



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 8 May 2024

Date: Wednesday, 8 May 2024

Time: 3.00 PM

**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 Wednesday, 8 May 2024 at 3.00 PM.

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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, 17 April 2024 be confirmed as a correct record of the proceedings of the meeting.



MINUTES

**Ordinary Council Meeting
Wednesday, 17 April 2024**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE SHIRE CHAMBER, COONAMBLE
ON WEDNESDAY, 17 APRIL 2024 AT 3.00 PM**

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

IN ATTENDANCE: Paul Gallagher (General Manager), Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure), Barry Broe (Director Community, Planning, Development & Environment), Jenni Maundrell (Executive Manager Corporate Governance), Marina Colwell (Executive Support Officer), Deborah Tatton (Manager Finance), Kylie Kerr (Manager Roads), Lesley Duncan (Manager Planning, Regulatory & Compliance), Mick Bell (Manager Parks & Urban Services), David Levick (Manager Economic Development & Growth), Sergei Iagunkov (Manager Water & Sewage)

1 OPENING MEETING

The Mayor opened the meeting at 3.10 pm, advising the attendees of the following:

The meeting is being livestreamed and/or recorded for on-demand viewing via Council's website and a person's image and/or voice may be broadcast;

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

Nil

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

Nil

5 DEPUTATION/DELEGATIONS

Nil

6 CONFIRMATION OF MINUTES**RESOLUTION 2024/67**

Moved: Deputy Mayor Adam Cohen

Seconded: Cr Barbara Deans

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 13 March 2024 be confirmed as a correct record of the proceedings of the meeting.

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

Against: Nil

CARRIED 7/0**7 DISCLOSURES OF CONFLICTS OF INTEREST**

Cr Barbara Deans declared a non-pecuniary conflict of interest with:

Item 10.12 Tooraweenah Road Upgrade – Monthly Status Update, 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 item.

Cr Adam Cohen declared a pecuniary interest in:

Item 12.3 Variation to Contract for Operational Services at Coonamble Pool – as he is part owner of the business operating the pool complex. He indicated that he would leave the room and not participate in the discussion on the item.

8 MAYORAL MINUTE**MAYORAL MINUTE****RESOLUTION 2024/68**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

Mayor Horan acknowledged the passing of Councillor Fishers' mother and ex-Councillor Hans Pokora and passed on his condolences to both families.

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL**SECTION B - MATTERS FOR INFORMATION ONLY****9 COMMITTEE REPORTS**

Nil

10 REPORTS TO COUNCIL**10.1 CORRESPONDENCE****RESOLUTION 2024/69**

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

10.2 LGNSW PRE-BUDGET SUBMISSION

RESOLUTION 2024/70

Moved: Cr Terence Lees

Seconded: Cr Pat Cullen

That Council receive and note the contents of this report.

CARRIED

10.3 COMMUNITY DEVELOPMENT

RESOLUTION 2024/71

Moved: Deputy Mayor Adam Cohen

Seconded: Cr Terence Lees

That Council receives and notes the information contained in this report.

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

Against: Nil

CARRIED 7/0

10.4 STATUS OF INVESTMENTS - MARCH 2024

RESOLUTION 2024/72

Moved: Deputy Mayor Bill Fisher

Seconded: Cr Pat Cullen

That Council notes the list of investments from 1 March 2024 to 31 March 2024 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, Adam Cohen, Bill Fisher, Pat Cullen, Barbara Deans, Terence Lees and Brian Sommerville

Against: Nil

CARRIED 7/0

10.5 RATES AND CHARGES COLLECTIONS - MARCH 2024**RESOLUTION 2024/73**

Moved: Deputy Mayor Adam Cohen

Seconded: Cr Terence Lees

That Council receive and note the information provided in the report.

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

Against: Nil

CARRIED 7/0

10.6 2023-2024 RELATED PARTY DISCLOSURE RETURNS**RESOLUTION 2024/74**

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That all Councillors and designated persons provide the General Manager with their duly completed “Related Party Disclosure by Key Management Personnel” forms by the end of July 2024.

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

Against: Nil

CARRIED 7/0

10.7 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**RESOLUTION 2024/75**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

That Council note the information in the report.

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

Against: Nil

CARRIED 7/0

10.8 PLANNING, REGULATORY & COMPLIANCE PROGRESS REPORT**RESOLUTION 2024/76**

Moved: Cr Pat Cullen

Seconded: Deputy Mayor Bill Fisher

That the Environment and Strategic Planning Progress Report be received and noted.In Favour: Crs Tim Horan, Adam Cohen, Bill Fisher, Pat Cullen, Barbara Deans, Terence Lees and Brian SommervilleAgainst: Nil**CARRIED 7/0****10.9 SECTION 7.11 DEVELOPER CONTRIBUTIONS PLAN****RESOLUTION 2024/77**

Moved: Cr Barbara Deans

Seconded: Deputy Mayor Bill Fisher

1. That Council adopt the draft Section 7.11 Developer Contributions Plan.In Favour: Crs Tim Horan, Adam Cohen, Bill Fisher, Pat Cullen, Barbara Deans, Terence Lees and Brian SommervilleAgainst: Nil**CARRIED 7/0****10.10 DRAFT RURAL LANDS STRATEGY****RESOLUTION 2024/78**

Moved: Deputy Mayor Bill Fisher

Seconded: Cr Terence Lees

That Council adopt the Draft Rural Land Use Strategy.In Favour: Crs Tim Horan, Adam Cohen, Bill Fisher, Pat Cullen, Barbara Deans, Terence Lees and Brian SommervilleAgainst: Nil**CARRIED 7/0**

10.11 WASTE REPORT**RESOLUTION 2024/79**

Moved: Cr Barbara Deans

Seconded: Deputy Mayor Adam Cohen

That Council receive and note the March Waste report.

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

Against: Nil

CARRIED 7/0

10.12 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE**RESOLUTION 2024/80**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

10.13 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS**RESOLUTION 2024/81**

Moved: Deputy Mayor Bill Fisher

Seconded: Cr Barbara Deans

That the information be received and noted.

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

Against: Nil

CARRIED 7/0

General Manager introduced two (2) new staff members, Director Community, Planning, Development & Environment Mr Barry Broe and Executive Manager Corporate Governance Mrs Jennifer Maundrell.

Council breaks for afternoon tea at 4.40pm.

The meeting resumed at 5.05pm.

11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

Nil

12 CONFIDENTIAL MATTERS**RESOLUTION 2024/82**

Moved: Deputy Mayor Bill Fisher

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 Variation to Contract for Operational services at Coonamble Pool

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.

12.2 Drought Resilience Plan - Request for Project Timeline extension and Contractor selection

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.

12.3 Expression of Interest to Lease Land for the Purpose of Farming Grazing.

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.

12.4 Coonamble Water Mains Replacement Program Update - Tooloon Street mains replacement project variation

This matter is considered to be confidential under Section 10A(2) - c and 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

CARRIED

At 5:05 pm, Deputy Mayor Adam Cohen left the room for the discussion and voting on the following item 12.1.

12.1 VARIATION TO CONTRACT FOR OPERATIONAL SERVICES AT COONAMBLE POOL

RESOLUTION 2024/83

Moved: Cr Barbara Deans

Seconded: Cr Pat Cullen

That Council replace clause 41 under item 'Costs' in the original contract document '*with season ticket revenue to be retained by council*' be removed and the following placed in the contract document '*with season ticket revenue to be retained by the contractor*'.

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

Against: Nil

CARRIED 6/0

At 5:06 pm, Deputy Mayor Adam Cohen returned to the meeting.

12.2 DROUGHT RESILIENCE PLAN - REQUEST FOR PROJECT TIMELINE EXTENSION AND CONTRACTOR SELECTION

RESOLUTION 2024/84

Moved: Deputy Mayor Bill Fisher

Seconded: Cr Barbara Deans

That Council

1. **Agree to the attached documents.**
 - (a) **Request for Project Timeline extension and amended Project Delivery Plan (27_3_2024)**
 - (b) **Minutes from tender selection meeting (6_2_2024)**
2. **Endorse the actions of the EO of the Far Northwest Joint Organisation in delivering the Regional Drought Resilience Plan on behalf of Coonamble Shire Council.**

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

Against: Nil

CARRIED 7/0

12.3 EXPRESSION OF INTEREST TO LEASE LAND FOR THE PURPOSE OF FARMING GRAZING.**RESOLUTION 2024/85**

Moved: Cr Pat Cullen

Seconded: Deputy Mayor Bill Fisher

- 1. That Council notes the information in this report.**
- 2. That Councils resolves to accept the highest single expression of interest received for the three (3) parcels of Council controlled land being:**
 - (a) The three paddocks at the Coonamble Aerodrome.**
 - (b) The part of the East Common.**
 - (c) The 'Meglo'.**
- 3. That, if no expressions of interest have been received, that Council recommences the process of seeking expressions of interest for the lease of the land.**

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

Against: Nil

CARRIED 7/0**12.4 COONAMBLE WATER MAINS REPLACEMENT PROGRAM UPDATE - TOOLOON STREET MAINS REPLACEMENT PROJECT VARIATION****RESOLUTION 2024/86**

Moved: Cr Terence Lees

Seconded: Cr Brian Sommerville

That Council:

- 1. Note the information contained within this report.**
- 2. Resolve to allocate a further \$132,000 to the 2023/24 Tooloon Street Water Main Replacement budget allocation to allow for completion of the project.**
- 3. Resolve to offset the increased allocation by reducing the current budget allocation to the following 2023/24 capital works budget allocations.**
 - a. Maule St Mains Replacement - \$25,000**
 - b. Coonamble WTP – Relining of Lagoon - \$107,000.**

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

Against: Nil

CARRIED 7/0

MOTION

RESOLUTION 2024/87

Moved: Deputy Mayor Bill Fisher
Seconded: Cr Pat Cullen

- 1. Due to the recent structural issues of the current museum building, that staff bring back a report on an interim site for the Coonamble Museum such as the Visitor Information Centre, or another suitable site.**
- 2. And a further report be bought back on a permanent site for the museum such as the old Fire Station, the SOTS/Tattersalls hotel site or another suitable site.**

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

Against: Nil

CARRIED 7/0

RESOLUTION 2024/88

Moved: Deputy Mayor Bill Fisher
Seconded: Cr Pat Cullen

That Council moves out of Closed Council into Open Council.

CARRIED

13 CONCLUSION OF THE MEETING

The Meeting closed at 6.34pm.

The minutes of this meeting were confirmed at the Council held on 8 May 2024.

.....
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

I am pleased to present to you the mayoral report for May 2024.

- **Anzac Day**

This years' Dawn Service was well attended by Veterans, family members of passed Veterans along with many of the local community. The Dawn Service provided an opportunity for quiet reflection in the peaceful moments before dawn.

Morning services were well attended by participants from the Primary School, St Brigid's School, Quambone Primary School and the High School, alongside representatives from the local Fire Brigade, Police Services and the Pony Club members on their horses.

- **Coonamble Show**

The local show will be held next week. The show promotes and celebrates agriculture and showcases the talents of our local people who display their exhibits and compete in events. It is a great opportunity for the community to connect and have fun. The community is reminded that there is fireworks, so prepare you pets.

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
18/04/24	Meeting with building owners (re Awnings)	P Gallagher		✓	✓
19/04/24	Media Release – Museum	P Gallagher		✓	✓
22/04/24	Coulton’s Catch Up – M Coulton MP 22 April 24	M Coulton	✓	✓	✓
29/04/24	Coulton’s Catch Up – M Coulton MP 29 April 24	M Coulton	✓	✓	✓
08/04/24	Response to S Halliday- Letter to GM re: SOTS	P Gallagher		✓	✓
08/04/24	Response to G Barry – Letter to GM re: SOTS	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 Report - May 2024 (under separate cover) 

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 reporting format from Infocouncil:

RECOMMENDATION

That Council notes the Council Resolution status (Annexure 1).

10.3 RATES AND CHARGES COLLECTIONS - APRIL 2024

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 April 2024.

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.

	29 April 2024	29 April 2024
Rates and Charges	\$2,905,494.16	\$2,270,950.85
Water Consumption	\$696,340.17	\$395,225.97
Total	\$3,601,834.33	\$2,666,176.82

COMMENTARY

Rates and Charges

	29 April 2024	30 April 2023
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	\$8,028,732.82	\$7,514,788.43
Pension Concession	-\$103,966.48	-\$105,681.23
Amounts collected as at 29 April 2024	-\$6,193,076.20	-\$6,158,193.68
Total Rates and Charges to be Collected	\$2,905,494.16	\$2,270,950.85

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 29 April 2024 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 \$103,966.48; reducing the amount of income derived

from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$46,784.92.

The rates and charges outstanding as of 29 April 2024 represent 31.57% of the total annual rates and charges levied (compared with 26.61% on 30 April 2023).

Water Consumption Charges

	29 April 2024	30 April 2023
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	\$1,155,781.03	\$412,409.47
Amounts collected as at 29 April 2024	-\$852,464.71	-\$346,943.83
Total Water Consumption Charges to be Collected	\$696,340.17	\$395,225.97

The water consumption charges outstanding as at 29 April 2024 represents 44.96% of the total water consumption charges levied (compared to 53.25% on 30 April 2023).

Council will note that the main factor contributing to the variation when comparing the two percentages is the timing of the levying of the 3rd quarter Water consumption charges. The 2024 figures include the 3rd quarter whilst at the same time in the 2023 financial year the 3rd quarter user charges had not been levied.

Debt Recovery Agency

During April 2024 Council staff have continued to liaise with Council's debt recovery agency with a view to continuing Council's process outlined within 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 29 April 2024 represent 31.57% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 26.61% on 30 April 2023). The water consumption charges as of 29 April 2024 represent 44.96% of the total water consumption charges outstanding and levied from previous years (compared to 53.25% on 30 April 2023).

RECOMMENDATION

That Council receive and note the information provided in the report.

10.4 STATUS OF INVESTMENTS - APRIL 2024

File Number: Investments General - I5
Author: Imogen Pawley-Finance Assistant
Authoriser: Bruce Quarmby, Director Corporate Services
Annexures: 1. Imperium Report April [↓](#) 

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 24 April 2024 after all maturing dates for investments had passed.

The total Capital Value of Investments as of 24 April 2024 is \$24,250,000. This is a decrease of \$3,000.00 from \$27,250,000 as of 31 March 2024. The decrease is due to large creditor payments for the following expenses:

- Contract road maintenance and renewal services.
- Progress payments on several capital renewal projects currently underway.
- Instalments of works completed on Limerick and Tooloon Street.

Monies of \$500,000 have been transferred to an online Saver account as an at call investment. It is treated as a different type of investment, therefore not included on the attached Imperium report. Leaving the total of investments shown below in the table.

INVESTMENTS	
Term Deposits (Imperium)	\$24,250,000
Saver Account	\$500,000
TOTAL	\$24,750,000

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 June 2023 the balance of unrestricted and unallocated cash (working funds) was \$45,000. However, it should be noted that Council is awaiting reimbursement of a substantial amount of grant funded expenditure that is currently recognised as a debtor. Once these funds have been received, Council's balance of working funds should return to a more favourable level. At the time of writing this report Council these amounts remain due and payable to council.

