash and cash equivalents at end of financial year	4 <u>16,750</u>	<u>(17,861)</u>

The accompanying notes form part of these financial statements.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

The financial report covers Coonamble Golf Club Ltd as an individual entity. Coonamble Golf Club Ltd is a non-profit Company, incorporated and domiciled in Australia.

The functional and presentation currency of Coonamble Golf Club Ltd is Australian dollars.

The financial report was authorised for issue by the Directors on 16 December 2022.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards and the *Corporations Act 2001*. The Company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared on an accruals basis and are based on historical costs modified.

The amounts presented in the financial report have been rounded to the nearest dollar.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

2 Summary of Significant Accounting Policies**(a) Revenue and Other Income**

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

- Identify the contract with the customer
- Identify the performance obligations
- Determine the transaction price
- Allocate the transaction price to the performance obligations
- Recognise revenue as and when control of the performance obligations is transferred

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****2 Summary of Significant Accounting Policies (continued)****(a) Revenue and Other Income (continued)****Specific revenue streams**

The revenue recognition policies for the principal revenue streams of the Company are:

Sale of goods

Revenue from the sale of goods comprises revenue earned from the provision of food, beverage and other goods and is recognised (net of rebates, returns, discounts and other allowances) at the point of sale or delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods.

Rendering of services

Revenue from rendering of services comprises revenue from gaming facilities together with other services to members and other patrons of the club. Revenue from rendering of services is recognised when the services are provided.

Membership income

Revenue from membership subscription purchases by the members are deferred as unearned income and are brought to account evenly over the course of the membership period.

Grant revenue

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

The performance obligations are varied based on the agreement. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Where contracts are either not enforceable or do not have sufficiently specific performance obligations the income is recorded in accordance with AASB 1058.

Amounts arising from the scope of AASB 1058 are recognised at the assets fair value when the asset is received. The Company considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****2 Summary of Significant Accounting Policies (continued)****(a) Revenue and Other Income (continued)****Donations**

Donations collected, including cash and goods for resale, are recognised as revenue when the Company gains control of the asset.

Interest

Interest revenue is recognised using the effective interest method.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

(b) Income Tax

The Company has been granted an exemption from income tax under Section 50-45 of the Income Tax Assessment Act 1997. The exempt status of the Company applies indefinitely or until such time as a change in circumstances warrants a review of the exempt status.

(c) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to the ATO is classified as operating cash flows.

(d) Inventories

Inventories are measured at the lower of cost and net realisable value.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

2 Summary of Significant Accounting Policies (continued)

(e) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Land and buildings

Land and buildings are measured using the cost model.

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Plant and equipment is depreciated on a reducing balance basis over the assets useful life to the Company, commencing when the asset is ready for use.

Buildings are depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Plant and Equipment	13.5% - 40%
Buildings	5%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(f) Financial Instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date the Company commits itself to either the purchase or sale of the asset.

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified at "fair value through profit or loss" in which case transaction costs are expensed to profit or loss immediately.

Trade receivables are initially measured at the transaction price.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****2 Summary of Significant Accounting Policies (continued)****(f) Financial Instruments (continued)****Financial assets**

Financial assets are subsequently measured at:

- amortised cost; or
- fair value through other comprehensive income.

Financial assets comprising cash and cash equivalents, trade and other receivables and interest bearing deposits are subsequently measured at amortised cost as they meet the following conditions:

- the financial assets are managed solely to collect contractual cash flows; and
- the contractual terms within the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates.

A financial asset is derecognised when the Company's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all the risks and rewards of ownership of the asset have been substantially transferred; and
- the Company no longer controls the asset.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a financial asset classified under fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the financial asset reserve is not reclassified to profit or loss, but is transferred to retained earnings.

Financial liabilities

Financial liabilities are subsequently measured at amortised costs using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or financial liability, that is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****2 Summary of Significant Accounting Policies (continued)****(f) Financial Instruments (continued)****Financial liabilities (continued)**

The financial liability is derecognised when it is extinguished (i.e. when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Impairment

The Company recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost.

A loss allowance is not recognised for investments measured at fair value through other comprehensive income.

Recognition of expected credit losses in financial statements

At each reporting date, the Company recognises the movement in the loss allowance as an impairment gain or loss in the statement of comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

Financial assets measured at fair value through other comprehensive income are recognised at fair value with changes in fair value recognised in other comprehensive income. The amount in relation to change in credit risk is transferred from other comprehensive income to profit or loss at the end of the reporting period.

(g) Impairment of Non-Financial Assets

At the end of each reporting period the Company determines whether there is an evidence of an impairment indicator for tangible and intangible assets. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Impairment testing is performed annually for intangible assets with indefinite useful lives.

(h) Intangible Assets

The water licence is recorded at cost. The Company determines on an annual basis whether there is any evidence of an impairment indicator for the water licence. If such an indication exists, the recoverable amount of the water licence is compared to the carrying value. Any excess of the carrying value over the recoverable amount is expensed to the statement of comprehensive income.

14

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****2 Summary of Significant Accounting Policies (continued)****(i) Cash and Cash Equivalents**

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(j) Key judgements - COVID-19 impact on the financial statements

On 11 March 2020, the World Health Organisation declared a global pandemic in relation to the COVID-19 virus.

Compliance with Government Regulations designed to reduce the spread of COVID-19 have had a detrimental impact on the operating results of the Company during the 2022 financial year. However, due to the uncertainty in relation to the extent of containment of the virus, and the large number of variables, it is not possible to reliably estimate the effect of this matter on the results of the operations of the Company during the financial year.

The directors have prepared projected cash flow information for the twelve months from the date of approval of these financial statements taking into consideration the estimation of the continued business impacts of COVID-19. These forecasts indicate that, taking account of reasonably possible downsides, the Company is expected to continue to operate, with headroom, within available cash levels.

