

END OF TERM REPORT

2012/13 - 2015/16



End of Term Report

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Introduction

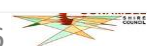
Under the NSW Government's Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during each four year term.

The report is prepared for presentation to the final meeting of the outgoing Council prior to the Local Government Elections. The End-of-Term Report will assist the incoming Council, to be elected at the September 2016 Local Government Elections, to prepare the Council's next Delivery Program and Operational Plan.

The Community Strategic Plan "Coonamble Shire 2026" is a whole of community document summarising the community's aspirations for the future. It is the primary driver of a suite of key documents developed by Council and is intricately linked to a number of Council plans:

- Delivery Program
- Annual Operational Plan
- Asset Management Plan
- Long Term Financial Plan
- Workforce Management Plan

Council's Delivery Program outlines the priorities that Council will pursue to meet the goals of the Community Strategic Plan. The Operational Plan includes Council's annual budget and provides information on the range of projects Council will undertake each financial year.



Coonamble Shire Community Strategic Plan 2026

After engagement and consultation with the community in 2011, Coonamble Shire Council adopted its Community Strategic Plan 2026. Responding to issues raised throughout consultation the Community Strategic Plan 2026 is structured around five themes:

- Our People: Enhance community wellbeing and quality of life within safe neighbourhoods.
- Our Economy: Achieve long term economic security and prosperity through the creation of employment options and diverse population base.
- Our Infrastructure: Maintain and improve infrastructure and services and support Coonamble Shire's environment, ensuring Coonamble Shire continues to be a place where people want to live, work and visit.
- Our Environment: Promote a sustainable balance between development and commercial interests while guarding our natural environment.
- Our Leadership: Strong leadership and governance to ensure community participation in decision making.

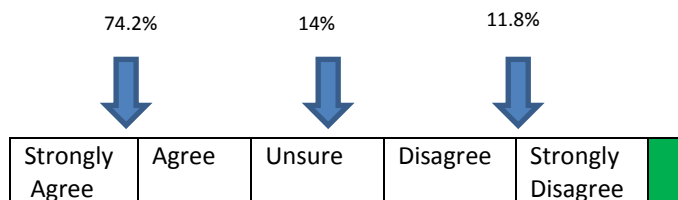
Community vision

During development of the Community Strategic Plan Council asked participants to consider what they would like Coonamble Shire to look like in 2026. A number of themes emerged and contributed to the development of the 2026 Vision:

“Coonamble Shire is a connected, respectful and diverse community working together in a healthy natural environment that supports our vibrant local economy.”

As part of the 2015/16 Community Survey community members were asked to comment on the above vision. 74.2% of respondents agreed that the vision reflects the views of the community.

I feel this vision reflects the values of my community



Coonamble Shire Community Survey

The Community Satisfaction Survey took place between November 2015 and June 2016. The purpose of the survey was to ascertain community views on Council's performance during its four year term. A total of two hundred and seventy nine surveys were returned.

Survey distribution

- Surveys were distributed via unaddressed mail to all residences and post office boxes in the Shire.
- Hard copies were available at Council's administration building, the Coonamble and Gulargambone libraries, 2828 Café Gulargambone, Gulargambone Central School and local cafes.
- The surveys were personally administered by Council staff during the following events:
 - Gulargambone Women's Group 23 November 2015
 - Tenancy Information Fun Day Gulargambone 10 December 2015
 - Community Working Party Gulargambone—7 March 2016
 - Gulargambone Women's Group—4 April 2016
 - Community Working Party Coonamble—5 April 2016
 - Tenancy Information Fun Day Coonamble 6 April 2016
 - Tenancy Information Fun Day Gulargambone 7 April 2016
 - Tech Savvy Seniors 9 April 2016
 - Youth Week Skate Clinic—Coonamble 12 April 2016
 - Coonamble Show—4 May 2016
 - Pink Stumps Day , Coonamble Public School 16 June 2016

In summary, the community highly identified with the community vision and strongly agreed that they feel safe, connected and supported. While the community returned a positive majority response about their feelings of safety (61.6%), the majority of negative comments (12) were also received in this area.