(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 March 2024 to 31 March 2024 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

01/04/2024 to 30/04/2024



Portfolio Valuation as at 30/04/2024

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-2	TD	GENERAL	At Maturity	02/08/2023	02/05/2024	5.3900	1,000,000.00	1,000,000.00	40,314.25	4,430.14
Unity Bank	Unrated	TD	GENERAL	At Maturity	18/11/2023	20/05/2024	4.9500	250,000.00	250,000.00	5,594.18	1,017.12
IMB Bank	A-2	TD	GENERAL	At Maturity	05/12/2023	05/06/2024	5.2600	2,000,000.00	2,000,000.00	42,656.44	8,646.58
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	11/06/2024	5.6800	1,000,000.00	1,000,000.00	46,062.47	4,668.49
NAB	A-1+	TD	GENERAL	At Maturity	21/08/2023	21/06/2024	5.1900	1,000,000.00	1,000,000.00	36,116.71	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	92,611.51	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	77,786.30	8,547.95
IMB Bank	A-2	FRTD	GENERAL	Quarterly	04/08/2022	06/08/2024	4.8492	1,000,000.00	1,000,000.00	11,425.51	3,985.64
NAB	A-1+	TD	GENERAL	At Maturity	05/02/2024	06/08/2024	5.1400	1,000,000.00	1,000,000.00	12,110.68	4,224.66
NAB	A-1+	TD	GENERAL	At Maturity	14/08/2023	14/08/2024	5.2500	1,000,000.00	1,000,000.00	37,541.10	4,315.07
NAB	A-1+	TD	GENERAL	At Maturity	08/11/2023	11/09/2024	5.3200	2,000,000.00	2,000,000.00	51,013.70	8,745.21
NAB	A-1+	TD	GENERAL	At Maturity	11/09/2023	11/09/2024	5.2000	1,500,000.00	1,500,000.00	49,791.78	6,410.96
Westpac	A-1+	TD	GENERAL	At Maturity	16/10/2023	16/10/2024	5.1300	2,000,000.00	2,000,000.00	55,656.99	8,432.88
Westpac	A-1+	TD	GENERAL	At Maturity	24/10/2023	24/10/2024	5.3100	1,000,000.00	1,000,000.00	27,641.10	4,364.38
Westpac	A-1+	TD	GENERAL	At Maturity	03/11/2023	04/11/2024	5.4600	1,000,000.00	1,000,000.00	26,926.03	4,487.67
Westpac	A-1+	TD	GENERAL	At Maturity	01/11/2023	06/11/2024	5.5400	2,500,000.00	2,500,000.00	69,060.27	11,383.56
NAB	A-1+	TD	GENERAL	At Maturity	07/12/2023	09/12/2024	5.2500	1,000,000.00	1,000,000.00	21,000.00	4,315.07
IMB Bank	A-2	FRTD	GENERAL	Quarterly	17/01/2022	16/01/2025	4.8500	1,000,000.00	1,000,000.00	1,860.27	1,860.27
TOTALS								24,250,000.00	24,250,000.00	705,169.28	103,487.70



Portfolio by Asset as at 30/04/2024

Asset Type: TD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
BOQ	A-2	TD	GENERAL	At Maturity	02/08/2023	02/05/2024	5.3900	1,000,000.00	1,000,000.00	40,314.25	4,430.14
Unity Bank	Unrated	TD	GENERAL	At Maturity	18/11/2023	20/05/2024	4.9500	250,000.00	250,000.00	5,594.18	1,017.12
IMB Bank	A-2	TD	GENERAL	At Maturity	05/12/2023	05/06/2024	5.2600	2,000,000.00	2,000,000.00	42,656.44	8,646.58
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	11/06/2024	5.6800	1,000,000.00	1,000,000.00	46,062.47	4,668.49
NAB	A-1+	TD	GENERAL	At Maturity	21/08/2023	21/06/2024	5.1900	1,000,000.00	1,000,000.00	36,116.71	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	92,611.51	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	77,786.30	8,547.95
NAB	A-1+	TD	GENERAL	At Maturity	05/02/2024	06/08/2024	5.1400	1,000,000.00	1,000,000.00	12,110.68	4,224.66
NAB	A-1+	TD	GENERAL	At Maturity	14/08/2023	14/08/2024	5.2500	1,000,000.00	1,000,000.00	37,541.10	4,315.07
NAB	A-1+	TD	GENERAL	At Maturity	08/11/2023	11/09/2024	5.3200	2,000,000.00	2,000,000.00	51,013.70	8,745.21
NAB	A-1+	TD	GENERAL	At Maturity	11/09/2023	11/09/2024	5.2000	1,500,000.00	1,500,000.00	49,791.78	6,410.96
Westpac	A-1+	TD	GENERAL	At Maturity	16/10/2023	16/10/2024	5.1300	2,000,000.00	2,000,000.00	55,656.99	8,432.88
Westpac	A-1+	TD	GENERAL	At Maturity	24/10/2023	24/10/2024	5.3100	1,000,000.00	1,000,000.00	27,641.10	4,364.38
Westpac	A-1+	TD	GENERAL	At Maturity	03/11/2023	04/11/2024	5.4600	1,000,000.00	1,000,000.00	26,926.03	4,487.67
Westpac	A-1+	TD	GENERAL	At Maturity	01/11/2023	06/11/2024	5.5400	2,500,000.00	2,500,000.00	69,060.27	11,383.56
NAB	A-1+	TD	GENERAL	At Maturity	07/12/2023	09/12/2024	5.2500	1,000,000.00	1,000,000.00	21,000.00	4,315.07
TD SUBTOTALS								22,250,000.00	22,250,000.00	691,883.49	97,641.78



Asset Type: FRTD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
IMB Bank	A-2	FRTD	GENERAL	Quarterly	04/08/2022	06/08/2024	4.8492	1,000,000.00	1,000,000.00	11,425.51	3,985.64
IMB Bank	A-2	FRTD	GENERAL	Quarterly	17/01/2022	16/01/2025	4.8500	1,000,000.00	1,000,000.00	1,860.27	1,860.27
FRTD SUBTOTALS								2,000,000.00	2,000,000.00	13,285.79	5,845.92



Portfolio by Asset Totals as at 30/04/2024

Type	Capital Value (\$)	Face Value (\$)	Accrued (\$)	Accrued MTD (\$)
TD	22,250,000.00	22,250,000.00	691,883.49	97,641.78
FRTD	2,000,000.00	2,000,000.00	13,285.79	5,845.92
TOTALS	24,250,000.00	24,250,000.00	705,169.28	103,487.70

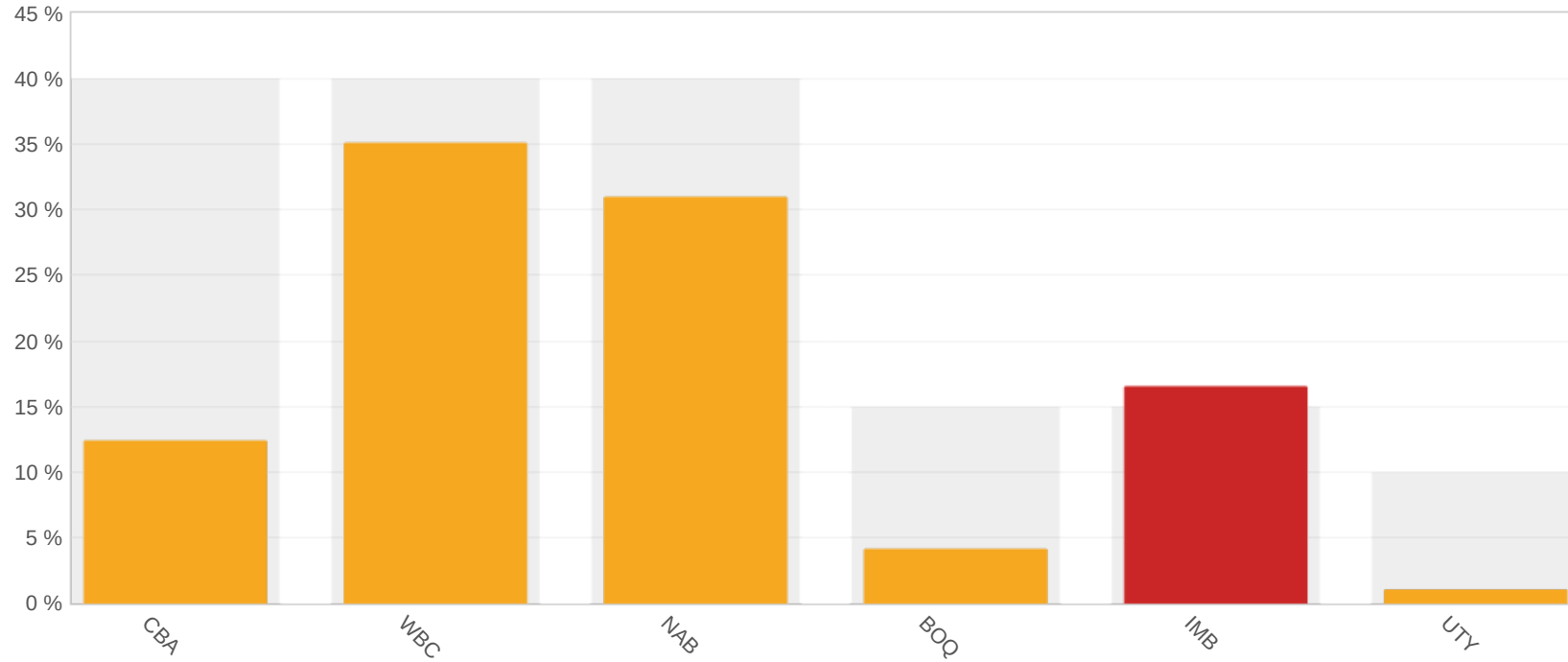


Counterparty Compliance as at 30/04/2024

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested (\$)	Invested (%)	Limit (%)	Limit (\$)	Available (\$)
✓	Commonwealth Bank	Short	A-1+	3,000,000.00	12.37	40.00	-	6,700,000.00
✓	Westpac	Short	A-1+	8,500,000.00	35.05	40.00	-	1,200,000.00
✓	NAB	Short	A-1+	7,500,000.00	30.93	40.00	-	2,200,000.00
✓	BOQ	Short	A-2	1,000,000.00	4.12	15.00	-	2,637,500.00
✗	IMB Bank	Short	A-2	4,000,000.00	16.50	15.00	-	-362,500.00
✓	Unity Bank	Short	Unrated	250,000.00	1.03	10.00	-	2,175,000.00
TOTALS				24,250,000.00	100.00			

Counterparty Compliance - Short Term Investments



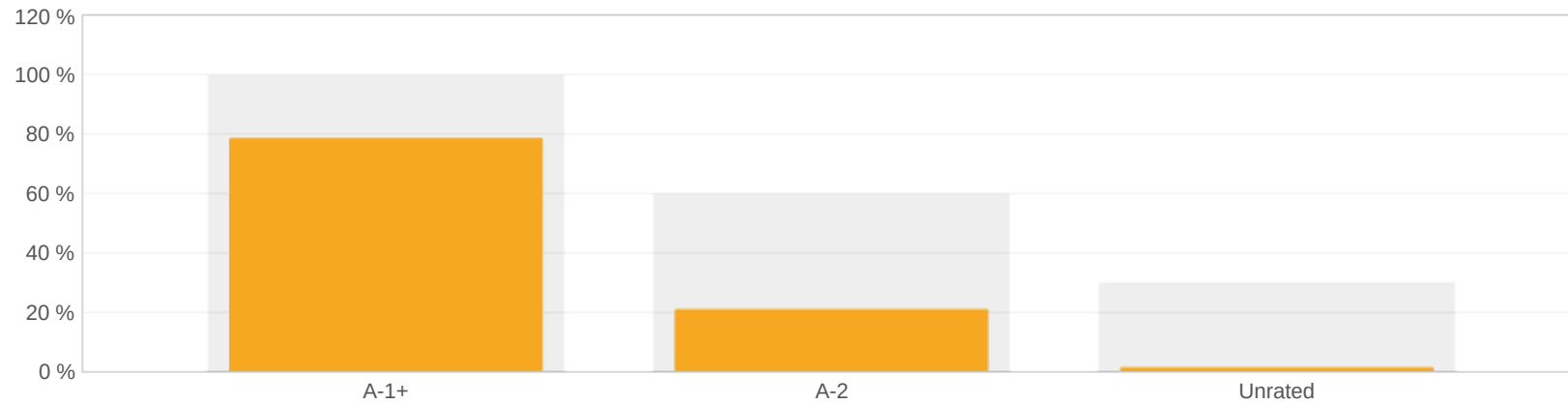


Credit Quality Compliance as at 30/04/2024

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	A-1+	19,000,000.00	78.35	100.00	5,250,000.00
✓	A-2	5,000,000.00	20.62	60.00	9,550,000.00
✓	Unrated	250,000.00	1.03	30.00	7,025,000.00
TOTALS		24,250,000.00	100.00		

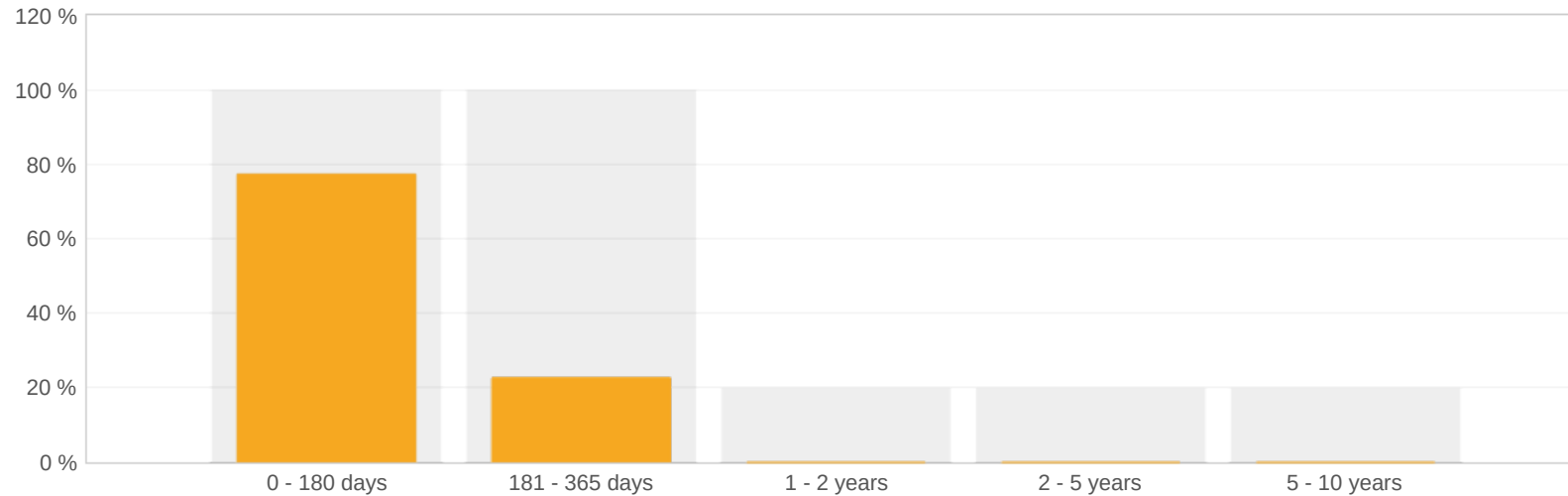
Credit Quality Compliance - Short Term Investments



Maturity Compliance as at 30/04/2024

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 180 days	18,750,000.00	77.32	0.00	100.00	5,500,000.00
✓	181 - 365 days	5,500,000.00	22.68	0.00	100.00	18,750,000.00
✓	1 - 2 years	-	0.00	0.00	20.00	4,850,000.00
✓	2 - 5 years	-	0.00	0.00	20.00	4,850,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	4,850,000.00
TOTALS		24,250,000.00	100.00			

Maturity Compliance



10.5 CORPORATE GOVERNANCE PROGRESS REPORT

File Number: G9-1

Author: Jenni Maundrell-Executive Manager Corporate Governance

Authoriser: Paul Gallagher, General Manager

Annexures: Nil

PURPOSE

To provide Council a progress report on Corporate Governance.

EXECUTIVE SUMMARY

The Corporate Governance division of Council includes all governance matters, human resources/people and culture, WHS and risk management.

BACKGROUND

(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.

Further, the Corporate Governance section of Council oversees compliance with the Integrated Planning and Reporting Framework.

(b) Financial Considerations

Nil in relation to this report.

COMMENTARY

Corporate governance

Audit, Risk and Improvement Committee

Following the initial meeting of the Audit, Risk and Improvement Committee (ARIC) on 22 February 2024, progress has been made to appoint the two independent members. At the time of writing this report, applications have been assessed and shortlisted candidates are due to be interviewed. Recruitment was done in conjunction with Gilgandra Shire Council as the two councils are sharing a committee. The next ARIC meeting is scheduled for 4 June 2024.

Internal Audit

Council's approach to internal audit is in line with the Office of Local Government's *Guidelines for Risk Management and Internal Audit for Local Government in NSW*. An audit plan for 2024 has been developed and audits will be conducted externally, in line with International Professional Practices Framework and to best ensure the independence of the audit.

Integrated Planning and Reporting

Council is currently compliant with the Integrated Planning and Reporting (IPR) schedule, with the next items falling due by 30 June 2024; those items are adoption of the annual Operational Plan and provision to Council of the six-monthly Delivery Program progress report.

Policy Review

Council has been undertaking an extensive review of its policies, with most adopted policies being quite dated. A register of policies is kept, with the aim to review all Council policies within 12 months of the local government election in September 2024.

Due to the time lapsed since a comprehensive review of policies was last undertaken, there are some instances where policies are out of date or Council does not have policies that are mandated by the State Government, such as a Data Breach Policy. Those policies that are out of date or missing have been prioritised in the review program and work has commenced on drafting policies to bring Council up to date on compliance with legislative requirements.

People and Culture

The People and Culture division is working through the annual staff appraisal cycle. Additionally, this division is working with all of Council to facilitate the transition of the waste kerbside collection services to in-house. All staff have been allocated times to attend Code of Conduct training in May 2024.

Work, Health and Safety and Risk Management

Work Health and Safety

Significant achievements in this area include closing of an Improvement Notice in relation to Magometon Quarry due to the acceptance of improvements made to systems and practices.

Risk Management

Council's Risk Specialist has produced a high volume of documents, including a draft risk appetite statement, risk management implementation plan, risk management manual, and Project Works risk register.

(a) Governance/Policy Implications

Governance impacts all of Council's operations.

(b) Legal Implications

As outlined above (see 'Policy Review'), and as noted by Council at Item 10.23 of 13 March 2024 (Resolution 2024/59), Council is currently not compliant with a number of legislative requirements. While a formal risk appetite is yet to be adopted, it is assumed that Council should take a low-risk or risk-averse approach to non-compliance with legislation; the current situation inherently places Council in a high-risk environment.