Based on these forecasts, the directors believe that it remains appropriate to prepare the financial statements on a going concern basis and the Directors have a reasonable expectation that the Company will remain a going concern for at least the next twelve months.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

3 Revenue and Other Income

(a) Revenue from continuing operations

	2022	2021
Note	\$	\$
Bar sales	225,961	229,013
Fees and hire	29,583	10,954
Functions	4,473	11,026
Keno	7,331	4,148
Memberships	6,918	5,536
Poker machines	51,863	52,429
Raffles	464	1,649
	326,593	314,755

(b) Other income

Donations	-	1,136
Grants	28,833	26,318
Insurance refunds	2,198	4,250
Other income	7,890	10,553
Sponsorship	5,382	6,232
	44,303	48,489

4 Cash and Cash Equivalents

Cash on hand	9,200	9,200
Bank balances	8,164	2,314
	17,364	11,514

(a) Reconciliation of cash

Cash and cash equivalents reported in the statement of cash flows are reconciled to the equivalent items in the statement of financial position as follows:

Cash and cash equivalents		17,364	11,514
Bank overdrafts	9	(614)	(29,375)
		16,750	(17,861)

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

5 Trade and Other Receivables

	2022	2021
	\$	\$
CURRENT		
Trade receivables	-	6,265
	<u>-</u>	<u>6,265</u>

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

6 Inventories

CURRENT		
Inventory at cost	5,608	7,486
	<u>5,608</u>	<u>7,486</u>

7 Property, Plant and Equipment

Buildings		
At cost	242,847	242,847
Accumulated depreciation	(168,743)	(161,751)
Total buildings	<u>74,104</u>	<u>81,096</u>
Plant and equipment		
At cost	74,365	74,365
Accumulated depreciation	(56,069)	(51,934)
Total plant and equipment	<u>18,296</u>	<u>22,431</u>
Furniture and fittings		
At cost	44,546	42,550
Accumulated depreciation	(32,620)	(30,277)
Total furniture and fittings	<u>11,926</u>	<u>12,273</u>
Poker machines		
At cost	40,990	27,500
Accumulated depreciation	(8,275)	(1,709)
Total poker machines	<u>32,715</u>	<u>25,791</u>
Total property, plant and equipment	<u>137,041</u>	<u>141,591</u>

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

7 Property, Plant and Equipment (continued)

(a) Movements in carrying amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Buildings \$	Plant and Equipment \$	Poker Machines \$	Furniture and Fittings \$	Total \$
Year ended 30 June 2022					
Balance at the beginning of year	81,096	22,431	25,791	12,273	141,591
Additions	-	-	13,490	1,996	15,486
Depreciation expense	(6,992)	(4,135)	(6,566)	(2,343)	(20,036)
Balance at the end of the year	74,104	18,296	32,715	11,926	137,041

8 Trade and Other Payables

	2022 \$	2021 \$
CURRENT		
Trade payables	14,523	13,607
GST payable	3,101	3,406
PAYG withholding payable	1,168	2,111
Superannuation payable	2,597	3,052
Wage accrual	904	1,427
	22,293	23,603

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

9 Bank Overdrafts

CURRENT		
Commonwealth bank - working account	614	29,375
	614	29,375

An overdraft facility is in place for \$50,000. Current interest rate is 6.68%.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022**

10 Leases

Company as a lessee

The Company had a finance lease over a two poker machines in the prior year.

	2022	2021
	\$	\$
Poker machine lease	-	13,750
	<u>-</u>	<u>13,750</u>

11 Employee Benefits

NON-CURRENT
Long service leave

3,215	-
<u>3,215</u>	<u>-</u>

12 Key Management Personnel Disclosures

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly, including any director (whether executive or otherwise) of that Company.

No payments have been made to key management personnel during this year (2021: Nil).

13 Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2022 (30 June 2021: Nil).

14 Related Parties

(a) The Company's main related parties are as follows:

Key management personnel - refer to Note 12.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

(b) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

TP Catering pays Coonamble Bowling Club Limited \$150 per week, including GST, to rent the kitchen. Coonamble Golf Club Limited also pays TP Catering for admin and bookkeeping services.

Total amount paid to TP Catering is \$2,700 and total received from TP Catering is \$6,518 for the year ended 30 June 2022.

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Notes to the Financial Statements
For the Year Ended 30 June 2022****15 Cash Flow Information****(a) Reconciliation of result for the year to cash flows from operating activities**

	2022	2021
	\$	\$
Profit for the year	33,763	26
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation	20,036	19,915
- net gain on disposal of property, plant and equipment	(5,500)	(10,553)
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	6,265	(2,639)
- (increase)/decrease in inventories	1,878	(2,986)
- increase/(decrease) in trade and other payables	(1,310)	7,014
- increase/(decrease) in employee benefits	3,215	-
Cash flows from operations	58,347	10,777

16 Events Occurring After the Reporting Date

The financial report was authorised for issue on 16 December 2022 by the board of directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

17 Statutory Information

The registered office and principal place of business of the company is:

Coonamble Golf Club Ltd
Caswell Street
Coonamble NSW 2829

Coonamble Golf Club Ltd

ABN: 57 001 046 055

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 5 to 20, are in accordance with the *Corporations Act 2001* and:
 - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position as at 30 June 2022 and of the performance for the year ended on that date of the Company.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director

Theuns Jacobs

Director

Josh Wrench

Dated 16 December 2022



PRINCIPALS
Kevin Rankmore B.Bus, CA, ACIS, ASCA, DipFP
Roger Estens B.Fin Admin, CA, DipFP
Mark Riley B.Bus, CA
 administrator@ryanrank.com
 www.ryanrank.com

Coonamble Golf Club Ltd

Independent Audit Report to the members of Coonamble Golf Club Ltd

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Coonamble Golf Club Ltd (the Company), which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is included in the directors' report and the detailed profit and loss statement, (but does not include the financial report and our auditor's report thereon).