The majority of negative responses relate to leadership, education and employment and economic activity.

The majority of responses in the 'unsure' category are in response to questions about infrastructure, environmental values and leadership.

Reading this report

This End-of-Term Report provides comments about Council's role, achievements and progress during the life of the Delivery Program.

Council's role, in relation to the Community Strategic Plan key community views, is presented under each of the five themes. Major achievements during Council's four year term are also highlighted.

Progress is measured on two levels:

1. Population level.

Measuring whole of community progress over the four year period. Council's programs *contribute* to this measurement but Council is not responsible for progress at population level.

Data and statistics are drawn from the following sources (where available):

- Australian Bureau of Statistics
- Bureau of Crime Statistics and Research
- Australian Government Department of Employment

2. Delivery Program.

Measuring Council's progress against the tasks set out in its Delivery Program.

Data and statistics are drawn from the following sources:

- Coonamble Shire Council's Annual reports 2011/12, 2012/13, 2014/15, 2015/16
- State of the Environment Report , NSW Government Local Land Services
- Coonamble Shire Community Survey 2015. Survey responses are assessed using traffic light indicators as follows:

Where there is a majority response in the positive (green)	Achieving
Where there is a majority response in the positive AND a relatively high negative response (amber)	Needs improvement
Where there is a majority response in the negative (red)	Not achieving

Summary of Delivery Program progress 2012/13 – 2015/16

		2012/13				2013/14				2014/15				2015/16			
People	42	36	0	0	6	37	3	0	2	36	5	0	1	40	2	0	0
Infrastructure	62	48	11	3	1	42	12	7	1	53	8	1	0	58	3	1	0
Economy	45	43	1	1	0	38	5	1	1	41	4	0	0	39	6	0	0
Environment	11	9	2	0	0	9	1	1	0	9	2	0	0	10	1	0	0
Leadership	27	25	0	0	2	23	4	0	0	22	4	1	0	27	0	0	0

	Actions completed
	Actions continuing to progress
	Actions not progressed
	Actions not due to commence

At the conclusion of the four year Delivery Program period one hundred and seventy four of the one hundred and eighty seven actions are complete.

Twelve actions are incomplete and will be included in the next draft Delivery Program. One action did not progress.

Contributing factors for actions not completing by the due date include:

- Delays caused by weather/ external partners or staff movements
- Alignment of task to broader strategy (eg: reviewing plans as part of the Integrated Planning and Reporting cycle)
- Change in Council priorities

Snapshot of continuing and non-progressed actions

DP Ref	Delivery Program Action	2015/16 Operational Plan Action	
EC1.2.2	Maintain main street and business area public spaces to a high standard	Liaise with local businesses regarding street appearance	
EC2.2.7	Prepare business prospectus for potential investors	Develop business prospectus	
EC2.2.9	Ensure Saleyard operation is sustainable	Develop Asset Management Plan for saleyard infrastructure	
EC2.2.10	Coonamble Saleyard – support physical improvements and better marketing	Business and Marketing Plan developed for saleyard	
EC3.4.5	Encourage and support initiatives to build the local skill base and increase employment participation	Support Employment Expo	
EC4.2.1	Continue to facilitate School to Work Program	Complete School to Work (Work Crew) construction project	
EN2.1.1	Promote and support opportunities for value adding of local produce	Review Zoning to identify barriers to investment opportunities	
I3.2.3	Manage Town Common	Develop Management Plan and Operational Guidelines	
I4.2.1	Prepare Asset Management Plans for major asset classes	Major asset classes- Roads and Infrastructure AMPs prepared	
I4.2.2	Refine existing Asset Management Plans	Existing AMPs refined for roads, drainage, footpaths, water and sewerage	
P4.3.1	Provide Aboriginal Cultural Awareness training to all staff and Councillors	Provide Aboriginal Cultural Awareness training to all staff and Councillors	
P4.2.6	Develop a Disability Action Plan	Finalise Disability Inclusion Plan	
I2.1.2	Encourage development of multipurpose community facilities to meet the needs of local communities and provide a focal point for community activity. Priority project Rodeo Arena development	Source funding for construction of indoor arena	

Our People

Community Strategic Plan - Key Community Views

Council's role

Community spirit and connection is an important element of a healthy community

Council plays a key role in community development with the aim of assisting to grow resilient, vibrant and strong communities. Council's Community Development team includes staff whose roles involve direct service provision, supporting other services, building networks, planning and policy development and advocacy. Council provides opportunities for community connection through provision of activities and events such as Youth Week activities, after school and holiday programs and library programs. Council also contributes financially to activities facilitated by a broad range of community groups.