(c) Social Implications

NA

(d) Environmental Implications

NA

(e) Economic/Asset Management Implications

NA

(f) Risk Implications

See 'Legal Implications'.

CONCLUSION

As noted in the March 2024 report on governance, the appointment of professional staff to critical roles is allowing Council to continue its improvement with compliance and good governance practices. The appointment of executive and management staff in this area is now complete.;

RECOMMENDATION

That Council receive and note the Corporate Governance Progress Report.

10.6 RISK MANAGEMENT

File Number: R7
Author: Noel Chalibbulaca-Risk Management Specialist
Authoriser: Paul Gallagher, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is to advise the Council of the status of Enterprise Risk Management (ERM) at Coonamble Shire Council. It also serves to ask the Council to adopt and approve the proposed:

- a) Risk Appetite Statement, and
- b) Risk Management Framework.

EXECUTIVE SUMMARY

Coonamble Shire Council's current risk management arrangements are inadequate and must be remodelled after the legislative requirements and the AS ISO 31000:2018 - Risk management—Guidelines. This work has commenced, part of which now requires the Council's consideration and approval of two documents, namely, Risk Appetite Statement and Risk Management Framework.

For Council's Risk Management Framework to be appropriately transformed to the required standard, it is expected that the redesigning and restructuring work will be completed by the end of February 2025. However, as risk management is a continuous process, implementation of the risk management framework will continue in the form of risk management activities.

BACKGROUND

Councils in NSW are required under The Local Government Act 1993 (Act), the Local Government (General) Regulation 2021 (Regulation) and the Risk Management and Internal Audit for Local Government in NSW Guidelines 2023 to have:

- an audit, risk and improvement committee that continuously reviews and provides independent advice to the council on how it is functioning and managing risk.
- a robust risk management framework that accurately identifies and mitigates the risks facing the council and its operations, and
- an effective internal audit function that provides independent advice as to whether the council is functioning effectively and the council's internal controls to manage risk are working.

1. Audit, Risk and Improvement Committee

Under section 428A of the Local Government Act, ARIC must 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.

For the purposes of improving Council's performance of its functions, ARIC should provide information to the Council.

Council has appointed a joint Chair with Gilgandra Shire Council but is yet to appoint two independent members. ARIC Committee comprises:

- Chair (1)
- Independent Members (2)
- Councillor (1)

Voting members of the committee will be the chair plus two independent members (so three voters in total). The councillor is a non-voting member. In attendance may be the General Manager, Directors, Executive Manager Corporate Governance, and the Executive Assistant (as secretariat).

2. Risk Management Framework

According to "Guidelines for Risk Management and Internal Audit for Local Government in NSW 2023":

- Councils and joint organisations have until 1 July 2024 to establish a risk management framework.
- Each council and joint organisation must implement a risk management framework that is consistent with current Australian standards for risk management, and appropriate for the council's risk.

For the risk management framework to be meaningful:

- Council must accept responsibility and accountability for risk management in the council.
- Council's risk management framework must be appropriate and consistent with the accepted Australian risk management standard.
- Risk management must become an integral part of all council management, operations, functions, and activities and should be clear who is responsible for managing each risk.
- Council must support the development of a positive risk culture.

- Council must regularly review the risk management framework and flexibly adapt the risk management activities to suit their operations and risk profiles.
- Council must be accountable to the community for complying with its statutory obligation to adopt and maintain a risk management framework.

Council management has drafted a proposed Risk Management Framework and a Risk Appetite Statement and is seeking the review and approval of the Council. More documentation will be developed over the coming months to support the Framework.

3. Internal Audit Function

According to “Guidelines for Risk Management and Internal Audit for Local Government in NSW 2023”:

- Each council and joint organisation must have an independent internal audit function that reports to the audit, risk and improvement committee and is consistent with current international standards for internal audit.
- The internal audit function is to provide an independent unbiased assessment of council’s operations and risk and control activities.

The guiding principles for internal audit are:

- The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for the council.
- The internal audit function has access to all council information necessary to fulfil its role and responsibilities.
- The internal audit function is appropriately positioned in the council’s governance framework to ensure its work complements the work of other internal and external assurance providers.
- The internal audit function has a comprehensive work plan linked to the council’s strategic objectives and current and emerging risks.
- The audit, risk and improvement committee receives relevant and timely advice from the internal audit function to ensure the committee can fulfil its role and responsibilities.
- The internal audit function operates in a manner consistent with accepted international standards.
- The work of the internal audit function is thoroughly planned and executed, risk based, client-focused and linked to the council’s strategic goals.
- The internal audit function adds value to the council and is held accountable by the committee and governing body for its performance.
- Each council is accountable to the community for the effective implementation of its internal audit function.

Internal Audit function is to possibly be shared with Gilgandra Council.

(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.
- Integrating risk management relies on an understanding of organizational structures and context.
- Risk should be managed in every part of the organization's structure. Everyone in Council has responsibility for managing risk.
- Integrating risk management into Council is a dynamic and iterative process and should be customized to its needs and culture.
- Risk management should be a part of, and not separate from, Council's purpose, governance, leadership and commitment, strategy, objectives and operations.
- Risk management planning and programs can prevent financial losses, ensure regulation compliance, and improve business planning when correctly implemented.

(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.
- It is not expected that carrying out risk management activities will financially become onerous to Council.
- Risk management can save Council from financial losses.
- Risk management helps improve the quality of decision-making financially.

COMMENTARY**1. ARIC****1.1. ARIC Membership**

Gilgandra and Coonamble Shire Councils want to appoint two independent members. According to the current timelines, the two should be appointed by the end of May 2024.

1.2. ARIC Meeting 22 February 2024

According to the earlier report by the Director - Community, Planning, Development and Environment, Council completed a comprehensive report to the ARIC Committee. That report included:

- Coonamble – ARIC
- Staff Status
- Councillors Training

- Policies and Program
- Financial
- External Audit
- Internal Audit
- Risk Management
- OLG Calendar of Compliance & Reporting
- Statement of Performance Measures
- Known Exposure

1.3. Coonamble - ARIC

- Councillor Barbara Deans is the non-voting member of ARIC from Coonamble Council.
- As noted earlier, two (2) Independent Members are yet to be appointed.
- An ARIC Independent Members Information Pack had been prepared to enable calling of an Expression of Interest for the two positions. The Information pack comprises:
 - Expression of Interest
 - Information Pack
 - ARIC Terms of Reference
 - Internal Audit Charter
 - Draft Annual Work Plan
- Action plan - the earlier report by the Director - Community, Planning, Development and Environment stated that An Action Plan had been prepared. See details in report: "10.21 Audit, Risk & Improvement Committee, File Number: C6-19".

2. Risk Management

Coonamble Shire Council, like all other Councils within NSW, is required to manage its strategic and operational risks and implement a risk management framework which is consistent with the current Australian risk management standard. The framework must be suitable for the risks Council faces in its own context. To achieve this, it must apply the principles, comprise the components and follow the process established by the Australian Standards (AS), which are also the standards set by the International Organisation for Standardisation (ISO).

The requirements by the current AS ISO 31000:2018 - Risk management—Guidelines are summarised in [Figure 1](#) below:

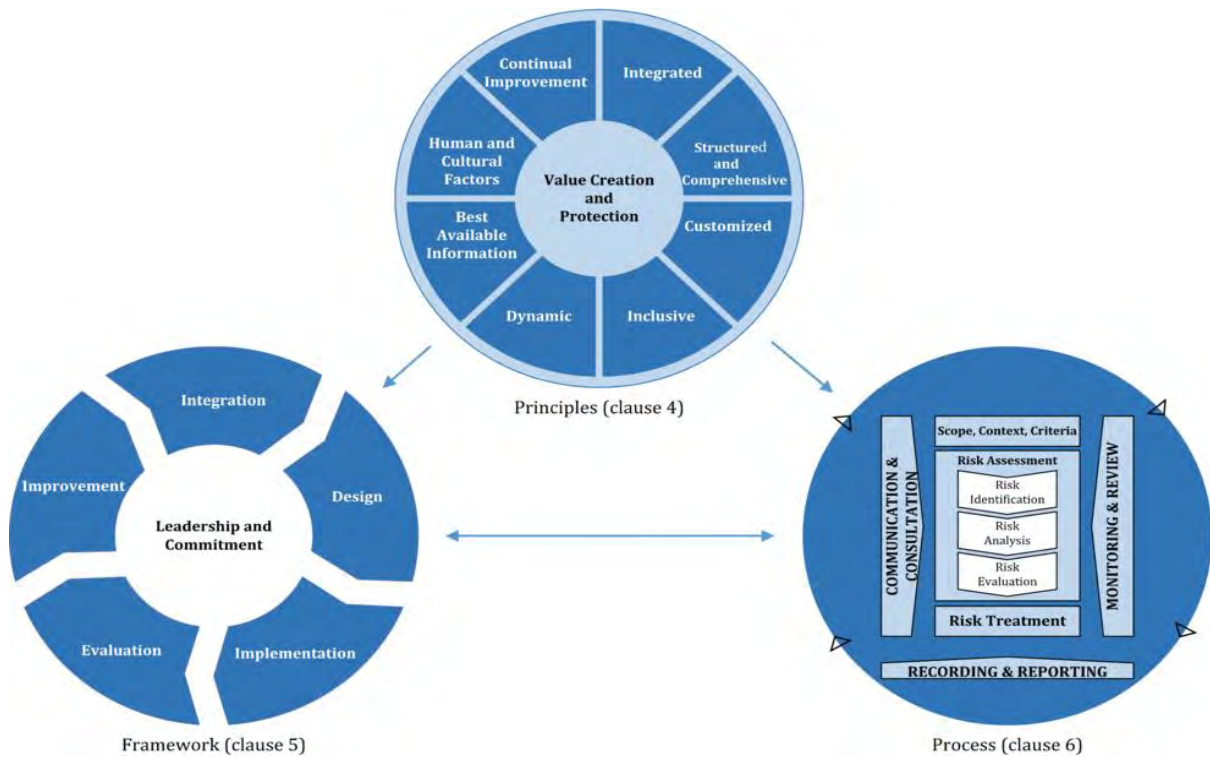


Figure 1 Risk management principles, framework and process.

The [Figure 2](#) below illustrates the summary of documentation required to meet legislative requirements and industry standards (this is not the individual documents but just the groups of documents).

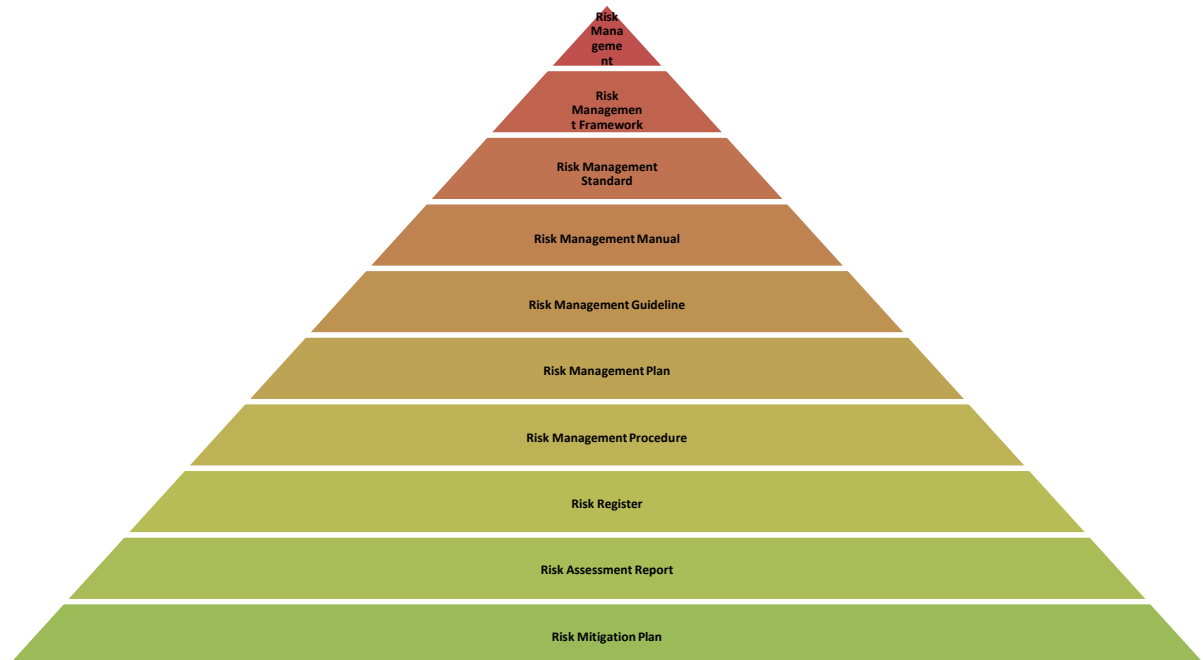


Figure 2 Basic structure of risk management documents.

2.1. Consultation During Document Development

The AS ISO 31000:2018 - Risk management—Guidelines requires council to establish an approved approach to communication and consultation to support the framework and facilitate the effective application of risk management. Communication involves sharing information with relevant stakeholders while consultation involves participants providing feedback with the expectation that it will contribute to and shape decisions or other activities. “Communication and consultation should be timely and ensure that relevant information is collected, collated, synthesised and shared, as appropriate, and that feedback is provided, and improvements are made”. This requirement applies to the process during document development as well as during implementation phase.

Accordingly, stakeholders within Council will be involved during document development in many ways including:

- Reviewing documents
- Identifying critical functions of council
- Identifying strategic risks – for the strategic risk register
- Identifying operational risks – for the operational risk register

While a suite of documents for managing project risk – including general project risk register - will be developed, project risks will suitably be documented as the project is identified.

2.2. Completed Work

So far, Council has developed several risk management documents that meet the AS ISO 31000:2018 - Risk management—Guidelines. They include:

- Risk Management Document Control Register
- Risk Management Document and Records Management Procedure
- Risk Management Procedure
- Risk Assessment Worksheet
- Risk Treatment Plan Template
- Risk Management Document Review Form
- Risk Management Document Communique Form
- Risk Management Framework
- Risk Management Implementation Plan
- Risk Management Document Development Template
- Project Works Risk Register (interim/working Draft)
- Risk Appetite Statement
- Risk Management Manual

“Risk Management and Internal Audit for local government in NSW Guidelines of November 2023” requires Councils and joint organisations to establish a risk

management framework by 1 July 2024. Because of this, the Council is here by requested to review and adopt two documents, namely:

- Risk Management Framework, and
- Risk Appetite Statement.

The risk management implementation plan contains the risk management activities that implements the framework and the appetite statement.

2.3. Work in Progress

Council is progressively developing more documents that will ensure the successful implementation of the risk management framework and the risk appetite statement. These documents will ensure that the implementation plan is working as scheduled. They include:

- Risk Management roles, authorities, responsibilities, and accountabilities
- Continuous improvement policy
- Strategic risk register
- Operational risk register
- Business Continuity Plan (BCP)
- Business Continuity Plan Subplans (BCPSPs)
- Risk management training package(s)

Other works to be undertaken in due course include:

- Migrating risk registers to an online management system
- Training stakeholders on how to use risk registers
- Training stakeholders on Business Continuity Plans and respective Subplans
- Business Continuity Plan drills/Testing. This will best be accomplished by involving a third party / consultant to facilitate the process.

2.4. Coonamble Shire Council Risk Maturity Target

Coonamble Shire Council's risk journey has just begun. There is a lot of work that still needs to be done for Council to navigate its way up the risk maturity ladder. This work involves both systems design and development as well as systems integration and implementation in the day-to-day activities of Council. Besides, there is need to make risk management understandable to Council staff and other relevant stakeholders. The [Figure 3](#) below shows where we are and where we want to be.