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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Liability limited by a scheme approved



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Coonamble Golf Club Ltd

Independent Audit Report to the members of Coonamble Golf Club Ltd

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

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Coonamble Golf Club Ltd

Independent Audit Report to the members of Coonamble Golf Club Ltd

- Conclude on the appropriateness of the directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ryan and Rankmore
Chartered Accountants

Kevin L Rankmore
 RCA: 1656

113-115 Darling Street
Dubbo NSW 2830

Dated 16 December 2022

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Coonamble Golf Club Ltd

ABN: 57 001 046 055

Disclaimer
For the Year Ended 30 June 2022

The additional financial data presented on pages 26 - 27 is in accordance with the books and records of the Company which have been subjected to the auditing procedures applied in our statutory audit of the Company for the year ended 30 June 2022. It will be appreciated that our statutory audit did not cover all details of the additional financial data. Accordingly, we do not express an opinion on such financial data and we give no warranty of accuracy or reliability in respect of the data provided. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than Coonamble Golf Club Ltd) in respect of such data, including any errors or omissions therein however caused.

Ryan and Rankmore
Chartered Accountants

Kevin L Rankmore
RCA: 1656

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16 December 2022

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Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Detailed Profit and Loss Statement
For the Year Ended 30 June 2022**

	2022	2021
	\$	\$
Sales		
Bar sales	225,961	229,013
Total sales	<u>225,961</u>	<u>229,013</u>
Opening stock	(7,486)	(4,500)
Purchases	125,737	118,776
Closing stock	<u>5,608</u>	<u>7,486</u>
Gross Profit	<u>102,102</u>	<u>107,251</u>
Other Income		
Donations	-	1,136
Farming	17,814	-
Functions	4,473	11,026
Gain on sale of non-current assets	5,500	10,553
Golf cart shed rental	3,110	1,100
Government grants	28,833	26,318
Green fees	3,905	2,627
Hire equipment	118	-
Insurance refunds	2,198	4,250
Keno	7,331	4,148
Kitchen hire	4,636	7,227
Memberships	6,918	5,536
Other income	1,735	-
Poker machines	51,863	52,429
Raffles	464	1,649
Special events	655	-
Sponsorship	<u>5,382</u>	<u>6,232</u>
Total other income	<u>144,935</u>	<u>134,231</u>

Coonamble Golf Club Ltd

ABN: 57 001 046 055

**Detailed Profit and Loss Statement
For the Year Ended 30 June 2022**

	2022	2021
	\$	\$
Expenses		
Accounting and bookkeeping fees	6,632	34,148
Advertising and marketing	4,598	3,947
Bad debts	213	4,735
Bank fees	3,803	3,816
Bus expenses	3,550	805
Cleaning	3,407	1,558
Computer expenses	27	218
Council rates	1,640	1,285
Depreciation expense	20,036	19,915
EFTPOS fees	284	-
Electricity and gas	15,023	13,428
Equipment	6,949	-
Insurance	24,899	27,208
Interest	791	134
Keno expenses	4,635	511
Leave expenses	3,215	-
Legal fees	1,501	-
Motor vehicle expenses	36	2,178
Other expenses	-	3,466
Permits, licenses and fees	3,795	3,327
Pest control	409	448
Poker machine expenses	2,776	153
Postage	512	-
Printing and stationery	244	322
Raffles and prizes	10,621	8,407
Repairs and maintenance	15,138	25,132
Security costs	1,934	1,538
Sponsorship	9,636	1,518
Subscriptions	6,517	9,224
Superannuation contributions	3,261	6,282
Telephone expenses	1,168	1,156
Wages	51,741	61,659
Waste disposal	1,854	1,668
Water	1,878	1,214
Workers compensation	551	2,056
Total expenses	213,274	241,456
Profit before income tax	33,763	26

10.22 DRAFT MODERN SLAVERY PREVENTION POLICY**File Number: Policies - P15****Author: Bruce Quarmby-Director Corporate Services****Authoriser: Paul Gallagher, General Manager****Annexures:**
1. **Draft Modern Slavery Prevention Policy**  
2. **Modern Slavery - General Council Fact Sheet**  **PURPOSE**

The purpose of this report is to provide Council with a draft Modern Slavery Prevention Policy for consideration and adoption.

BACKGROUND

With the passing of the *NSW Modern Slavery Amendment Act 2021* in November 2021 and its subsequent commencement on the 01 January 2022, the following requirements are now included within the *NSW Local Government Act 1993*. These requirements come into effect from the 01 July 2022.

- A Council must take reasonable steps to ensure that goods and services procured by and for the Council are not the product of modern slavery.
- A Council's annual report must contain:
 - A statement of steps taken to ensure goods and services procured for the Council during the year were not the product of modern slavery.
 - A Statement of the action taken by the Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the Council and identified by the Commissioner as being a significant issue.

As such, the first step for Council to take is the formation and adoption of a new Policy which addresses Council's stance on the prevention of Modern Slavery. The draft Modern Slavery Prevention Policy for Council's consideration is attached as Annexure 1 to this report.

A fact sheet regarding Modern Slavery and what it means for Council's has also included for Council's information as Annexure 2.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

(b) Financial Considerations

There are no financial consideration in the adoption of this policy.

COMMENTARY

The draft Modern Slavery Prevention Policy as tabled for Council's consideration has been formulated based on the model policy provided to Council by Local Government Procurement. The model policy has been formulated to address both the legislative requirements and Council's stance about Modern Slavery.

For Council's information, the model policy on which the attached draft policy is based, is part of a toolkit of resources provided to Council by Local Government Procurement. Council will utilise resources contained within the toolkit to ensure that it meets the required operational requirements as outlined in the policy.

As the draft Modern Slavery Prevention policy is a new Council Policy, Council is required to place the policy on public exhibition for 28 days and invite comment from the community.

(a) Governance/Policy Implications

The draft policy, once adopted by Council, will become a policy of Council.