Strong communities welcome and value new residents and practice inclusive behaviours

The concept of diversity involves acceptance and respect of individual differences. Acceptance and inclusiveness of diversity demonstrates that a community has respect for a range of lifestyles and beliefs. Social inclusion of this nature is vital in ensuring that groups are not disadvantaged through marginalization. Council contributes to community diversity through implementing its Multicultural Programs and Services Policy and Equal Employment practices. Council conducted cultural awareness training with staff and implemented a cultural competency program at the Coonamble Library. Support of the Welcome to Coonamble event also occurs annually.

Physical and mental health is important

Council assists with the provision of health services to the local community through the use of Council infrastructure and resources. This includes providing assistance to ensure that the level of service to the community is satisfactory in the areas of noxious weeds management as well as ensuring compliance with requirements of Food Standards. Community development activities include advocating for and supporting projects that promote good health. Council is an active partner in the Warragul Wellbeing Community event and White Ribbon Campaign.

Highlights:

- Secured over \$450,000 external funding to facilitate community safety and wellbeing programs
- Provision of Coonamble, Gulargambone and Quambone youth holiday programs
- Establishment of after school youth programs in Gulargambone and Quambone
- Development of Coonamble Alcohol and Drug Initiative
- Significant expansion of Coonamble Library services including recreational, educational and outreach programs
- Drought Communities Program funding
- Provision of free Wi-Fi at Coonamble and Gulargambone

Our People

*"Enhance community wellbeing
and quality of life within safe
neighbourhoods"*

Community Strategic Plan goals

- ✓ *A community where people feel safe*
- ✓ *A community where a range of services assist to lead healthy life styles*
- ✓ *A community that respects and encourages the diversity of cultures and ages*
- ✓ *A community that is connected across geographic, interest, cultural and social groups*

Population level progress

Crime

Source: Bureau of Crime Statistics and Research (NSW Government)

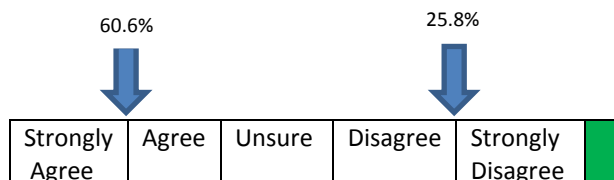
Number of offences	2012	2013	2014	2015
Break and Enter	249	107	185	151
Assault Domestic Violence related	56	55	97	54

Delivery Program progress

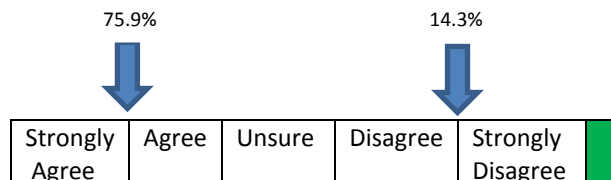
	2012/13 – 2015/16		
Number of actions	Completed	Continuing	Not completed
42	41	1	0

Community Survey results 2015-16

I feel safe in my community



*I feel part of a supportive healthy and
creative community*



Fourteen Community Survey comments were received relating to the theme of "Our People". All comments related to issues outside of Council's direct control. Twelve of these comments related to crime and justice and two involved community disharmony.