	Assessment Criteria	Strategy and governance	Process	Systems & Intelligence	Monitoring and Review	Culture
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Maturity Scale</p> <p style="text-align: center;">↑ We want to be here</p> <p style="text-align: center;">↓ We are here</p>	Optimised	Leading edge, aligned risk management and mitigation strategies in place. Accountability and responsibilities for risk management functions clearly defined. Audit and Risk Committees committed to regular assessment of the risk management function. Three lines of defence articulated and implemented. Risk management incorporated in daily operations. Risk appetite and tolerance levels communicated.	Loss Prevention and risk management processes are standardised and integrated organisation-wide. Proactive audit and program compliance enforcement exists. Formal and comprehensive program of stress testing is conducted regularly on all key risks. Risk management process is auditable. Key Risk Indicators (KRIs) are used extensively across the organisation. Best practices achieved for risk management.	Highly automated and reliable information sharing capability organisation-wide enabling quick response, remediation and mitigation of risk incidents/issues. Fully integrated and advanced enterprise risk management (ERM) system. Use of sophisticated tools and data collection to quantify risks. Predictive analytics used extensively across the risk management framework.	Aligned strategic methodologies that emphasise continuous improvement exist. Fully implemented formal escalation process for all key risks across the organisation on a real time basis is fully implemented and working. Risk appetite delegations exist for all levels of the agency and used as a basis for risk acceptance or rejection. Governing Board and executive management oversight and monitoring visible.	Risk profiles linked to corporate and strategic goals. Governing Board and Executive management leading in risk management consciousness. Leading in key risk indicators which are related to strategic and corporate goals. There is a clear ownership of all risks and controls. Risk is considered an opportunity as well as a threat. Risk management is seen as an enabler. Staff have some component of their personal KPIs related to risk.
	Consistent-Implemented	Strategic and risk management plans and policies drive actions in all levels of the organisation. There is organisation buy-in of risk management procedures. Chief Risk Officer or equivalent appointed.	Risk management processes standardised and enforced at all levels. Stress testing used in risk quantification and contingency planning. Risk management practices deliverables sustained. KRIs used as an early warning system.	A single main ERM system. High quality reporting of risk incidents and issues available through enabling technology solutions depending on the size and needs of the organisation. Improved controls and compliance reporting available for resource deployment and decision making.	Targeted and specialised programs focusing on elimination of root causes of loss/risk incident implemented. Exception reporting and predictive analysis improves resource allocation.	The Governing Board has a specific focus on risk management at all audit and risk committee meetings. Risk incidents are dealt with consistently. Risk management is an explicit part of business planning. Effective education and communication strategies integrated into organisations' governance and risk programs.
	Consistent-Designed	Annual risk management plans created. Risk appetite statement and risk tolerance established. There is a well articulated risk management methodology together with relevant policies. No specific procedures exist. The three lines of defence are recognised across the organisation.	Risk and risk components are defined. Risk management processes defined at the business unit or division level. Aggregated KRI reports are produced. KRIs include some leading indicators.	Some capacities to track key milestones and compliance. coverage of data is not extensive and not real time. Some availability of risk incidents, issues and trend reports. Risk analytics process not fully implemented across the organisation.	Formalised risk monitoring and review methodologies allow improved analysis and response for critical decision making. Effective system of formal risk incident reporting and tracking and data repositories. Formal escalation process for risk related matters exist but not fully operational.	Systematic risk monitoring. The ERM framework includes the requirement for all risks and controls to have an assigned owner. Most employees are neutral regarding the value of risk management as it is not fully understood or practiced. Process of including risk related staff KPIs not fully embedded.
	Inconsistent	There is a high level risk management methodology articulated. There is a separate audit function but no separate risk management function. Risk appetite statement is articulated qualitatively and no reporting exists.	Risk management processes and control management applied inconsistently. Some use of risk management and control assessment templates and risk register. Controls testing on an ad hoc basis.	A range of systems used with minimum tailoring capability. No integration of risk systems. Reports produced from various systems in excel and word. Limited analytics on historical data. Compliance and performance measured manually on annual basis.	Simple tools used inconsistently. Risk management often captured on spreadsheet and risk control strategies reliant on "word of mouth" delivery. Some areas of the organisation use risk incidents and issues to develop actions but are applied inconsistently.	The Governing Board discusses some risk matters but there is no specific agenda item for risk. Some risks do not have specific owners. Poorly communicated, risk management may be misunderstood and taken as proxy for conservatism and risk avoidance. Some risk related KPIs while some qualitative.
	Initial	Risk not addressed as a strategic opportunity. The organisation provides little risk management direction.	No standard Risk Management processes and procedures. No definition formalised and communicated to staff. Lack of operational controls leads to uncontrolled risk loss. Risk management often ad-hoc and reactive. No formal KRI process to track current levels of risk.	Critical information not available. No capacity to track risk management and exposure through incidents and events. No capacity to evaluate operational controls and compliance. Compliance and performance measured sporadically. Manual reporting with limited data integrity. No capability to conduct analytics.	Governing Board and senior management have no, or a very small level, of involvement in risk related matters. No risk compliance or performance monitoring methodology. No process for continuous improvement for risk management in the organisation. Unable to achieve predictive analysis.	No formal risk management and mitigation strategy. There is no clear ownership of risks and controls. Risk management serves to achieve organisational compliance. Risk management is considered a hindrance and an overhead.

Figure 3 Risk maturity.

2.5. Post Systems Development Work

When the risk management system development is completed, the implementation plan will fully take effect. A schedule of activities has been prepared to ensure the seamless implementation of risk management. Examples of post systems development work include:

- Reviewing the currency, relevance and effectiveness of policy, framework and risk appetite statement
- Reviewing risks and controls in risk registers
- Identifying new or emerging risks
- Conducting risk assessments as required for major new or altered activities, processes, or events.
- Ensuring risk owners and other staff are aware of the risk management process and their obligations.
- Ensuring risk management performance of risk owners are assessed regularly.
- Timely and appropriate reporting on risk management

3. Internal Audit

Three options are available to Council regarding internal audits, namely:

- In-house internal audit function,

- Outsourced internal audit function, and
- Shared internal audit function.

From a risk management perspective, all the three options have pros and cons. What is essential is understanding and managing the risk involved when dealing with each option. Regardless of which option Council chooses, coordinating the audit function requires well developed skills and competences.

(a) Governance/Policy Implications

- New policies and procedures are being developed.
- Enhanced governance.
- Informed decision-making enhancements.
- Risk management can improve planning.
- Risk management demonstrates leadership.
- Risk management can improve worker productivity.
- Continuous Improvements.
- Risk management can improve employee morale and retention.

(b) Legal Implications

- Risk management ensures compliance with legislation and standards.
- Risk management can prevent legal liability.
- Identify legal threats and opportunities.
- Put into practice legal risk controls.

(c) Social Implications

- Building trust.
- Risk management can enhance Council's reputation/image.
- Risk management helps to proactively identify and control threats and vulnerabilities that could impact Council negatively.
- Risk management can improve stakeholder satisfaction.

(d) Environmental Implications

Managing risk in a structured way will help Council:

- Better identify, assess, and control risks that could impact air, land, water and groundwater, as well as harm caused by noise.
- Prevent harm to human health and the environment.
- Comply with environmental duties and obligations.
- Meet community expectations.

(e) Economic/Asset Management Implications

- Loss Reduction
- More accurate project projections
- Earlier identification of at-risk projects
- Increased Return on Investment (ROI)
- Risk management can help to reduce workers' compensation costs.
- Improved efficiency by understanding equipment utilization.

(f) Risk Implications

- Risk management can prevent financial losses, ensure regulation compliance, and improve business planning when correctly implemented.
- Increased opportunity for identifying and avoiding risks.
- Risk management can save lives.
- Risk management helps to create a safe work environment.
- Risk management can reduce business interruption costs.

CONCLUSION

The approval of the draft Risk Management Framework and the Risk Appetite Statement before the end of June 2024 will enable Coonamble Shire Council to comply before the given deadline. It is also acknowledged that meeting the Australian Standard fully will be achieved in due course.

RECOMMENDATION**That Council:**

- 1. Notes the progress made in ensuring that Council complies with the Risk Management and Internal Audit for local government in NSW.**
- 2. Approves the Risk Management Framework.**
- 3. Approves the Risk Appetite statement.**

10.7 OPERATIONAL PLAN 2024-25 FOR PUBLIC EXHIBITION

File Number: C8

Author: Deborah Tatton, Manager Finance & Procurement

Authoriser: Paul Gallagher, General Manager

Annexures: 1. **Operational Plan Draft Estimates 2024-25 (under separate cover)** 📄

PURPOSE

The purpose of this report is to seek Council’s approval to place the draft Coonamble Shire Council Operational Plan 2024-25 on public exhibition for 28 days to invite comments/submissions from the community. Please refer to the Annexure included under separate cover relating to this report.

BACKGROUND

NSW Councils are required to have a Community Strategic Plan (CSP) as part of their Integrated Planning and Reporting Requirement (IP&R). The CSP is the highest-level plan that a Council will prepare. The purpose of the CSP is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Council with and on behalf of the community.

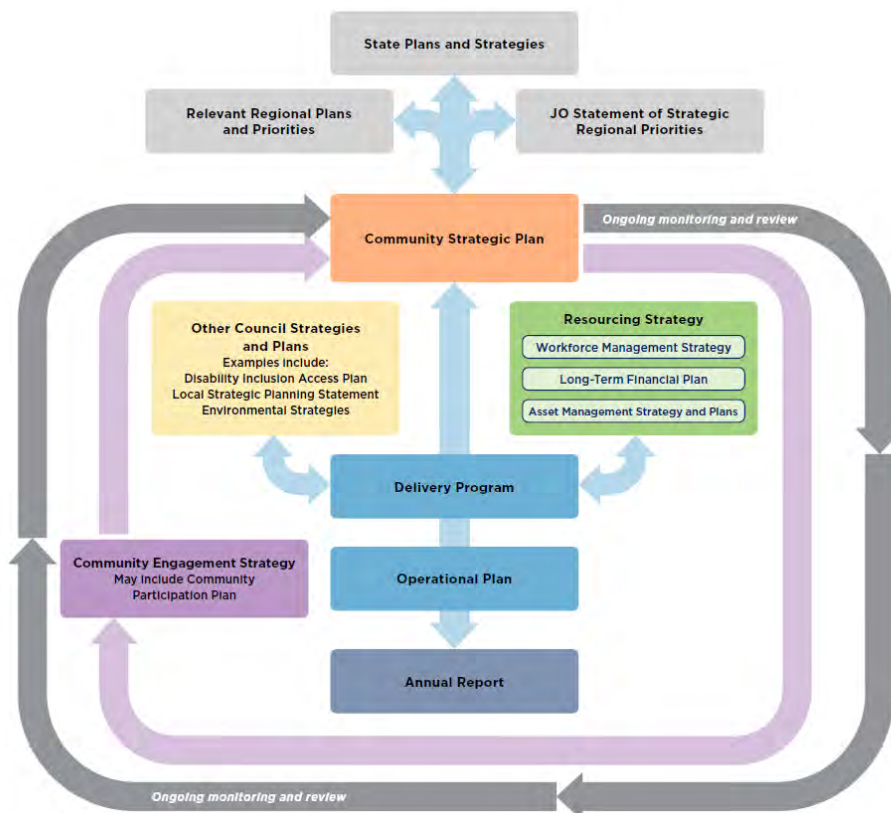


Figure 1: IP&R Framework

Integrated Planning and Reporting Framework

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

The main components include:

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

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

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

COMMENTARY

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

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

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

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

2. Draft Operational Plan (2024 to 2025)

Draft Operational Plan Executive Summary

Council's draft 2024-25 Operational plan provides a direct link to the four (4) year Delivery Program and, in turn, the Community Strategic plan. The Program is set out in the five (5) key areas of Our People, Our Infrastructure, Our Economy, Our Environment, Our Leadership: each area with a series of objectives, goals, strategic and specific actions along with performance measures.

Council's draft Budget comprises the following:

- | | |
|-------------------------------|--------------|
| • Operational Revenue of | \$35,093,681 |
| • Operational Expenditure of | \$35,102,365 |
| • Capital Expenditure of | \$35,807,156 |
| • Loan Repayments (Principal) | \$ 48,663 |

The 2024-25 draft Budget as tabled, presents Council with an operational surplus of \$8,685. Council should note that main contributing factor to this result is the increase in the amount of operational grants that Council will receive in the 2024-25 financial year.

Whilst the draft Budget result, reflects an operational small surplus, several factors have influenced this result, including an increase in insurance premiums, the legislated requirement of Council to have an Internal Audit function, coupled with the assumption of a 4.5% increase in Council general rates income.

Council's planned capital expenditure budget of \$35,807,156 can be broken down into the following classes:

- | | |
|-------------------------------|---------------|
| • Information Technology | \$ 107,300 |
| • Cemetery | \$ 82,632 |
| • Environment | \$ 1,015,000 |
| • Public Order and Safety | \$ 20,000 |
| • Plant Acquisitions | \$ 2,165,980 |
| • Council Buildings | \$ 1,275,050 |
| • Sport and Recreation | \$ 2,014,728 |
| • Transport and Communication | \$ 20,287,566 |
| • Ancillary Road Facilities | \$ 100,000 |
| • Economic Services | \$ 3,700,035 |
| • Water Supply | \$ 758,750 |
| • Sewer Supply | \$ 2,247,300 |

Draft Operational Plan Background

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

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

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

Draft Operational Plan Commentary

The Operational Plan consists of a "written part" where strategies and actions have been developed for the 2024-25 financial year to achieve the goals and objectives that have been identified in the Community Strategic Plan and the Delivery Programme. The "financial part" of the Operational Plan provides for the financial resources to enable Council to implement the strategies and actions as set out in the Operational Plan for 2024-25.

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

The Draft 2024-25 Budget as presented to Council is broken down into two major components; the first being the Operational Budget, which deals with the day-to-day operations of the Council. The other component as presented is the Non-Operational component; this section covers Council's Capital Works Budget and other transactions that affect its financial position (Balance Sheet).

As discussed at the Council's budget workshop, the draft Operational surplus of \$8.685, is broken down into the following results for each of its three (3) funds.

Draft Budgeted Operations Result for 2024-25	\$8,685
-----------------------------------------------------	----------------

Comprised of the following fund results

General Fund	(\$657,031)
Water Fund	\$276,601

Sewerage Fund \$ 389,115

Council's draft Non-Operational Budget result for 2024-25 is summarised in the table below:

Draft Budgeted Non-Operational Result for 2024-25	\$9,258,877
----------------------------------------------------------	--------------------

Comprised of the following fund results

General Fund	\$8,593,161
Water Fund	\$276,601
Sewerage Fund	\$389,115

In preparing the 2024-25 draft Budget for consideration it was necessary to base the predicted levels of income and expenditure on a range of core financial assumptions. These assumptions are based on prior results and staff research. Dealing first with Council's Income streams the following assumptions were used:

- The full rate peg increase of 4.5% has been applied to Council's General Rate Revenue.
- Based on the current pricing structures and associated system costs, Council's Water Access Charges and User Charges have been increased as follows in line with Long Term Financial Plan:

	<u>Access Charge</u>	<u>User Charge</u>
Coonamble	5% increase	10% increase
Gulargambone	2.5% increase	4.0% increase
Quambone	2.5% increase	4.0% increase

- Based on the current pricing structure and associated system costs, Council's Sewer Access Charges for Coonamble have been increased by ten (10) percent, whilst the Sewer Access Charge for Gulargambone has been increased by 2.5 percent. At the March 2022 Council adopted a new funding model pertaining to the Coonamble sewerage charges to be amended for the additional revenue to be phased in over a four (4) period (instead of a three (3) year period).
- Due to the required changes to Council's Solid Waste Management Practices and the subsequent increase costs to Council for the provision of these services, Council has been required to increase the income generated by these charges.
- The Income from Financial Assistance Grants has been budgeted to increase by two percent (2.0%).
- The income from interest earned on Council's investments has been modelled on an average interest rate of 5% for the 2024-25 financial year with an average amount of \$22 million invested in compliance with the Investment Policy.

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

- fully fund the organisational structure for the 2024-25 financial year.
- Insurance Premium expenses were increased by 12%
- Electricity expenses were increased by 7%.
- Unless a specific adjustment was requested, expenditure votes were increased, on average by four (4) percent on the projected 2023-24 expenditure.
- As per the Local Government (State) Award 2023, wages increased by 3.5% plus one off bonus of \$1000 to entitled employees.
- Superannuation Guarantee Contributions increased to 11.5% with total employment related oncosts calculated at 48%.
- Additional funds have also been allocated to fund the Audit Risk and Improvement Committee program and associated running costs of approximately \$350,000. This program is a requirement under the Local Government Act 1993 which Council must comply from 1 July 2024.
- In accordance with the relevant accounting standards, Council's depreciation expenses have been budgeted for utilising the most up to date financial information.

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

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

For Council's information, based on the information contained with the 2023/2024 draft Budget, its projected own source operating revenue ratio for the upcoming financial year will be 55% which is below the current minimum benchmark ratio of 60% as set by the Office of Local Government.

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

needs, as often its own works programs and projects may be placed on the back burner to allow completion of the grant funded works.

The other significant issue identified by management was the impact that changes to the level of depreciation expenditure, as recognised by Council, has on the budgeted operational result. Given that, as per the tabled draft 2024 / 25 Operational Budget, depreciation expenditure currently accounts for 19% of Council's total budgeted expenditure, due care and consideration needs to be given to decisions that may impact on the overall level of depreciation expenditure incurred by Council.

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

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

Council's Revenue Policy:

Council proposes to continue to levy ordinary rates using a structure comprising a minimum amount to which an ad valorem component is added. The full annual rate pegging increase of 4.5%, as advised to Council, has been applied for the purpose of these calculations. Other significant changes to the revenue policy are as follows:

- The Water Access charges for Coonamble have been increased by 5 percent on the base access fee.
- The Water Access charges for Gulargambone and Quambone have been increased by 2.5 percent on the base access fee.
- The Sewer Access charges for Coonamble have been increased by 10 percent.
- The Sewer Access charges for Gulargambone have been increased by five percent.
- The Water Usage charges for Coonamble and Quambone have been increased by 10 percent, whilst Gulargambone Water Usage charges have been increased by 4 percent. These increases in charges are based on the current pricing structure and associated system costs for the provision of this service to ratepayers, for the respective systems.
- The Domestic Waste Management charges for Coonamble have been increased by 27 percent for the first collection service and 30 percent for the provision of each additional service.
- The Domestic Waste Management charges for Gulargambone have been increased by 21 percent for the first collection service and 30 percent for the provision of each additional service.
- The Domestic Waste Management charges for Quambone have been increased by 27 percent for the first collection service and 30 percent for the provision of each additional service.