(b) Legal Implications

This revised Policy has been designed to ensure legislative compliance with the various Act and Regulations that govern this function of Council.

(c) Social Implications

As a spender of public monies, Council has an ethical obligation to consider, identify and manage modern slavery risks within its various supply chains.

(d) Environmental Implications

There are no environmental implications directly attached to this report.

(e) Economic/Asset Management Implications

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

(f) Risk Implications

The adoption of the Modern Slavery prevention Policy includes control measures that will identify and reduce the risk of Council unknowingly contributing to the existence of modern slavery.

CONCLUSION

The purpose of the draft Modern Slavery Prevention Policy is to provide a framework for the General Manager, staff and public regarding the responsibilities of the prevention of Modern Slavery.

RECOMMENDATION

- 1. That Council places the draft Modern Slavery Prevention Policy, as attached to the report as Annexure 1, on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That Council receives a further report, together with all submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the**

Modern Slavery Prevention Policy (with or without changes) at its December 2023 Ordinary Meeting.

- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Modern Slavery Prevention Policy without any changes as a policy of Council.**

1. BACKGROUND

Modern slavery is a serious violation of an individual's dignity and human rights. Exploitative practices including human trafficking, slavery, servitude, forced labour, debt bondage and forced marriage are all considered modern slavery and are serious crimes under Australian law.

The commencement of the *Modern Slavery Act 2018 (NSW)* has introduced new obligations for Council's under the *Local Government Act 1993* relating to modern slavery.

2. PURPOSE

To ensure Coonamble Shire Council's operations and supply chains do not cause, involve, or contribute to modern slavery. Whilst at the same time seeking to ensure its suppliers, relevant stakeholders, and others with whom Council does business, respect and share its commitment regarding minimising the risk of modern slavery.

3. POLICY OBJECTIVE

Coonamble Shire Council is committed to combating modern slavery by:

- Identifying where our modern slavery risks are in our supply chain and assessing the degree of those risks.
- Engaging with our suppliers to identify which are committed to minimising the risk of modern slavery in their own supply chains and operations. This will primarily be done by asking suppliers to complete a Modern Slavery Questionnaire.
- Requiring all suppliers of goods and services to complete a modern slavery risk checklist as part of the suppliers registration process with Council.
- Including modern slavery criteria in RFQ documents and Contracts.
- Providing adequate training for all staff to ensure they are aware of what modern slavery is, what Council's modern slavery risks are and how to raise any identified or potential concerns.
- Establishing a complaint process enabling staff and others to raise concerns about modern slavery.

4. LEGISLATION

This policy is to be read in conjunction with the following:

- *Local Government Act 1993.*
- *Modern Slavery Act 2018 (NSW).*
- *Local Government (General) Regulation 2005.*
- Division of Local Government Circulars.

5. APPLICATION/SCOPE

The General Manager has overall responsibility for ensuring this policy complies with Council’s legal and ethical obligations, and that all those under Council’s control comply with it.

Council’s managers have primary and day-to-day responsibility for implementing this policy and ensuring all employees are given adequate and regular training on it and the issue of modern slavery in supply chains.

This policy applies to all persons employed by Council or on Council's behalf in any capacity. The prevention, detection, and reporting of modern slavery in any part of Council’s operations or supply chain is their responsibility.

6. POLICY REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be every three (3) years from the effective date. The Director – Corporate Services will be responsible for the review of this policy.

7. DEFINITION

Term	Definition
Act	<i>Local Government Act 1993</i>
Modern Slavery	Modern slavery (as defined in the Modern Slavery Act 2018 (NSW)) is any conduct constituting a modern slavery offence within the meaning of that Act and any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chains of organisations.

General Manager	Refers to the statutory executive of the Council as defined in section 335 of the Act, including where on an Interim or Acting basis, and under any alternative titles.
-----------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Title:		
Department: Corporate Services		
Version	Date	Author
V1 (Draft)	9 October 2023	B Quarmby
<p>Review Date: 2026</p> <p>This policy may be amended or revoked at any time and must be reviewed at least three (3) years since its adoption (or latest amendment). The Executive Leader of Corporate and Sustainability will be responsible for the review of this policy.</p>		
Amendments in the release:		
Amendment History	Date	Detail

Annexure Attached:
Paul Gallagher General Manager

DRAFT

Sustainable Choice

The Sustainable approach to Procurement in Local Government



Modern Slavery – General Council Staff Factsheet

The NSW Modern Slavery Act 2021 and what it means for NSW Councils

[The NSW Modern Slavery Amendment Act 2021](#) was passed on 29 November 2021 and commenced on 1 January 2022. As a result the following requirements are now included within the [NSW Local Government Act 1993](#) and come into effect from 1 July 2022.

- A council must take reasonable steps to ensure that goods and services procured by and for the council are not the product of modern slavery.
- A council's annual report must contain:
 - o a statement of steps taken to ensure goods and services procured for the council during the year were not the product of modern slavery.
 - o A statement of the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue.

In addition to the above Modern Slavery related requirements in *the Local Government Act 1993 (NSW)*, the Act also requires NSW councils to take into consideration social justice principles in all decision making, which includes procurement.

Regardless of legislative requirements, as a spender of public monies, councils have an ethical obligation to consider, identify and manage modern slavery risks within their supply chains. This would be an expectation of their communities and elected members.

No supply chain is immune to modern slavery risk. Even if council's own business operations are free from conditions of slavery, victims of human rights abuse can be found within your supply chain, linking you to modern slavery practices. This is regardless of the level of complexity of your supply chain. Councils that do not undertake steps to detect and prevent modern slavery could be considered complicit to the occurrence of modern slavery.

What is Modern Slavery?

Modern slavery is defined as [the severe exploitation of other people for personal or commercial gain](#). It is estimated that globally 50 million people are trapped in modern slavery. It has been identified that there are around 41,000 potential victims in Australia.

Modern slavery comes in many forms. The most common forms are:

- Human trafficking – involves transporting, recruiting, or harbouring people for the purpose of exploitation, using violence, threats or coercion.
- Forced labour – any work or services which people are forced to do against their will under the threat of some form of punishment.

Sustainable Choice

The Sustainable approach to Procurement in Local Government



- Debt bondage/bonded labour – when people borrow money they cannot repay and are required to work to pay off the debt, then losing control over the conditions of both their employment and the debt.
- Descent-based slavery – a person born to an enslaved parent inherits their slave status.
- Slavery of children – a child is exploited for someone else's gain.
- Forced and early marriage – a person is married without their consent or against their will.

Someone who is being subjected to modern slavery is trapped and unable to free themselves from their situation due to being controlled by the perpetrator.

How to be Modern Slavery aware at Council

- Learn about modern slavery and how it relates to local government.
- Attend modern slavery awareness training provided by your council and if not provided, ask for it. Raise the topic and have a conversation.
- Ensure you are familiar with council's policies and procedures relating to modern slavery.

What to look for when assessing for potential modern slavery risk.

The following are risk factors to be considered:

- Where a large order is placed, and a very short turn-around time is able to be achieved.
- If a supplier quotes a price that is too cheap.

Certain categories and products have higher modern slavery risks. The Global Slavery Index identified the following categories and products as having a higher risk for modern slavery occurrence:

Categories

Domestic work, construction, manufacturing, agriculture, forestry, and fishing.

Products

Cotton, bricks, garments, and electronics – laptops, computers and mobile phones.

Where products are manufactured, and raw materials are sourced increases the level of modern slavery risk. The Global Slavery Index identifies the following countries/regions as having a higher risk of modern slavery occurring. Products and raw materials sourced from these countries/regions should be considered as having a higher modern slavery risk.

Highest prevalence (greatest proportion of population):

North Korea, Eritrea, Mauritania, Saudi Arabia, Türkiye, Tajikistan, United Arab Emirates, Russia, Afghanistan, Kuwait

Largest estimated numbers:

India, China, North Korea, Pakistan, Russia, Indonesia, Nigeria, Türkiye, Bangladesh, United States

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Clues that identify a potential victim of modern slavery:

- Controlled by another person
- Lack of official identification
- Not able to move around freely
- Foreign, unfamiliar with the language
- Lack of personal belongings, wear the same clothes every day or wear unsuitable clothes for work
- Reluctant to speak to strangers or the authorities
- Appear frightened, withdrawn, or show signs of physical or psychological abuse
- Dropped off and collected for work always in the same way, especially at unusual times

What should you do if you suspect modern slavery is occurring?

If you suspect that someone is a victim of modern slavery you should report this to the Australian Federal Police. This can be done anonymously using their [online form](#), Alternatively call 131 AFP (131237) or email NOSSC-Client-Liaison@afp.gov.au

In the case of an emergency, call 000.

10.23 SUBSTITUTE AREAS FOR LOCAL SPORTING CLUBS**File Number: S-20****Author: Mick Bell-Manager Parkes & Urban Services****Authoriser: Kerrie Murphy, Director Infrastructure Services****Annexures: Nil****PURPOSE**

To report on the investigation of alternative sporting grounds for the use of sporting clubs.

EXECUTIVE SUMMARY

Coonamble has been limited in the availability of sporting grounds and this proposal will not only enable better use of the existing sportsgrounds but look towards the future use of available grounds for development of sporting opportunities in the town.

BACKGROUND

Coonamble has only one sporting ground and this is creating scheduling issues with the various sporting groups, the high use of the existing grounds impacts upon the playing surfaces and does not allow for a rest period for the grounds to recover.

(a) Relevance to Integrated Planning and Reporting Framework

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

P3.2 Improve the quality of our parks, and open spaces, sporting, and recreational facilities, including the MacDonald Park Master Plan.

(b) Financial Considerations

Funding is available through existing grants.

COMMENTARY

Coonamble has been limited in the availability of sporting grounds and this proposal will not only enable better use of the existing sportsgrounds but look towards the future use of available grounds for development of sporting opportunities in the town.

(a) Governance/Policy Implications

There are no Governance or Policy implications with this report.

(b) Legal Implications

Council is going through the process of Crown lands reallocation for one of the proposed locations of work.

(c) Social Implications

There are no social implications arising from this report.

(d) Environmental Implications

That Council would need to ensure that any development takes into account any environmental factors required.

(e) Economic/Asset Management Implications

The implementation of these projects will increase Council's asset base and therefore have ongoing maintenance and capital upgrade implications.

(f) Risk Implications

That funding is not available for the purposes of the implementation of this proposal.

CONCLUSION

That Council go forward with the development of additional playing fields at the Coonamble sportsground, and the work top done over the summer period to enable the new fields to be utilised during the Winter sporting season in 2024.

RECOMMENDATION**That Council**

- 1. Endorse the proposal to upgrade the existing Sportsground facility to create additional sporting fields within the complex and that Council vote up to \$165,000 to carry out the necessary works.**
 - (a) And that Council allocate funds form the additional unplanned financial assistance grant revenue.**
- 2. That Council further investigate the option of a new alternate facility located adjacent to the Golf Course, dependent upon the result of the application with Crown lands.**
 - (a) And that Council actively apply for grants to fund this proposal up to the amount of \$2,500,000.**
- 3. That Council further investigate the use of Pioneer Park as alternate playing fields.**
 - (i) And that Council engage with the community regarding the use of this land for recreation or for other purposes.**
 - (ii) Note that the cost for the development of this park for the use of sporting groups is expected to be in the vicinity of \$415,000.**

10.24 GULARGAMBONE SPORTSGROUNDS IRRIGATION UPGRADES**File Number: S-20****Author: Mick Bell-Manager Parkes & Urban Services****Authoriser: Kerrie Murphy, Director Infrastructure Services****Annexures: Nil****PURPOSE**

To upgrade the existing irrigation system at the Gulargambone Sportsground to an automated and more water efficient system.