- In accordance with Section 501 of the Local Government Act 1993, The introduction of a Rural waste management charge of \$45.00 per assessment for applicable land outside the collection area.

Draft Operational Plan Conclusion

Council's draft 2024-25 Operational Plan provides a direct link to the four (4) year Delivery Program and, in turn, the Community Strategic Plan. The Program is set out in the five (5) key areas of *Our People, Our Infrastructure, Our Economy, Our Environment, Our Leadership*, each area with a series of objectives, goals, strategic and specific actions along with performance measures.

Council's draft Budget comprises the following:

- | | |
|-------------------------------|--------------|
| • Operational Revenue of | \$35,093,681 |
| • Operational Expenditure of | \$35,102,365 |
| • Capital Expenditure of | \$35,807,156 |
| • Loan Repayments (Principal) | \$ 48,663 |

It is recommended that Council places the draft Operational Plan 2024-25, along with Council's proposed revenue policy and fees and charges, activities, and budget figures for the financial year 2024-25, on public exhibition for 28 days.

(a) Governance/Policy Implications

The Operational Plan 2024-25 action items were prepared in line with the Integrated Planning and Reporting Framework Guidelines (2021) and the Integrated Planning and Reporting Framework Handbook (2021).

(b) Legal Implications

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

(c) Social Implications

The suite of IP&R plans and the annexed Operational Plan 2024-25 action items communicates to the community the actions which Council set out to achieve in 2024-25 and the measures for each actions' progress will be assessed against.

(d) Environmental Implications

There are environmental related action items included within the Operational Plan 2024-25 which are outlined in the 'Our Environment' section.

(e) Economic/Asset Management Implications

There are economic and asset management related action items included within the Operational Plan 2024-25 and these can be found in the 'Our Economy' and 'Our Infrastructure' sections.

(f) Risk Implications

Council has a responsibility to its community to produce an Operational Plan 2024-25 and to ensure Council themselves are aware and understand the actions and measures. Failure to produce and note the Operational Plan 2024-25 would risk compliance with the OLG's IP&R requirements, and a failure to meet its commitment made to its community to deliver the overarching CSP and DP.

CONCLUSION

It is recommended that the draft Operational Plan is placed on public exhibition for a minimum period of 28 days and closing on 6 June 2024.

RECOMMENDATION

1. That Council notes the information contained in this report.
2. That Council places the Draft Operational Plan, as attached to the report, on public exhibition for a minimum period of 28 days for the purpose of inviting submissions from the community.
3. That Council authorises the draft Operational Plan 2024-25, and hereby makes, fixes, and levies the expenditure amounts set out in the Draft 2024-25 Operational Plan and Budget, in annexure under separate cover to the Business Paper, for public exhibition in accordance with the provisions of Section 405 of the *Local Government Act 1993* for 28 days from Thursday, 9 May 2024, with a submission closing date of 6 June 2024.
4. That Council advertises the Operational Plan 2024-25 in the Coonamble Times, on its website and Facebook pages and displays the relevant documents on Council's Website, as well as making hard copies available to members of the public who request same.
5. That, in accordance with the provisions of Section 535 of the *Local Government Act 1993* (NSW), Council makes, fixes, and levies the Rates and Charges for the 2024-25 financial year, and authorises same for public exhibition as part of the Council's Draft 2024-25 Operational Plan and Budget, in accordance with the provisions of Section 405 of the *Local Government Act 1993* for 28 days from Thursday, 9 May 2024, with a submission closing date of 6 June 2024.

Residential – Coonamble:

A Residential – Coonamble rate of 1.463 cents in the dollar on the current land values of all rateable land in the town of Coonamble, with a minimum rate of \$545.00 per annum;

Residential – Gulargambone:

A Residential – Gulargambone rate of 1.041 cents in the dollar on the current land values of all rateable land in the town of Coonamble, with a minimum rate of \$545.00 per annum;

Residential – Village:

A Residential – Village rate of 1.318 cents in the dollar on the current land values of all rateable land in the village of Quambone, with a minimum rate of \$535.00 per annum;

Farmland:

A Farmland rate of 0.2387 cents in the dollar on the current land values of all rateable land in the Local Government Area being farmland, with a minimum rate of \$435.00 per annum;

Small Rural Holdings:

A Small Rural Holding rate of 0.721 cents in the dollar on the current land values of all rateable land in the Local Government Area being small rural holdings, with a minimum rate of \$565.00 per annum;

Rural Residential:

A Rural Residential rate of 0.618 cents in the dollar on the current land values of all rateable land in the Local Government Area being rural residential, with a minimum rate of \$535.00 per annum;

Business:

A Business rate of 2.060 cents in the dollar on the current land values of all rateable land in the Local Government Area being Business, with a minimum rate of \$590.00 per annum.

6. That the Schedule of Fees and Charges for the 2024-25 financial year be made, fixed, and charged by Council and authorised for public exhibition as part of the Council's Draft 2024-25 Operational Plan and Budget in accordance with the provisions of Section 405 of the *Local Government Act 1993* for 28 days from Thursday, 9 May 2024, with a submission closing date of 6 June 2024.
7. That Council makes, fixes, and levies the amounts contained within the Water Supply Charge Schedule for the 2024-25 financial year, and that same be authorised by Council for public exhibition as part of its Draft 2024-25 Operational Plan

and Budget, in accordance with the provisions of Section 405 of the *Local Government Act 1993* for 28 days from Thursday, 9 May 2024, with a submission closing date of, 6 June 2024. FURTHER, that Council makes, fixes, and levies the following charges in accordance with the provisions of Section 552 and Section 501(1) and Section 502 of the *Local Government Act 1993* on such land which water is connected or able to be connected to for the year ending June 2024:

Town/Village	Access Charge (\$20mm)	Usage Charge – 1st Tier (c/kl)	2nd Tier Pricing Limit (kl)	Usage Charge 2nd Tier (c/kl)
Coonamble	420	150	450	240
Gulargambone	510	125	450	190
Quambone	510	150	430	250

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

Item	Coonamble (\$)	Gulargambone (\$)	Quambone (\$)
Access charge (20mm meter)	420	510	510
Access charge (25mm meter)	660	800	800
Access charge (40mm meter)	1,680	2,040	2,040
Access charge (50mm meter)	2,625	3,190	3,190
Access charge (75mm meter)	5,905	7,170	7,170
Access charge (100mm meter)	10,500	12,750	12,750

- That the Sewer Supply Charge Schedule for the 2024-25 financial year be approved by Council for public exhibition as part of the Council’s Operational Plan and Budget in accordance with the provisions of Section 405 of the Local Government Act 1993 for 28 days from Thursday, 9 May 2024, with a submission closing date of 6 June 2024. FURTHER, that Council makes, fixes and levies the following charges in accordance with the provisions of Section 501(1), Section 502 and Section 552 of the *Local Government Act 1993* on such

land which sewer is connected or able to be connected to for the year ending June 2024.

Residential Sewerage – Coonamble

Sewerage availability charge of \$830.00 per annum per assessment.

Residential Sewerage – Gulargambone

Sewerage availability charge of \$890.00 per annum per assessment.

Sewerage – Coonamble Flats

Sewerage availability charge of \$630.00 per annum per unit.

Sewerage – Gulargambone Flats

Sewerage availability charge of \$810.00 per annum per unit.

Non-residential Sewerage - Coonamble

Sewer charge for Non-residential Sewerage – Coonamble is not less than a minimum charge of \$830.00 per annum per assessment. Non-residential services are also subject to sewer discharge factor (usage charge) related to water consumption. The treatment charge to be applied is 340 cents per kilolitre.

Non-residential Sewerage - Gulargambone

Sewer charge for Non-residential Sewerage – Gulargambone is not less than a minimum charge of \$890.00 per annum per assessment. Non-residential services are also subject to sewer discharge factor (usage charge) related to water consumption. The treatment charge to be applied is 340 cents per kilolitre.

9. That the Waste Collection Service Schedule for the 2024-25 financial year be approved by Council for public exhibition as part of the Council's Draft 2024-25 Operational Plan and Budget in accordance with the provisions of Section 405 of the *Local Government Act 1993* for 28 days from 9 May 2024, with a submission closing date of 6 June 2024. FURTHER, that Council makes, fixes and levies the following charges in accordance with the provisions of Section 496 and Section 502 of the *Local Government Act 1993* for the Waste

Collection Services (with the understanding that one (1) Waste Collection Service entitles a property owner to a 240-litre weekly garbage service per assessment – unless otherwise indicated):

Particulars	2024-25 Charge per annum (\$)
Domestic – Coonamble Occupied	460.00
Domestic Coonamble – additional Service (per additional service)	260.00
Commercial – Coonamble Occupied	460.00
Commercial Coonamble – additional Service (per additional service)	260.00
Commercial Coonamble – Coonamble Occupied (Biweekly service) per service	720.00
Domestic – Gulargambone Occupied	460.00
Domestic Gulargambone – additional Service (per additional service)	260.00
Commercial – Gulargambone Occupied	460.00
Commercial Gulargambone – additional Service (per additional service)	260.00
Domestic – Quambone Occupied	460.00
Domestic Quambone – additional Service (per additional service)	260.00
Commercial – Quambone Occupied	460.00
Commercial Quambone – additional Service (per additional service)	260.00
Coonamble/Vacant Land – within scavenging area	90.00
Gulargambone/ Vacant Land – within scavenging area	90.00
Quambone/Vacant Land – within scavenging area	90.00
Rural Waste Charge – Land outside collection area (Local Government Act 1993 – Section 501)	45.00

- 10. That Council, in accordance with the provisions of Section 566(3) of the *Local Government Act 1993*, determines that the extra interest charges on overdue rates and charges will be levied at the maximum rate allowable and as advised by the Office of Local Government on a daily simple interest basis for the financial year ending 30 June 2025. The rate interest payable on overdue rates and charges for the 2024-25 financial year will be 10.5% per annum.**
- 11. That Council requests the Director - Corporate Services to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council's consideration and adoption of the final 2024-25 Operational Plan and Budget at its Ordinary Meeting in June 2024.**
- 12. That Council, in accordance with the provisions of Section 405(6) of the *Local Government Act 1993*, places a copy of its adopted Operational Plan on its website within 28 days of it being formally adopted at the June 2024 Ordinary Meeting.**

10.8 REQUEST FOR EXTRAORDINARY COUNCIL MEETING

File Number: C13

Author: Deborah Tatton-Manager Finance & Procurement

Authoriser: Paul Gallagher, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is for Council consider holding an extraordinary Council meeting for the purpose of presenting and reporting the Third Quarter Budget Review.

BACKGROUND

Regulation 203 of the Regulations states that:

(1) Not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.

(2) A budget review statement must include or be accompanied by:

(a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and,

(b) if that position is unsatisfactory, recommendations for remedial action.

(3) A budget review statement must also include any information required by the Code to be included in such a statement.

The Code referred to above is the Code of Accounting Practice and Financial Reporting.

While earlier versions of the Code had an appendix that listed minimum requirements, these were removed a few years ago as they are of no relevance to the financial statements (which is the main purpose of the Code). In the absence of any instructions in the Code, the Quarterly Budget Review Statement publication issued in 2010 by the then Division of Local Government, NSW Department of Premier and Cabinet, details the minimum requirements and these requirements have been met in the preparation of the Quarterly Budget Review Statements (QBRS). The quarterly review should act as a barometer of Council's financial health during the year, and it is also a means by which Councillors can ensure that Council remains on track to meet its objectives, targets and outcomes as set out in its Operational Plan.

COMMENTARY

To ensure adequate time and consideration is given to the process of reviewing the 23/24 budget, a request to hold an extraordinary meeting on either Monday 20 May

2024 or Tuesday 21 May 2024, at a time to be advised, at the Coonamble Shire Council Chambers.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4 Encourage and promote a high level of leadership in the community.

(b) Financial Considerations

There are no financial considerations associated with this report.

(c) Governance/Policy Implications

Council Meetings are important, as they represent the mechanism through which Council “speaks”. Especially now that meetings are being recorded, it provides for a strong connection with and to the community.

Regulation 203 of Local Government (General) Regulation 2005 states that a Budget Review be presented not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council’s revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.

(d) Legal Implications

Section 365 of the *Local Government Act 1993* states the following:

The Council is required to meet at least 10 times a year; each time in a different month.

Section 9 of the Act states the following:

Public notice of meetings:

(1) A council must give notice to the public of the times and places of its meetings and meetings of those of its committees of which all the members are councillors.

(2) A council and each such committee must have available for the public at its offices and at each meeting copies (for inspection or taking away by any person) of the agenda and the associated business papers (such as correspondence and reports) for the meeting.

(2A) In the case of a meeting whose agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public:

(a) the agenda for the meeting must indicate that the relevant item of business is of such a nature (but must not give details of that item), and

(b) the requirements of subsection (2) with respect to the availability of business papers do not apply to the business papers for that item of business.

(3) The copies are to be available to the public as nearly as possible to the time they are available to councillors.

(4) *The copies are to be available free of charge.*

(5) *A notice given under this section or a copy of an agenda or of a business paper made available under this section may in addition be given or made available in electronic form.*

(e) Social Implications

Nil.

(f) Environmental Implications

Nil.

(g) Economic/Asset Management Implications

Nil.

(h) Risk Implications

Nil.

CONCLUSION

It is suggested for Council to hold an extraordinary meeting on either Monday 20 May 2024 or Tuesday 21 May 2024 to allow presentation and reporting of the Third Quarter Budget Review.

RECOMMENDATION

1. That Council hold an extraordinary meeting:

Date	Location	Time
Monday 20 May 2024	Coonamble Shire Council - Council Chamber	TBA
	OR	
Tuesday 21 May 2024	Coonamble Shire Council - Council Chamber	TBA

2. That the General Manager communicates the time and venue of the extraordinary Council Meeting to staff and arranges for the above information to be advertised on Council’s website and in Council’s column in the Coonamble Times.

10.9 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT

File Number: D5
Author: David Levick-Manager Economic Development and Growth
Authoriser: Barry Broe, Director Community, Planning, Development and Environment
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

Economic Development and Growth

This year is the year in which many seasons of infrastructure, program and event planning by Council are yielding their harvest. The following summarise key highlights.

Infrastructure Projects

Coonamble Riverside Holiday Park

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- Move public dump point and provide improved access

- Water tank removed to create another four powered sites
- Geotech work and service location completed
- Camp Kitchen construction completed (due end of April)
- Resealing of current internal road work (as park usage permits)
- Construction of new road behind the amenities block (tender advertised)

Commentary: Camp kitchen installation 90% completed; Requests for Tender currently being advertised for the two components of roadwork.

Coonamble's Main Street Enhancement

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- Weight/load capacity for awnings in Coonamble's main street determined
- Integrity of awnings in Coonamble's main street determined
- Building owners advised of outcomes of inspections
- Immediate remedial actions taken, where advised
- Paint scheme colour palette received for awning painting project
- Lighting determined to highlight Art Deco streetscape
- Three-phase power installed for improved market capability
- CBD Precinct Masterplan developed

Commentary: Awaiting paint scheme from consultant; three-phase power installation quotations suggesting alternatives may need to be pursued.

Footpath projects

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- Concrete laid for the walking loop around Coonamble Sportsground
- Concrete laid for the Limerick Street footpath
- Seating delivered to Coonamble Depot
- Lighting purchased for Limerick Street footpath
- Lighting and seating installed along Limerick Street footpath
- Seating installed around Coonamble Sportsground walking loop
- Design work completed for Showground Link footpath

Coonamble and Gulargambone Sportsground amenities

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- Preliminary designs for Women’s Changerooms (Coonamble) prepared
- Preliminary designs for upgraded changerrooms (Gulargambone) prepared
- Tender prepared for both projects
- Tender advertised for both projects
- Upgrades to current amenities, Coonamble, (due end of April)

Commentary: Modifications to the Gulargambone Sportsground amenities made following community consultation. Upgrades to current amenities at Coonamble Sportsground 95% completed.

Housing Development

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- Obtain grant funding to develop a Regional Housing Strategy
- Prepare a council-funded Regional Housing Strategy
- Undertake a coordinated approach to Gray’s Estate, Yarran Street and Jane Cant Park property development
- Undertake detailed surveying work for levels of the proposed housing sites
- Install a sewage pumping station at the corner of Yarran and Reid Streets to service that proposed subdivision and development

Commentary: Funding for the purchase and installation of a sewage pumping station included in the FY24-25 Budget. Survey work completed. A call for Expressions of Interest from potential developers has been advertised.