EXECUTIVE SUMMARY

Council needs to urgently upgrade the irrigation system at the Sportsground as it does not meet the requirements of the facility and is antiquated and not fit for purpose.

With the installation of the new irrigation system, it can monitor the soil conditions and able to be remotely operated if required, therefore allowing for water savings.

BACKGROUND

The Gulargambone Sportsgrounds irrigation system is aged and not fit for purpose anymore.

The need for water saving devices and an intelligent approach to the use of town water to irrigate public spaces is required for Council to show the public that we are doing the right thing.

The use of intelligent irrigation systems is the way of the future and the integration of this will allow us to better utilise water and provide a better paying surface for users.

(a) Relevance to Integrated Planning and Reporting Framework

P3.2 Improve the quality of our parks, open spaces, sporting, and recreational facilities.

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

I1.5 Adopt successful strategies that maximises our community's access to quality infrastructure and assets.

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

(b) Financial Considerations

Council has funds available within its General Internal Reserve.

COMMENTARY

Council needs to urgently upgrade the irrigation system at the Sportsground as it does not meet the requirements of the facility and is antiquated and not fit for purpose.

With the installation of the new irrigation system, it can monitor the soil conditions and able to be remotely operated if required, therefore allowing for water savings.

(a) Governance/Policy Implications

Council needs to abide by its procurement policy when obtaining quotations.

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

There are no social implications arising from this report.

(d) Environmental Implications

Council needs to lead the way with water saving initiatives.

(e) Economic/Asset Management Implications

This project will upgrade an aging and not fit for purpose system and will be usable for many years to come.

(f) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

Council needs to urgently upgrade the irrigation system at the Sportsground as it does not meet the requirements of the facility and is antiquated and not fit for purpose.

With the installation of the new irrigation system, it can monitor the soil conditions and able to be remotely operated if required, therefore allowing for water savings.



RECOMMENDATION

That council

1. Vote a budget of up to \$45,000 to upgrade the irrigation system at the Gulargambone Sportsground.

(a) That the funds be drawn from Council's General Internal Reserve.

10.25 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

File Number: R6
Author: Kerrie Murphy-Director Infrastructure Services
Authoriser: Paul Gallagher, General Manager
Annexures: 1. Monthly Works Report  

PURPOSE

The purpose of this report is to provide Councillors with information on the works in progress within Council's Infrastructure Directorate.

BACKGROUND**(a) Relevance to Integrated Planning and Reporting Framework**

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

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

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

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

I1.5 Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

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

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

(b) Financial Considerations

Provision is made within the 2023 / 2024 Operational Plan and Budget to fund the associated works and programs listed in this report.

COMMENTARY

This report aims to inform Councillors of the works in progress in the Infrastructure Directorate. Updates are provided for each Departmental area which includes Roads, Water and Sewer and Urban Services. Please note that the attachment is in an updated format with a view to provide additional information to that provided previously. The projects in this report will increase as time goes on, and more valuable information will be provided at that time.

The work on McCullough Street has commenced with the full width rehabilitation of the road, between the Highway and Dubbo Street. There has been a variation to the design, being that there will still be centre parking and trees planted in the middle of the road, as opposed to full concrete medians. This will address the feedback

received regarding the concrete medians in the middle of the road and will allow residents to use reverse caravans into their driveway.

(a) Governance/Policy Implications

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

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

Maintenance works are programmed where practical, to minimise social impacts.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Works are scheduled in accordance with Council's adopted 2023 / 24 Operational Plan and Budget.

(f) Risk Implications

Maintenance works are programmed to minimise the risk to Council and the public.

CONCLUSION

This report provides updated information on the projects and planned works within the Infrastructure Department for Council's information.

RECOMMENDATION

That the information be received and noted.

	<p>MONTHLY WORKS REPORT</p> <p>29 September, 2023</p>	<p>Infrastructure Services Coonamble Shire Council Phone: 02 6827 1900 Fax: 02 6822 1626 council@coonambleshire.nsw.gov.au</p>
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Road and recreational area users are to proceed with caution at all work sites and observe signage to ensure safety.
Speed zones are enforceable with possible short delays.
For all enquiries, please contact Council's Infrastructure Services Department on 6827 1900.

CAPITAL WORKS

ROADS - URBAN – COONAMBLE, GULARGAMBONE AND QUAMBONE

Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Bertram Street Reconstruction	Loan	350,000	-	350,000	113,808.21	-	113,808.21	45	Open drain to be cleaned out. Concrete dimple mat to be placed

ROADS - RURAL – UNSEALED ROAD NETWORK

Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Rural Resheeting	Council	150,000	-	150,000	67,308.55	5786.19	73,094.74	65	Carinda, Walla Walla, Merri Merri

ROADS - RURAL – SEALED ROAD NETWORK

Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Warren Road Upgrade	ROSI/FCR/Council	3,161,943	-	3,161,943	-	-	-	-	Milestone development underway
Box Ridge Road Reconstruction	LRCI	1,859,636	-	1,225,140	70,736	-	70,736	10	Report to this Meeting
Carinda Road Heavy Patching and Culvert upgrades	FLR	2,265,840	-	2,265,840	258,021.03	2,520.00	260,541.03	11	Works will recommence after RLRRP work complete.
Carinda Road Heavy Patches	RLRRP	709,155	-	709,155	359,405.17	174,363.15	675,817.59	95	Work in progress
Billeroy Road	RLRRP	45,876	-	45,876	-	-	-	-	Not yet commenced
Quambone Road	RLRRP	738,957	-	738,957	-	-	-	-	Not yet commenced
Pilliga Road	RLRRP	588,750	-	588,750	380,866.38	114,608.71	495,475.09	84	Work in progress
Baradine Road	RLRRP	481,307.84	-	481,307.84	63,437.04	22,542	85,979.04	17	Work in progress
Warren Road	RLRRP		-		1,348.29	-	1348.29	-	Not yet commenced
Gulargambone Road	RLRRP	311,406.16	-	311,406.16	-	-	-	-	Not yet commenced
Flood Damage – REPA AGRN987	DRFA	≈7,800,000	-	≈7,800,000	579,663.81	900,624.61	1,480,888.42	18.75	Work in progress includes Nelgowrie, Gulargambone, Beanbah, Quabathoo, Emby, Pilliga, Merri Merri, Goorianawa, Bramble, Gilgooma, Mungery, Yarranville, Conimbia, West Point, Walla Walla, Keewong, Tooloon South, Quandong and Wattle Creek Roads
Tooraweenah Road Upgrade	ROSI		-		1,689,408.13	647,095.75	2,336,503.88	8	Culvert delivery in progress. Refer to Report.

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WATER									
<i>Project</i>	<i>Funding Source</i>	<i>Budget (\$) (2023-24)</i>	<i>Budget Variation (\$)</i>	<i>Total Budget (\$)</i>	<i>Expenditure YTD (\$)</i>	<i>Committed (\$)</i>	<i>Total YTD (\$)</i>	<i>% Completion</i>	<i>Comment</i>
Coonamble Mains Replacement	Council	618,113*	-	618,113	139,515	-	139,515	15	* - included Broad street budget from 22/23. Broad street complete, Tooloon street – parts quoted, inspection planned and RFQ docs being prepared.
Gulargambone Mains Replacements	Council	119,000	-	119,000	-	3,016	3,016	5	Planning underway
Quambone Mains Replacement	Council	90,000	-	90,000	-	-	-	5	Planning underway
SSWP244-Integrated Water Cycle Management Strategy (IWCM)	Grant/Council	199,165	-	303,900	-	178,562.80	178,562.80	30	Draft Issues paper released for comments and suggestions. Meetings with stakeholders every fortnight
Coonamble Bulk Flowmeter – Reservoir 5	Grant/Council	84,750	-	84,750	65,096.52	-	65,096.52	85	Meter installed and fully operational. Quote received for connection to SCADA. Timeframe 4-6 weeks depending on equipment/contractor availability
Gulargambone Bulk Flowmeter	Grant/Council	84,750	-	84,750	44,214.39	-	44,214.39	85	Meter installed and fully operational. Quote received for connection to SCADA. Timeframe 4-6 weeks depending on equipment/contractor availability

SEWER									
<i>Project</i>	<i>Funding Source</i>	<i>Budget (\$)</i>	<i>Budget Variation (\$)</i>	<i>Total Budget (\$)</i>	<i>Expenditure YTD (\$)</i>	<i>Committed (\$)</i>	<i>Total YTD (\$)</i>	<i>% Completion</i>	<i>Comment</i>
Coonamble Mains Relining	Council	250,000	-	250,000	-	-	-	5	Options and estimates for relining received. Planning underway. Discussions with potential contractors and methods to implement.
Gulargambone Mains Relining	Council	100,000	-	100,000	-	-	-	5	Options and estimates for relining received. Planning underway. Discussions with potential contractors and methods to implement.
Coonamble STP Upgrade – Concept Design	Council	250,000	-	250,000	-	182,704.50	182,704.50	15	Concept study is progressing. Contractor provides monthly report.
Coonamble SPS1 Convert to wet well configuration	Council	300,000	-	300,000	-	236,363.64	236,363.64	10	PO issued and approved. Components delivery has started. Works delayed from contractor side. Expected to commence October-November 2023
Coonamble SPS2 Convert to wet well configuration	Council	300,000	-	300,000	-	220,668.80	220,668.80	10	PO issued and approved. Components delivery has started. Works delayed from contractor side. Expected to commence October-November 2023

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URBAN SPACES									
Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Footpaths Reconstruction	Council	75,000	-	75,000	-	-	-	-	Condition Assessment complete. Program being drafted from this information.
Street Tree Replacement Program	Council	50,000	-	50,000	-	6,651.96	6,651.96	15	Planter boxes and Bougainvillea have been ordered for placement at the main street corners and out the front of the Gymnasium, replacement trees for Memorial drive have been ordered.
Coonamble Showground Upgrades	Council	25,000	-	25,000	27,343.68	-	27,343.68	80	New grandstand has arrived waiting on assembly
Brigidine Nuns garden area Main Street	Council	40,000	-	40,000	18,053.43	19,234.76	37,288.16	85	Allotment has been surveyed, Plants have been purchased, seats and garden bed materials have been ordered, screens have been ordered, waiting on arrival of silhouettes for installation

SWIMMING POOLS									
Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Coonamble Pool Upgrade Program	Council	466,957	-	466,957	231,051.60	42,832.40	273,884	58	Coonamble Pool completed, Gulargambone and Quambone to be completed March, 2024
					20,592	-	20,592	100	Repairs to the chemical dosing shed have been completed

AERODROME									
Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment

CEMETERIES									
Project	Funding Source	Budget (\$)	Budget Variation (\$)	Total Budget (\$)	Expenditure YTD (\$)	Committed (\$)	Total YTD (\$)	% Completion	Comment
Cemetery Improvement Program	Council	20,000	52,000	72,000.00	32,971.29	38,428.00	71,399.29	95	New water lines have been installed. Waiting on connection of pump and tank. Additional funding from Water fund.
New Columbarium	LRCI	52,632	-	52,632	-	-	-	-	Sourcing design and bricklayer

10.26 TOORAWEEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE**File Number: R-8-32-1****Author: Kerrie Murphy-Director Infrastructure Services****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to provide Councillors a status update on the Tooraweenah Road Upgrade Project.

EXECUTIVE SUMMARY

Over the last month, a contract designer was awarded the redesign works for Section Two. The designer has a strong background in TfNSW design works. A startup meeting and site inspection was held early September to firm up the design scope of works. The redesign works are expected to be completed January 2024. The current approach will see the full length of section two redesigned, with discrete sections of road, around drainage areas, extracted and packaged into a single tender, while the remaining areas will be completed under direct control by Council.