House-keeping land re-zonings

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- Rezonings determined for more industrial land and for improved alignment of zoning to current usage across Coonamble township
- Prepare Planning Report for the Department of Planning to adjust zonings

Commentary: A call for Expressions of Interest from potential developers has been advertised.

Clean up of Industrial Land in Hooper Drive, Coonamble

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- Identify work required to clean up remaining three Council-owned industrial blocks at the end of Hooper Drive, Coonamble
- Call for quotations to carry out clean-up work
- Assess quotations

- Award work
- Work completed

Commentary: Three inquiries received regarding potential purchase of blocks in the Hooper Drive Industrial Area.

Youth Crisis Accommodation

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- Advertise call for quotations for design-only and design-and-construct of the youth crisis accommodation units at Coonamble and Gulargambone
- Build Youth Crisis Accommodation in Coonamble & Gulargambone

Coonamble Artesian and Cultural Experience

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- Take ownership of site
- Complete Geotech and soil contamination studies
- Prepare a concept and business plan for the current site

Commentary: Expressions of Interest from potential developers currently advertised. Belgravia Leisure – with many spa developments in Victoria and overseas – has undertaken a site visit and held initial discussions with the General Manager and Director of Community, Planning, Development and Environment.

'Real Country' Regional Tourism Collaboration

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- Real Country Destination Strategic Plan adopted
- Real Country project, Warrena Creek Reserve development business case adopted in principle
- Real Country infrastructure works incorporated into Warren Creek Reserve Plan of Management
- Community consulted on the draft Plan of Management for Warrena Creek Reserve, incorporating proposed Real Country developments

Grants

As well as calling for potential development partners for the *Sons of the Soil Hotel* Project, the Coonamble Artesian and Cultural Experience project, and Housing Project, Council has the opportunity to seek funding under the *Regional Precincts and Partnerships Program Stream 2: Precinct Delivery* that could address these initiatives, and others, as components of a regionally significant development.

The grant program is an open and non-competitive opportunity for funding up to \$50 million, but with significant eligibility requirements that, while onerous, are not beyond Coonamble Shire to deliver.

Among the seven eligibility requirements are:

- The completion of business cases and a precinct master plan and a project design.
- Project partners.
- Can provide evidence that the relevant Regional Development Australia committee has been contacted to seek their support.
- Can provide evidence that the relevant Traditional Owner/First Nations group form part of the partnership.

There is a justifiable narrative that links many of Council's projects in a regionally significant initiative to create a more robust and resilient regional economy, with a specific focus on:

- Providing more tourist accommodation (to foster a regional tourism industry that diversifies the regional economy's sole reliance on agriculture).
- Providing short-term worker/contractor accommodation (so that human resources for development can be housed).
- Providing housing for all demographics (both within Coonamble and across the entire Western Region), for both current and new residents (so that business and industrial expansion can house the people they need).
- Creating a regionally significant tourist attraction (the Coonamble Artesian and Cultural Experience as a destination in its own right).
- Creating more employment in retail, hospitality and accommodation (the direct and indirect benefit of the above initiatives).

The regionally significant precinct's development would involve the following components:

- Establishment of a factory to produce panels for housing and other infrastructure across the Western Plains, Castlereagh, Central Orana and Upper North Western Regional Economic Development areas. Proximity to these localities will contribute to more affordable housing.
- Development of the Sons of the Soil Hotel site for upstairs accommodation and downstairs retail enterprises.
- Construction of a multi-faceted Coonamble Artesian and Cultural Experience development as a tourist drawcard to the region.
- Development of the Warrena Creek Reserve as a further tourism attraction.
- Provision of further accommodation options at the Coonamble Riverside Holiday Park.

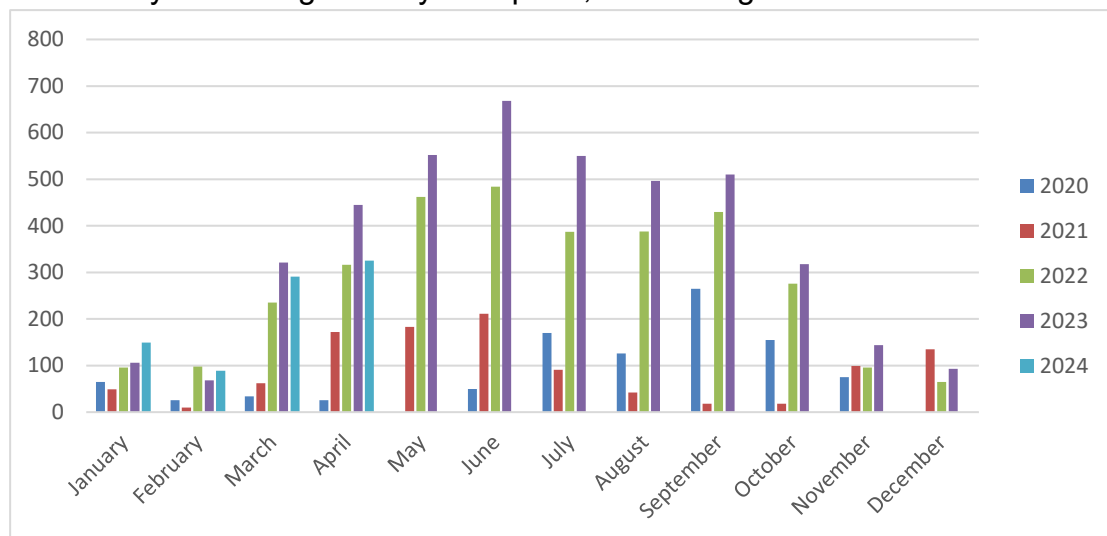
Eight months is a realistic timeline by which to prepare a comprehensive application for this grant. This would not prevent current initiatives progressing.

Tourism and visitation

- Coonamble Information and Exhibition Centre

Between 1 April and 23 April 2024, the Information and Exhibition Centre welcomed 325 visitors to the Coonamble Shire. This number of visitors included several tour buses originating from Brisbane, and Sydney. This is a small increase on last month’s visitation, however, significantly lower than this time last year. Weather events such as flooding in Queensland are expected to have impacted the degree of regional travel.

A positive development is that a great percentage of visitors who interacted with the Information and Exhibition Centre intend to stay in Coonamble for at least a day or one night’s stay to explore, accounting for 78%.



- Museum Under the Bridge

Following an assessment of required works on 20 March, the museum will be closed until further notice.

Events

Vision Splendid Country Music Festival

On 15 April, staff were notified that their recent grant application under the Open Streets Program, funded by Transport for NSW, was successful.

The ‘Vision Splendid’ Country Music Festival will activate Coonamble’s CBD by transforming it with a line-up of professional musicians, food and market stalls, bar, children’s amusement rides and activities. Transport options will be made available within Coonamble and from Gulargambone and Quambone.

This will be an attractive event for residents and tourists, benefiting local businesses, community groups and accommodation providers. The timing of this event is particularly advantageous, complementing a local events program during the October long weekend and spring school holidays, supporting strong attendance.

Coonamble Shire Council’s demonstrated ability to deliver events of this scale and community support strengthened the application. Particularly, the recent outcomes of the Coonamble Christmas Street Party + Concert held on Saturday, 2 December 2023. Out of the estimated 800-1000 transient attendees, 60 responded to the post-event survey. These respondents indicated a high satisfaction rate of between 60-

80% when addressing key metrics such as venue, layout, date/time and advertising, including a preference for future similar events to be held in the main street.

Flagship events such as 'Vision Splendid' provide a strong platform to raise awareness of the Coonamble region as a tourist destination.

This event will provide the opportunity to gather rich economic data capturing the actual impact of the event. Providing financial insights into the number of visitors and residents active during this period, and their spending habits during the periods before, during and after the event, including postcode, age and affluence.

This data will benefit the Council, local businesses, event organisers and community groups for future economic and event planning.

Key stakeholders were approached during the application process with six letters of support supplied. Coordination and collaboration with Gilgandra and Warrumbungle Councils have been established as part of the Real Country partnership.



Upcoming events:

- 11 May, Marthaguy Picnic Races
- 14-15 May, Coonamble Show
- 18 May, Gulargambone Show
- 19 May, Camp Oven Cook Off at the Terminus Hotel
- 7-10 June, Coonamble Rodeo & Campdraft
- 16 June, Coonamble Jockey Club Cannonball Race Meeting

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(a) Governance/Policy Implications

Policies relevant to activities reported here include the Community Engagement 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 and 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

- 1. That Council note the information in the report.**
- 2. That Council authorise the General Manager to prepare an application under the Regional Precincts and Partnerships Program – Stream Two: Precinct Delivery.**

10.10 STATE OF AUSTRALIA'S REGIONS 2024**File Number: D 5****Author: Rachell Foodey-Project Coordinator****Authoriser: Barry Broe, Director Community, Planning, Development and Environment****Annexures: Nil****PURPOSE**

The purpose of this report is for Council to note the State of Australia's Regions 2024 Report which is a valuable new addition to the collection of knowledge, insights and intelligence on Australia's regions and how this in turn relates to Coonamble's Local Government Area (LGA), State of Our Shire (SOOS) report, Coonamble Shire Council Destination Management Plan and Community Strategic Plan (CSP).

BACKGROUND

Given the diversity of regions and the breadth of issues that can have impacts at the local level, State of Australia's Regions 2024 is targeted to provide a snapshot of life in Australia's regions at a point in time, focusing on current priority issues for regions. It contributes to the range of data and evidence targeted to regional Australia and sits alongside a range of complementary initiatives that provide early examples demonstrating the Government's Regional Investment Framework in action, for example:

- The 2023 Commonwealth "Closing the Gap Implementation Plan".
- The "RDA (Regional Development Australia) Charter."
- The flagship "Growing Regions and regional Precincts and Partnerships" programs.

Consistent with long-standing practice in relation to regional data, State of Australia's Regions 2024 does not prescribe a single statistical definition of 'regional Australia'. Instead, the report presents the data and evidence most suitable to reflect the various ways 'regional' is considered across areas of Government investment.

As Australia and its regions navigate a period of transformation with a focus on delivering positive change, it is vital governments, industries, and communities have the information required to support evidence-based planning, prioritisation and investment.

As the Australian Government works with communities and other levels of government to secure strong and sustainable regions across Australia, State of Australia's Regions 2024 will contribute to guiding efforts under the Government's Regional Investment Framework – supporting targeted, effective and efficient regional investment that works better for people and for regions.

(a) Relevance to Integrated Planning and Reporting Framework

11.5.3 Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.

(b) Financial Considerations

Further economic growth resulting in a stronger, more viable LGA.

COMMENTARY

This report provides information into areas of relevance to our LGA, SOOS and CSP.

These key insights consist of:

STATE OF AUSTRALIA'S REGIONS 2024

PEOPLE

- Population
- Workforce
- Migration
- First Nations Peoples

PLACES

- Infrastructure
- Housing
- Livability
- Climate and Disasters

SERVICES

- Digital Connectivity and Inclusion
- Health and Aged Care
- Disability Services
- Early Childhood Education and Care

INDUSTRIES AND LOCAL ECONOMIES

- Energy Transformation
- Agriculture
- Industry

a. Population – Growth.

- Regional Australia is home to about a third of the Australian population. The population story varies across the country and between regional areas.

- The long-term trend showing regional growth is particularly concentrated to coastal cities. The lifestyle appeal of coastal regions tends to attract people in older age categories, whereas young people aged 15-24 tend to leave regions for the capital cities, reflecting the pursuit of education and employment opportunities.
- b. Workforce – Skills and Training.**
- In recent years there has been a growing number of jobs advertised across regional Australia. When trying to recruit, regional employers are more likely to face difficulty now than they were three years ago.
 - Recruitment difficulty may reflect challenges in attracting or accommodation workers to move and live in the region.
 - Regional employers having difficulty recruiting report more often “location” as a reason for recruitment difficulty compared to city counterparts.
 - Housing and liveability also play a part in attracting and keeping people that contribute to the workforce.
- c. Migration – an asset in the regions.**
- Australia’s migration program can help address regional labour and skills shortages. Factors such a liveable community with sufficient infrastructure, employment opportunities, available and affordable housing and access to services are likely to be more important in attracting and retaining migrants in regional areas in the long term.
 - Migration should also be considered within broader regional development plans that include attraction and retention strategies.
- d. First Nations peoples – strengthening communities.**
- The majority of Aboriginal and Torres Strait Islander people live outside of Australia’s major cities, with many living in urban areas of regional cities and towns. First Nations communities in remote and regional areas (including some inner urban areas) often face more complex issues compared to those in major cities.
 - As reflected in the Closing the Gap Framework, the needs of, and opportunities for, Aboriginal and Torres Strait Islander people, including social and economic aspirations, must be considered across all policy areas, with a commitment to ensure First Nations knowledges and languages are promoted and protected.
 - Country, community and languages has significant positive impacts on the health and wellbeing and the social and economic outcomes of First Nations people. It can also support First Nations people to be informed and better supported to engage with important services and resources such as education, health and mental health, and employment and training.

2. Places

- a. Infrastructure** - targeting investment can unlock potential.

- Infrastructure is key to unlocking the potential of regional Australia. In particular, land transport infrastructure is a fundamental enabler of productive, connected and inclusive communities and economies.
 - Governments invest significantly in road and rail infrastructure – and different infrastructure is needed in different places, depending on local priorities such as economic opportunities, the landscape, and climate. New or upgraded roads may be required to respond to extreme weather events, ease traffic congestion resulting from strong population growth, improve safety for road users and local residents, or increase the resilience of supply chains and support the growth in freight transported on regional roads.
 - There are many competing demands for funding, with various infrastructure needs across the country. The construction sector continues to face significant market capacity constraints that will impact the deliverability of future infrastructure projects. Investment needs to be targeted and carefully prioritised to ensure it is directed to the areas that deliver benefits and address the needs of communities, industries and the economy.
- b. Housing** – necessary for growth.
- Regions and cities across Australia – and in many countries globally – are experiencing challenges associated with tight housing markets. Housing availability, affordability and low rental vacancy rates affect the ability of people to move to the regions, and impact on those already living and working in a region.
 - Since the pandemic, the number of years required to save a housing deposit in regional Australia has increased to 9.7 years in September 2023. This is now only slightly below the time taken in capital cities at 10 years.
- c. Liveability** – complex to measure but critical for communities.
- The liveability of Australia’s regions is important to their ability to attract and retain vibrant, diverse and connected populations – things like boosting access to social infrastructure (including arts and culture, community services and sporting facilities), improving the quality of natural and urban environments (like parks, waterways and streetscapes), and facilitating social connectivity and community safety.
 - From the 2022 IPSOS Life in Australia poll, the top five attributes regional Australians regard as important to making their local area a good place to live include feeling safe; high quality health services; affordable decent housing; access to the natural environment; and a strong sense of community, the highest rated attribute in terms of importance was ‘feeling safe’ at 60 per cent of respondents.
 - Many regions identify the need for investment in regional infrastructure and community projects that provide the physical space to bring people together - investment in cultural activities and entertainment fosters community spirit and cultural identity and delivers positive flow-on effects for education and wellbeing.

d. Climate and disasters – preparing for and adapting to change.

- Modelling paints a consistent picture of long-term climate change interacting with underlying natural variability. Extreme heat, heavy rainfall, coastal inundation, bushfires and drought will increasingly impact the wellbeing and resilience of our communities, infrastructure and ecosystems.
- The economic toll on people, families and communities, climate-related hazards can have substantial and sustained impacts on industry sectors that regions and the nation rely on, like agriculture, energy and tourism.

3. Services

a. Digital Connectivity and inclusion – bridging the divide.

- Access to reliable and affordable digital connectivity is essential for both social and economic engagement. Getting digital connectivity right is fundamental to overcoming the ‘tyranny of distance’, and ensuring regional Australians can share in the contemporary benefits accessible to those in the big cities.
- Ability for local service delivery is affected by the availability of an appropriately skilled local workforce. Many regions report difficulty in attracting and retaining the qualified people required to deliver community services, particularly as remoteness increases, which affects quality of life and economic opportunity.
- Communities across regional Australia understand the importance of reliable digital connectivity – because it impacts their professional and personal lives every day. Regions also understand the role digital connectivity will play in ensuring their ongoing strength and vibrancy, given how central it is to harness the potential of emerging economic and social opportunities.
- In 2023 FRRR launched a small grant funding round, partnering with Telstra, to enable priority initiatives for digital capability and access in remote, rural and regional Australia. The funding pool of \$200,000 offering grants up to the value of \$10,000 attracted 264 eligible applications. The demand for funding highlights the many digital capability challenges.

b. Health and aged care – addressing the inequity.

- People living in regional and remote areas have shorter life expectancy than people living in capital cities. Data shows they also have higher levels of disease and injury.
- Accessibility to high-quality health and community services across regions is an ongoing challenge – particularly as remoteness of a region increases.
- With significant variances in proximity and population sizes, meeting service needs across our vast land mass requires place-based approaches that are adaptable, practical and innovative.

c. Disability services – responding to thin markets.

- Enabling access to inclusive care and support to people with disability in their own community means they can maintain crucial connection to family, carers, friends and the wider community, as well as increase independence and improve social and economic participation.
- Australia's Disability Strategy 2021–2031 recognises all level of governments are responsible for supporting people with disability to reach their full potential, as equal members of the community. It appreciates that many services and systems for people with disability rely on governments working together, and sets out key outcome areas, policy priorities and an outcomes framework to drive collaboration. The Strategy recognises the importance of housing, infrastructure, education settings and disability services in creating inclusive communities so people with disability can actively take part in their communities.

d. Early childhood education and care – vital for workforce participation.

- Quality, accessible early childhood education and care (ECEC) plays a central role in productive, sustainable regions. It is important not only for the start it gives to Australian children, but also for the participation and productivity benefits it supports for families, communities and local economies.
- The availability of ECEC services is lower in regional and remote communities compared to major cities. Four in five children in remote Australia live in areas with fewer than one centre-based day care place per three children.
- Improving access to ECEC will support greater economic growth and workforce participation, particularly for women. Jobs and Skills Australia is undertaking a capacity study on the workforce needs for Australia's ECEC sector.
- The Community Childcare Fund will deliver approximately \$611.3 million over four years from 2023, with more than 60 per cent of this funding over the next two years being used to support services operating in regional and remote Australia. This includes funding of \$16 million announced by the Government last year, to fund 47 new services across 38 communities in priority regional and remote parts of the country.

4. Industries and local economies

a. Energy transformation – benefits of a net zero future.

- Ensuring regional industries and local economies are future-focused, sustainable and supported is essential for the continued growth of our regions.
- s. Regions see a role for Government in supporting regional economic transitions and communities as they adjust, including to coordinate policies and programs to help attract and leverage new clean energy

industries, and support workers in emissions-intensive sectors to access new employment and skills.

- Regional communities are using their strengths to identify solutions to challenges by drawing on local knowledge and expertise. Whether it is recognising advancements within the critical minerals sector or attracting tourists to a unique location – regions have the ability to draw on natural assets as a competitive advantage.

b. Agriculture – an evolving market.

- The agricultural sector contributes significantly to the region's economy through its industrial value-added, employment opportunities, and exports. The increasing production value has mainly been driven by the cropping sector as excellent cropping conditions have resulted in bumper harvests.
- The Australian Government has committed up to \$40 million to the Regional Drought Resilience Planning Program, alongside co-contributions from state and territory governments. This Program supports the development of community-led drought resilience plans across agricultural regions, based on evidence and driving proactive management of risks.
- The Government has contributed \$89 million to the Drought Resilience Adoption and Innovation Hubs to support farmers and communities. There are eight regionally based centres spanning a variety of agricultural regions that bring together farmers, industry, business and experts to connect with the latest technologies and practices.

c. Industry – a key driver of the nation's economy.

- Regional industries make a significant contribution to the national economy. Several export-oriented industries such as agriculture, forestry and fishing and mining operate out of regional areas. Nine of Australia's top 10 exports are commodities or produce from our regions. In addition to the contribution of physical commodities such as agriculture and mining to regional Australia, around a third of manufacturing employment (including in heavy industries) is found in regional communities – contributing to both local and national economies and supply chains. These businesses are supported by other sectors, including local professionals and financial services.
- The Government has established the \$15 billion National Reconstruction Fund (NRF), one of the largest investments in manufacturing in Australian history. The NRF will co-invest into projects that build industrial capability and create jobs across seven priority areas of the economy identified by the Government. There is a strong regional focus across the priority areas, which includes value-add in agriculture, forestry and fisheries; value-add in resources; transport and low-emission and renewable technologies.
- The Government's new Industry Growth Fund will support innovative small and medium enterprises in National Reconstruction Fund Government-identified priority areas – to commercialise their ideas and grow their businesses. There will be an additional focus on helping industry in these challenging development phases. Some

businesses will be able to apply for matched grant funding of \$50,000 to \$5 million, as well as advice from industry experts.

d. Tourism – building on regional strengths.

- Regional Australia is home to many of Australia’s natural wonders. Australia also has an abundance of unique locations and experiences that attract tourists to various parts of the country – including food and wine, Indigenous culture, our coastlines, mountain ranges and desert landscapes.
- Aviation underpins Australia’s tourism industry, supporting our regional and global economic interests and social connectivity. Australia has more than 100 air services agreements providing access to key international tourist markets and essentially unrestricted opportunities for international airlines to operate flights into international airports serving regional Australia.
- Tourism underpins a variety of businesses and supports jobs across regional Australia. There are more than 100,000 tourism-related businesses contributing 2.4 per cent to gross domestic product (GDP) on average across the regions, compared with a 1.2 per cent contribution to GDP on average in capital cities.
- First Nations-owned businesses are active across all parts of the visitor economy, sharing their intrinsic connections with lands, seas, waters and skies. In the 10 years from 2013 to 2023, the total number of domestic overnight trips incorporating First Nations cultural activities increased by 775,000 to 1.2 million trips in the year ending June 2023.
- Tourism Australia’s Future of Global Tourism Demand Report indicates that more than one in four global travellers are interested in Indigenous guided tours, one in five are interested in Indigenous Storytelling, and one in three are interested in visiting Indigenous sites or communities during their trip.
- Investment in cultural activities and infrastructure encourages cultural tourism and helps improve the liveability of regional areas. A thriving cultural and creative arts sector is essential to supporting Australia’s regional communities and local economies for the one-third of Australians living in our regions. Regional arts invigorate local economies and support local jobs. Research commissioned by Regional Arts Australia has shown 70 per cent of arts attendees surveyed indicated the creative event they attended influenced their decision to travel to the local area and the direct economic impact generated by attendees was 60 times the government investment.
- Participating in tourism offers First Nations business owners the opportunity to earn an income, employ community members and stay on Country. Recognising this important opportunity for First Nations people, the Government is supporting the growth of First Nations tourism under THRIVE 2030 including through:
 - grant opportunities totalling \$9 million supporting over 160 First Nations tourism operators, including across regional areas to expand their tourism services

- a \$10 million tourism mentoring program, running to June 2025, delivering one-on-one tailored mentoring to help First Nations tourism businesses to achieve their organisational goals
 - ongoing discussions with state and territory governments on potential co-investment with the Commonwealth on First Nations tourism projects
 - co-designing with First Nations tourism industry leaders and state and territory governments, a new First Nations Visitor Economy Partnership to provide a national voice for First Nations tourism.

The State of Australia's Regions 2024 report is providing the latest context and evidence base crucial to realising the full potential of regional Australia and supporting the delivery of better outcomes on the ground. It makes an important contribution to informed decision making through the Australian Government's Regional Investment Framework.

The key insights helps to indicate where we are moving either forwards or backwards and where future challenges for our community may lie.

(a) Governance/Policy Implications

No governance/policy implications attached to this report.

(b) Legal Implications

No legal implications attached to this report.

(c) Social Implications

No social implications attached to this report.

(d) Environmental Implications

No environmental implications attached to this report.

(e) Economic/Asset Management Implications

No economic/asset management implications attached to this report.

(f) Risk Implications

No risk implications attached to this report.

CONCLUSION

By considering the data and evidence, better understanding the issues that matter most, and learning how regions have successfully responded to challenges and harnessed opportunities – through this and future reports from the State Government and our own Community Strategic Plan, State of our Shire and Coonamble Shire Councils Operational Plan – we can collectively take informed action that helps keep regional communities and economies such as our local government area (LGA), strong, dynamic and sustainable through and beyond this defining decade.

RECOMMENDATION

That the information contained in this report be noted.

10.11 COMMUNITY DEVELOPMENT

File Number: C8

Author: Azita Sobhani-Community Services Manager
Raquel Pickering-Librarian
Nina Sands-Youth & Community Officer

Authoriser: Barry Broe, Director Community, Planning, Development and Environment

Annexures: Nil

PURPOSE

The purpose of this report is to provide information on the activities within Council's Community Services section for the month of March 2024.

BACKGROUND

The Community Development 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:

- **Youth & Community Services**

Council provides 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.

- **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 Council staff.

- **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 Development 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 2023 / 24 Operational Plan, this report presents a summary of community service progress and activities for the month previous.

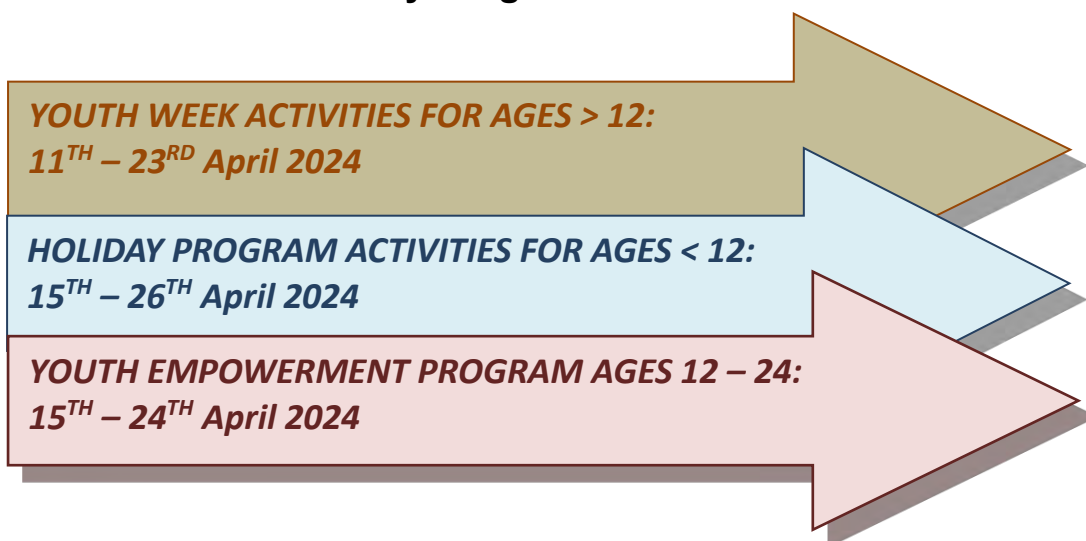
COONAMBLE SHIRE PROVIDES THE FOLLOWING COMMUNITY SERVICES

- Holiday Program – Coonamble & Gulargambone
- Youth Centre Gulargambone (After School & Holiday Activity)
- After School Care Quambone
- Library Services (Coonamble, Gulargambone, Quambone)
- Running events e.g. Seniors Week Luncheon
- Funding events e.g. the Interagency Resilience Day, October Wellbeing Day
- Youth Empowerment Program (First Light) – Edraak Insights

FROM COMMUNITY SERVICES TO COMMUNITY DEVELOPMENT

PROGRAMS / EVENTS:

The Youth and Holiday Programs



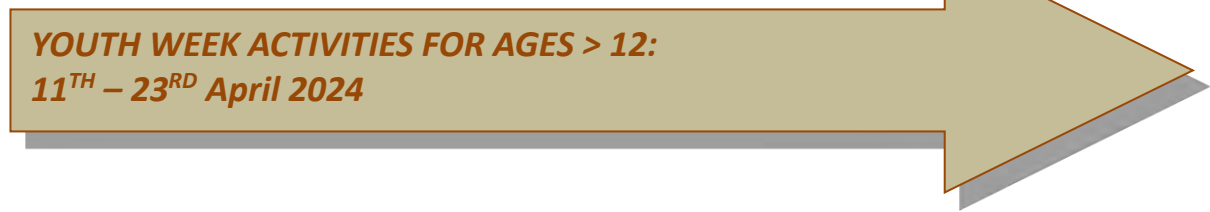
This year Coonamble shire’s young people had a huge couple of weeks starting with the launch of the Youth week. Through an assortment of activities such as motivational speakers, board games that aim at respectful relationships and gender equality, cooking that highlights nutritional elements, cultural activities, and fitness

training, Dash for cash highlighting financial know how etc. young people in Coonamble learnt important life skills. The focus was to increase the learning, growth, and development opportunities of young people so that they can have the tools to make the right choices in life. Concurrent to the youth week was the Holiday program activities for a younger cohort of < 12 years, offered by a host of service providers coordinated by the Council.

In parallel the Youth Empowerment Program invited interested participants to train as Community development practitioners and commence their training as facilitators of the junior youth groups whilst honing their own skills in job readiness.

The community development team although exhausted is excited & acknowledges the assistance of colleagues in the Events and Grants team without whose assistance, such a successful execution of the three-pronged set of activities would not have been possible.

Youth Week 2024



This years' Youth Week, designed by Council's Community Development Team, was launched Thursday 11th April, at Coonamble Bowling Club. Councillor Adam Cohen opened the launch with inspiring words from the heart.

YOUTH WEEK 2024
11TH-23RD APRIL - AGES 12+ WELCOME

THURSDAY 11th & FRIDAY 12th APRIL LAUNCH DAY!!

THURSDAY 11th: Hear the amazing story of **Luke Kennedy**. Once a drug addict and gang leader in Sydney, Luke worked to turn his life around and now hopes to help other young people recognise their potential to reach for something better, to become healthier and more self-aware. Luke speaks of his experiences and will work with attendees on how to build healthy relationships with the people around them and to help attendees build resilience.

FRIDAY 12th: ABOVE BOARD
 Learn about respectful relationships, what consent looks like, and the wealth of diversity that is now embraced in our lives. Learn through board games like monopoly, snap and bingo. **PRIZES AVAILABLE!!**

THESE 2 WORKSHOPS HELD IN CONJUNCTION WITH LOCAL SCHOOLS. CONTENT IS RECOMMENDED FOR 15+.

VENUE: COONAMBLE BOWLING CLUB TIME: 10am - 2pm
 MORNING, AFTERNOON TEA & LUNCH PROVIDED

Monday 15th
YOUTH MASTERCHEF
 Create amazing meals, learn about what your body needs, then stuff yourself afterwards with the meal you made!
WHERE: PAVILION
TIME: 10AM
LUNCH PROVIDED

Tuesday 16th
EVERYDAY SELF CARE
 Wellbeing, health and fitness. Learn to care for yourself first before caring for others.
WHERE: PAVILION
WHEN: 10AM
LUNCH PROVIDED

Wednesday 17th
MY BODY, MY LIFE
 How to recognise and set boundaries for yourself and for others.
 It's your life. Your body. Own it.
WHERE: PAVILION
WHEN: 10AM
LUNCH PROVIDED

Thursday 18th
BBQ @ MACDONALD PARK
 Join us for lunch with Rotary, bring your scooters, skateboards and balls for a great day out.
WHERE: MACDONALD PARK
WHEN: 11AM
LUNCH PROVIDED

Friday 19th
DASH FOR CASH
 Want a car? Computer? Phone? Do you have enough money to buy them? Join us to learn how to save and plan for an amazing future!
WHERE: PAVILION
TIME: 10AM
LUNCH PROVIDED

Monday 22nd
BOKHARA DREAMING
 Indigenous art with Hayden Wood
WHERE: REDI E
TIME: 10.30AM
LUNCH PROVIDED

Tuesday 23rd
BLACKFIT FITNESS
 Join Josh Toole in the AM for strength and fitness then after lunch for cultural activities
WHERE: REDI E
TIME: 10AM
LUNCH PROVIDED

CELEBRATING YOUTH WEEK IN COONAMBLE 11th-23rd APRIL 2024
 PLEASE NOTE ALL EVENTS ARE OPEN TO YOUTH AGED 12 YEARS AND OVER
 SEE SEPERATE HOLIDAY PROGRAMME FOR YOUNGER CHILDREN

REGISTER HERE



Following a Welcome to Country by Aunty Gloria Fernando, around 25 attendees from Coonamble High School, Gulargambone Central School, agency staff and the local community got the opportunity to listen to motivational speaker and former gang member Luke Kennedy talk about his life journey thus far.

The aim of this powerful first session was to motivate our young people to seriously think about their life trajectory.

Luke, who has completely transformed himself for the better, encouraged those present to always speak up for themselves and to stay true their values despite the negative influences of other people around them.



Above Board

The second session *Above Board* was aimed at teaching local youths about aspects of respectful relationships through board games.

The facilitator's board games initiated discussions on important topics such as consent, diversity, being respectful and accepting of others, being a safe partner or what safe relationships look like.

Participants took the discussions very seriously, some having very clear opinions on selected topics already, and the competition was very heated.

Community Development staff handed out Coonamble Cash prizes for the winners of the games of which there were only three – Coonamble High School students Hayley Hopkins, Braydon Dodd and Rihanna McBride.





Bring Your Wheels



Bring Your Wheels was one of the more physical activities that the Community Development Team hosted. The aim of this event was to encourage local young people to get outside and offline, to connect with other people, and to have fun.

A staff member from an external organisation revealed to a staff member that on the day “she saw a lot of people helping each other”.

This was exemplified by the young people sharing their bikes, scooters and skateboards, mums rushing to *Cants* to buy tyre tubes and of course through community members like Noel White and his ‘apprentice’

Pauline who worked the entire time fixing bikes. *Rotary* fed the masses 150 sausages sandwiches, and Jeremy Richardson from the *Bucking Bull* both impressed and coached the kids on all things skateboarding and bike tricks in and around the bowl. The day was a lot of fun for young and old alike, and resulted in some new friendships, fixed up bikes and a few tired kids (and adults).