In parallel to the redesign process the project team is taking the opportunity with the available time to update the contract and specifications away from AusSpecs to TfNSW specifications with a C41 MPWS contract.

A draft of the Addendum REF has been completed, and a review has been undertaken with comments provided back. The revised document for acceptance is expected in the coming days. Dependent on the redesign it's anticipated that a second Addendum REF may be required to cover additional work areas where culverts have been relocated.

The revised Federal Milestones have been proposed to the Federal Team, with PDLM5 now agreed. This milestone is for the engagement of the redesign words and acceptance of the addendum REF.

BACKGROUND

Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungle's.

The section of road to be upgraded commences on the eastern outskirts of the Coonamble township and continues to the boundary with Gilgandra Shire Council.

The 56.8 km road currently consists of 30.1 km with a sealed pavement of varying width, followed by 26.7 km of unsealed earthen formation with an average width of 7m. The unsealed section includes two short-sealed sections that total 1.3km.

Most of the existing sealed length requires rehabilitation or heavy patching, however, some of the sections of the sealed pavement are in a serviceable condition and will be retained. Unsealed sections of Tooraweenah Road will be upgraded and sealed.

The project aims to provide 56.8 km of sealed road with a 9.9m wide pavement and 7.5m wide seal with guideposts, centreline and edge marking.

Council has resolved to complete the project in the shortest possible timeframe, preferably within a 12-month period from the time of project approval.

(a) Relevance to Integrated Planning and Reporting Framework

I1.1.5 Complete the Tooraweenah Road upgrade project, on time and on budget.

(b) Financial Considerations

The capital cost of the project is funded by the Federal Government's Roads of Strategic Importance (ROSI) Program. The funded budget is \$22.96M.

COMMENTARY

Council's website has been updated following the Community Information Session in October 2022.

An amended Review of Environmental Factors (REF) has been completed this was done to increase the road corridor from what was originally assessed, which will allow construction works to proceed without risk to flora or fauna.

There were a several additional scar trees identified along with two archaeological significant survey marks. These will be protected with construction fencing during the project. Dependent on the redesign it's anticipated that a second Addendum REF may be required to cover additional work areas where culverts have been relocated.

Delivery of reinforced box culvert sections for the project commenced in late July. A lay down area 300m x 200m wide has been constructed in the travelling stock route. The location has been approved by local land services.

Council is co-ordinating internally on the project delivery. Discussions have also commenced with the funding bodies for a potential extension of time to allow for the delays that have been experienced to date with the weather and design.

RECOMMENDATION

That the report be received and noted.

10.27 INVESTIGATIONS INTO THE RE-DEVELOPMENT OF THE SONS OF THE SOIL SITE**File Number: S13-1****Author: Marina Colwell-Executive Support Officer****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

To advise of status of the possible re-development of the Sons of the Soil (SOTS) site negotiations.

BACKGROUND

Over the past months regular weekly progress meeting has been held with KPMG and various Council staff. The intent of the meetings is to investigate and provide further information required for the analysis.

(a) Relevance to Integrated Planning and Reporting Framework

I1.5.3 Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community Financial Considerations.

(b) Financial Considerations

Previous reports discussed the merit of the purchase of the site and provided preliminary investigation into the costings associated with the redevelopment of the Sons of the Soil Hotel, basic core assumptions were utilised for the modelling of costs associated with the project in the short and long term.

COMMENTARY

Council is being briefed by KPMG prior to the meeting and the report will be tabled following the briefing.

(a) Governance/Policy Implications

Council has a responsibility to comply with all legislative requirements.

(b) Legal Implications

In accordance with Section 23A of the Local Government Act 1993, Council should undertake a Capital Expenditure review of this project as it exceeds the \$1,000,000 threshold.

This threshold is not relevant in the event that council enters into a private partnership.

(c) Social Implications

The possible redevelopment of the Sons of the Soil site could serve as an anchor to commence the redevelopment / invigoration of the Coonamble CBD precinct. A reinvigorated CBD precinct would have a positive effect on the wider community.

(d) Environmental Implications

Nil

(e) Economic/Asset Management Implications

When considering increasing its building asset portfolio, Council needs to remain mindful of the financial impact that the assets will have on Council and its ability to service and maintain its existing assets.

(f) Risk Implications

There are some risk implications attached to this report.

CONCLUSION

Negotiations are continuing and a further report will be presented to the Council Meeting.

RECOMMENDATION

That Council note that a late confidential report will be submitted for consideration at the Council Meeting.

10.28 GENERAL MANAGER PERFORMANCE REVIEW

File Number: G2
Author: Marina Colwell-Executive Support Officer
Authoriser: Paul Gallagher, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is for Council to finalise the outcome of the General Manager's Annual Performance Review.

BACKGROUND

General Managers of New South Wales Councils are made accountable to their Councils primarily through their contract of employment. The provisions of those contracts are predominantly determined in accordance with the Standard Contract established under the *Local Government Act 1993*. That contract contains provisions requiring that the performance of the General Manager (GM) be reviewed at least annually.

(a) Relevance to Integrated Planning and Reporting Framework

NIL

(b) Financial Considerations

NIL

(a) Governance/Policy Implications

NIL

(b) Legal Implications

NIL

(c) Social Implications

NIL.

(d) Environmental Implications

NIL

(e) Economic/Asset Management Implications

NIL

(f) Risk Implications

NIL

RECOMMENDATION

That Council note that a late confidential report will be submitted for consideration at the Council Meeting.

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

Nil

12 CONFIDENTIAL MATTERS

RECOMMENDATION

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

12.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 13 September 2023

12.2 Box Ridge and Gulargambone Roads Renewal Project - TEN230712DJ

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.

12.3 MOU - Mob Built Panelised Building System Manufacturing & Construction in Coonamble

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.

13 CONCLUSION OF THE MEETING