Holiday Program- April 2024



COONAMBLE APRIL 2024 HOLIDAY PROGRAMME

REGISTER HERE

QR CODE

UNDER 10S TO BE ACCOMPANIED BY A PARENT/GUARDIAN

<p>MONDAY 15</p> <p>MONDAY MOVIES @ Coonamble Shire Library 10.30-12.15 WONKA</p>	<p>TUESDAY 16</p> <p>DRUMBEAT with Mission Australia 10-1pm + lunch for over 10's only, limit 20 people YOU MUST SMS 0436850497 to register for location</p>	<p>WEDNESDAY 17</p> <p>TEDDY BEAR'S PICNIC @ MacKillop Family Services 10-12noon</p>	<p>THURSDAY 18</p> <p>BRING YOUR WHEELS BBQ Macdonald Park bikes, scooters etc 11-1.30pm FREE Rotary lunch</p>
<p>FRIDAY 19</p> <p>ART FUN @ MacKillop Family Services 10-12noon</p>	<p>MONDAY 22</p> <p>MONDAY MOVIES @ Coonamble Shire Library 10.30-12.15 TROLLS BAND TOGETHER</p>	<p>TUESDAY 23</p> <p>CRAFT @ Interrelate 10-12noon</p>	
<p>WEDNESDAY 24</p> <p>CLAY PLAY @ Interrelate 10-12noon</p> <p>TENNIS CLINIC 4-6pm racquet provided followed by BBQ</p>	<p>THURSDAY 25</p> <p>ANZAC DAY COUNCIL CENOTAPH Dawn: 6am Morning: 11am Morning tea @ CWA Hall after 11am service LEST WE FORGET</p>	<p>FRIDAY 26</p> <p>WEAVING WITH MADDI @ MacKillop Family Services 10-12noon</p>	

MACDONALD PARK ABERFORD STREET / INTERRELATE 54 CASTLEREAGH STREET
 COONAMBLE LIBRARY 82 CASTLEREAGH STREET
 MACKILLOP FAMILY SERVICES 23 NAMOI STREET
 REDIE YOUTH CENTRE RAILWAY STREET / TENNIS CLUB PAGES TERRACE
CHECK FACEBOOK FOR ANY UPDATES

The Holiday Program which was aimed at young people in the Coonamble Shire aged under 12 years old ran from April 15 – Friday 26 April 2024.

The Community Development Team is excited to report that the holiday program that ran concurrent to the Youth Week was also a massive success.

Highlights from the program included:

Art Fun, offered by Interrelate staff and hosted by Mackillop, was a well-attended, messy and fun activity that promoted learning through play and art.

The support offered by external services allowed the kids to have fun with peers in safe recreational settings and significantly, transport support offered by Mackillop ensured that several local children that would not have normally attended one of Council’s activities, was able to attend

and connect with friends and play during the school break.

Craft at Interrelate drew in many kids wanting to create art works from clay, paint, stickers and other craft items. This activity was again about fun and learning through art play, but also exposed the young people to nutritional food options, encouraged positive social skills and interactions between other children from diverse



backgrounds. Thank you to the staff who hosted this activity, transported young people and those that supplied the craft items.



The **Teddy Bears Picnic**, hosted again by Mackillop Family Services, was another activity promoting play and building social skills in young kids through play. The children got to race and play games with their teddies as well as *Mackillop Family Worker* Treen Ellis. They were treated to a healthy morning tea which they shared with their furry friends and got to laze in the sun out the front when finished with all of the amazing toys inside.



Gulargambone

The Gular kids enjoyed a full program this holiday season, with most of the activities being based at the centre. Again, external services such as *Mission Australia*, *Mackillop* and Council staff supported the program and offered activities to the children in their own community. Council's Community Development Team thanks all services and staff members for their contributions.

Drumbeat was offered to the community by *Mission Australia* and enjoyed by 20 young people. There were two sessions over the course of the holidays, one in Coonamble and one in Gulargambone at the Gular Youth Centre.

Pizza Making was a massive hit, and gave children the change to experiment with flavours, ingredients and spices. They also partook in weaving and had a load of fun with Josh Toole from *BlackFit Fitness* and Hayden Wood from *Bokhara Dreaming*.



FIRST LIGHT – YOUTH EMPOWERMENT PROGRAM



The program launched its second stream of Youth Champions (> 15 years of age) on the first day of the youth Week activities. All youth in Coonamble and Gular were invited to this exciting initiative – to learn to work for their own betterment and that of the community and be trained to become “*Community Development Practitioners*”.



The first step entailed taking the registered participants to a three-day intensive training in Dubbo. Here they devoted their mornings to learning some of the key concepts of the program such as the need for moral framework to make the right choices, the need for individual progress and service to the community to go hand in hand and a more holistic view of what makes us human.

In the afternoon they learnt work ready skills. **Job links plus** brought together two employers, an electrician and a successful café owner who related their journey to their success in their work and their challenges. The second afternoon, the youth learnt about financial management through a Financial Counsellor from The Salvation Army. Both sessions were enthusiastically received.



The participants returned with a new mindset to try their hand in community building starting with facilitation of Junior Youth Groups. The cohort returned, prepared for the program and joined the second camp at Nyngan Riverside Campsite. Here the older and the younger cohorts of the program joined with the older cohort starting their journey in learning to assist their younger friends.





The groups worked on a sturdy pace and effectively completed the first book in the sequence of their training. They learnt about the power of words on human beings, and the importance of learning to express one’s thoughts into effective words to enhance cognitive power. At the same time, we learnt how every human is a mine full of gems of potential and learning to assess one’s talents is a first step towards a purposeful life no matter what environment we may be experiencing. The experiential style of learning employs narratives, art, fun activities for concepts to be embedded in the mind of young people.

The circumstances and the current challenges facing the youth of our community is a poignant reminder of the extent of support necessary for a lasting transformation.

LIBRARY SERVICES

• **EASTER HUNT**

This year saw the return of the Library Annual Easter Egg Hunt that had been suspended due to COVID-19. Attended by over 20 parents and children, the hunt was a great success.

We hide pictures of Easter Eggs in the front of the children’s picture books, when they find the pictures they just bring them up to our counter and exchange them for a real chocolate egg (take that mice!!) There were plenty of happy and hyper kids by the end of the hunt.

We were especially pleased to see the mums, grandparents and carers engage and mingle with one another. We hope that this encourages them to attend future Library events and to continue to engage with one another.



- **HOLIDAY PROGRAMME**

The library hosted two movie days, showing Wonka and Trolls Band Together. With over 40 parents and children attending, they were great days. Light refreshments such as popcorn and water were served to the attendees.

- **COLLECTION STOCKTAKE**

The library is currently preparing for a collection stocktake. This is a stocktake done biannually and is a much smaller stocktake than the complete and full one done in the alternate year. The library will not need to close at all.

Adult Fiction and Young Adult will be the only collections rotated. Those books that are rotated then go on to Bogan Shire Library to be enjoyed by their members. Coonamble gets books from Gilgandra Shire Library in the rotation order.

- **TRULY TRIVIAL**

Just a little library trivia for your information:

- Most borrowed book: Adult Fiction - The Midnight Library by Matt Haig
- Top borrower for the month borrowed 63 books!

- **Library Statistics (28 March – 26 April 2024)**

Service	Loans	New M/ships	Wi-Fi	Internet (people)	Internet (hours)	Kids Comp (children)	Junior Visits	Adult Visits
Coonamble	505	7	53	56	310	86	206	312
Gulargambone	20	0						

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

Library Visits	Reference Enquiries	Technology Enquiries	Local History	VIC Enquiries
518	32	53	4	6

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

Senior Craft	Pre-School Visits	Housebound	Storytime	Seniors Cinema	Other
12	23	2	4	12	8

(a) Governance/Policy Implications

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

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

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

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

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

(f) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

The updates provided in this report deliver information to Council on the key activities undertaken in Council's Community Development section for the months of March/April 2024.

RECOMMENDATION

That Council receives and notes the information contained in this report

10.12 WASTE UPDATE REPORT**File Number:** G1-1**Author:** Janelle Whitehead-Manager Waste, Recycle & Employment**Authoriser:** Barry Broe, Director Community, Planning, Development and Environment**Annexures:** Nil**PURPOSE**

To provide information on the activities within Council's Waste, Recycling and Employment Training Opportunities Section for the month of April 2024.

EXECUTIVE SUMMARY

This report advises of before and after updates, community engagement, compliance reporting, training, and coordination of contract management of facilities.

BACKGROUND

Council is continuing to operationally enhance the three Solid Waste Facility sites and engage and train local staff in all aspects of council's operations.

(a) Relevance to Integrated Planning and Reporting Framework

The relevant actions are the waste management strategy and operations.

(b) Financial Considerations

Taking over waste collection on 1 July 2024 will have some financial implications.

COMMENTARY

April has continued with the three sites transitioning to industry best practice management and operations to comply with relevant regulations and compliance.

Training has progressed with three groups of council staff successfully completing Cert three in civil construction and plant tickets.

On the job training support and mentoring continues to develop our workforce. The successful Wake up shake up pre-employment program with Num binny Aboriginal corporation at VERTO continues.

Quambone

The Quambone community has participated and supported Councils solid waste operation and management principles currently being implemented.

A monthly meeting is planned with the community again in June for review of servicing arrangements.

The facility has continued to be open for three hours on Tuesday, Friday, and Saturday.

Planning is being reviewed for power and water services for a small site office for staff to operate under WHS compliance.

The site has been extensively cleaned with litter removal, mowing, brush cutting and clearing works being completed by Council's staff.

Return and Earn contract has been signed off, awaiting assessment by TOMRA to commence operations in June.

Waste staff have been assisting with Roads and Urban services when additional support has been needed.

Coonamble

Improvements are continuing with weighbridge installation progressing well, tree removal, and containers moved in readiness for Return and Earn Program to commence in June.

Windblown litter is continually being managed via weekly emu picks of the site along with roadsides in proximity to the site and on key routes to the site. Other improvements include:

- Bunker construction site is working well.
- Hook Bin transfers are now rostered across all three sites and working well.
- Daily cell cover, green waste, and scrap metal are continuing to be maintained.
- Eftpos is gradually increasing with residents.

Reuse and Recycling Shed

- EPA compliance work for recycle shed continuing.
- The re-use shed floor has been concreted and replacement roller doors are awaiting the contractor to finalise.
- Sorting of potential re-use items being collected.
- Asset registers and photograph logs of all saleable items implemented.

Gulargambone

The site has been extensively cleaned up and it now looks like an effective transfer station. The weekly hook bin service is working well. Three staff continue to share the working roster.

The Gulargambone site requires a shade structure to be erected out the front of the storage container for staff utilisation.



Increase in weekend deposits continue.

Weighbridge nears completion.



Tree clearing in readiness for recyclables expansion.

Hook bins are cleared on Saturday for the weekend



(a) Governance/Policy Implications

The delivery of waste services is carried out in accordance with Council's Operational Plan and the Integrated Planning and Reporting Framework.

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

The provision of efficient and effective waste services is a vital social service for the public.

(d) Environmental Implications

Waste services and infrastructure must comply with EPA regulations and policies.

(e) Economic/Asset Management Implications

The economic implications of effective waste services are positive, in that these services provide employment opportunities, deliver an essential service to the community and support local businesses.

(f) Risk Implications

There are no risk implications arising from this report. Activities are continuing to manage and reduce risks from previous operations.

CONCLUSION

The key activities of the Waste Section for April have again been extensive and wide-ranging improvements implemented.

RECOMMENDATION

That the contents of the Waste report be noted.

10.13 PLANNING, REGULATORY & COMPLIANCE PROGRESS REPORT**File Number: E5****Author: Lesley Duncan, Building & Compliance Manager****Authoriser: Barry Broe, Director Community, Planning, Development and Environment****Annexures: Nil****PURPOSE**

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 and public health.

BACKGROUND

The Planning, Regulatory & Compliance 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 activities undertaken during April 2024.

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

Development Applications Issued 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 February 2024.

April 2024			
Application Number	Description of Works	Address of Proposed Works	Approved Date
Development Applications			
DA006/2024	Extensions to Gaming Room, New Deck and Playground	64D Aberford Street Coonamble	3/4/2024
DA010/2024	Detached Shed	7 Zoccoli Street Coonamble	23/4/2024
DA009/2024	Above Ground Pool	68 Wingadee Street Coonamble	24/4/2024
Local Government Approvals			
LA007/2024	Install Septic	58 Blueys Lane Coonamble	3/4/2024
LA004/2024	Operate Septic Tank	1017 Goorianawa Rd Black Hollow	9/4/2024
Swimming Pool Certificates			
SC-cf763aea	Pool Certificate	171 Warrawong Rd Warrumbungle	2/4/2024
SC-6023b9c7	Pool Certificate	1017 Goorianawa Rd Black Hollow	9/4/2024
SC-1cb9ab74	Pool Certificate	6737 Carinda Rd Gungahman	16/4/2024

Update on Activities – Planning and Regulatory Matters

Overgrown Vegetation

Eight (8) properties were inspected regarding overgrown vegetation during April 2024.

Emergency Orders

One (1) Emergency Order was issued during April 2024 for demolition of a fire damaged dwelling.

Saleyards

A cattle sale was held on Wednesday 24 April 2024 with 1057 cattle sold. Due to the sale being held late in the month and the subsequent public holiday, reconciliation of the saleyard accounts could not be completed in time for inclusion in this report.

Companion Animals

The Regulatory Officer's report is provided for April 2024. The following is a summary of companion animal statistics.

CORRESPONDENCE		Year to Date 2023/2024 Total
Infringements (Animals)	0	0
Infringements (Other)	0	0
Change of Details	6	34
Microchipped dogs	1	91
Registrations	4	54
Nuisance dog declaration	0	0
Dangerous dog declaration	0	5
Menace dog declaration	0	0
Notice of Possession	0	8

Dog attacks

One (1) dog attack was reported during April 2024 in Coonamble.

(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 Planning, Regulatory & Compliance 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 Environment and Strategic Planning Progress Report be received and noted.

10.14 TOORAWEEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE**File Number: R-8-32-1****Author: Kylie Kerr-Roads Manager****Authoriser: Kerrie Murphy, Director Infrastructure Services****Annexures: Nil****PURPOSE**

The purpose of this report is to provide Councillors a status update on the Tooraweenah Road Upgrade Project.

EXECUTIVE SUMMARY

Work over the last month has focused on the redesign works including flood modelling and reviewing specification. Key activities have included:

- Preparation and review of design and construction specifications for inclusion in the tender documents.
- Received and reviewed the draft 100% IFT detailed design drawing set.
- Determined at the most challenging major flood location along the unsealed section that a causeway with a 3-cell box culvert was the most suitable solution.
- Preparing for a community consultation meeting to be held in mid-May.
- Commenced determining which sections will be delivered by Contractors and Council staff.

Staff have inspected the condition of the unsealed section of Tooraweenah Road over the past month and resources have been allocated to address the worst sections, ensuring the road remains trafficable between now and when the construction work commence later this year.

BACKGROUND

Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungle National Park.

The section of road to be upgraded commences 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. It is unlikely that the existing sealed will be improved under this project now as construction costs have increased dramatically over the past few years. Unsealed sections of Tooraweenah Road will be upgraded and sealed.

The project originally aimed 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. The focus is now on the unsealed section.

Council has resolved to complete the project in the shortest possible time, preferably within a 12-month period from the time of project approval. This original timeframe was not met due to numerous reasons. The project is now expected to be completed by the end of 2025.

(a) Relevance to Integrated Planning and Reporting Framework

11.1.5 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 has inspected the condition of the unsealed section of Tooraweenah Road over the past month and it has deteriorated, in some sections, to an unacceptable level. Resources have been allocated to address the worst sections, ensuring the road remains trafficable between now and when the construction work commence later this year. These repairs are funded from the unsealed maintenance budget and where applicable the natural disaster restoration funds.

Delays to the critical path for the project over the past months continued in April means the Tender will now be released towards the end of May. The delays were unavoidable as additional flooding models needed to be run as the original flooding modelling demonstrated that it was financially impossible to design to the AEP 1% flooding events. The additional the flood modelling means additional design work is required.

BACKGROUND

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Work over the last month has again primarily focused on the redesign works including flood modelling, reviewing specification to be included in the tender and preparing documentation for tender exemption and time extension requests. Key activities have included:

- Preparation and review of design and construction specifications for inclusion in the tender documents. The draft has been forwarded by our Project Management Consultant to Council for our review.
- An onsite community consultation meeting is being organised for mid-May.
- Received and reviewed the 100% IFT detailed design drawing set.
- Determined at the most challenging major flood location along the unsealed section that a causeway with a 3-cell box culvert was the most suitable solution.
- Preparing for a community consultation meeting to be held in mid-May.
- Commenced determining which sections will be delivered by Contractor compared to Council staff with the aim of Council delivering the sections without culverts works.

RECOMMENDATION

That the report be received and noted.

11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

Nil

12 CONFIDENTIAL MATTERS

Nil

13 CONCLUSION OF THE MEETING