Our Infrastructure

Community Strategic Plan - Key Community Views	Council's role
Social space and facilities are important in the development of strong and cohesive communities	Council manages community spaces, including formal and informal areas within the Shire that allow people to gather for a variety of purposes. Elements of spaces that are conducive to healthy community interaction include natural and built features of the environment, architecture, landscaping and public art. Council has upgraded recreational areas and installed play equipment throughout the Shire. Extension of the CCTV camera system and beautification of Coonamble main street has also occurred.
Public facilities are important in the delivery of social programs and support services.	Council's role involves providing equitable public facilities, responding to leisure and recreation needs of residents, maintaining public facilities to ensure that they are presentable and safe and advocating for a range of recreation resources and facilities. Examples include installation of easy access toilets at Quambone Hall, library improvements, Gulargambone Skate Park and Coonamble Splash Pad construction.
Public access throughout the community is important	Council aims to provide and maintain a safe and effective road network suited to the needs of the community. In addition, management of other transport and communication infrastructure, such as airports, footpaths and stormwater drainage, assists safe vehicle and pedestrian movement within the Shire. The production of the Pedestrian Access Management Plan (PAMP) has identified priority areas for action.
<p><i>Highlights:</i></p> <ul style="list-style-type: none"> • Upgrade Coonamble CBD main street and CCTV camera system • Construction of new Coonamble Caravan Park amenities and Gulargambone Skate Park • Installation of Coonamble Pool splash pad and Quambone play equipment • Levee upgrade • Significant technology upgrade to Coonamble Library • Roads: Effie Durham Drive, Hickey Street, Dubbo Road & Aberford St Intersection, Gordon Street, Carinda Road, Pilliga Road culverts, Railway Street reseal - Coonamble. Wilga and Coonamble Streets, Munnell Street Gulargambone. • Relining of sewer mains • Re-roofing of Quambone water reservoir • Gulargambone Pool upgrade • Installation of Coonamble Pool splash pad • Gulargambone Memorial Hall air conditioning • Curb pram ramps installed at Coonamble and Gulargambone 	

Our Infrastructure

"Maintain and improve infrastructure and services and support Coonamble Shire's environment, ensuring Coonamble Shire continues to be a place where people want to live, work and visit."

Community Strategic Plan goals

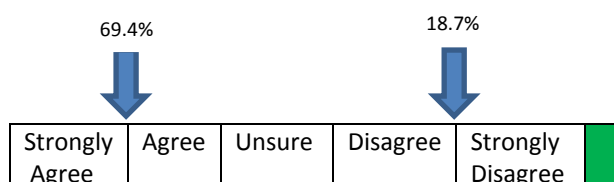
- ✓ A community with access to appropriate cultural and recreational facilities
- ✓ A community with safe and reliable access to primary utilities
- ✓ A community where physical connections support and facilitate access to each other and local services

Delivery Program progress

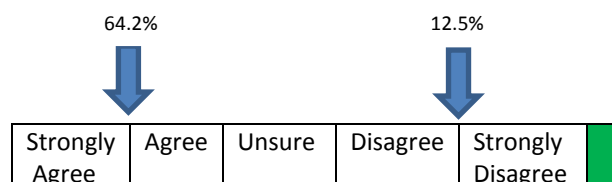
	2012/13 – 2015/16		
Number of actions	Completed	Continuing	Not completed
62	58	3	1

Community Survey results 2015-16

I have easy access to the facilities I need



Our community is working well to maintain and improve infrastructure



Ten Community Survey comments were received relating to infrastructure. Four comments involved lack of roads maintenance, two comments related to grounds maintenance and one comment related to the poor quality of the Quambone Waste Facility. The remaining three comments involved maintenance of private residential yards and telecommunications infrastructure.

Our Economy

Community Strategic Plan - Key Community Views	Council's role
Engagement in education, training and employment is a key ingredient of a robust and resilient community	Education and training includes school and formal adult education as well as life-long learning opportunities. Community learning needs can be vocational, educational and social and can be developed through formal and informal settings. Council's School to Work program provides employment pathways for young people, library programs have expanded to involve a variety of recreational learning opportunities including intergenerational programs focussed on information technology. Council also provided subsidised driving lessons for young people during Youth Week and contributes financially to the Coonamble and District Education Fund. Support is also provided to the annual Employment Expo.
Local employment opportunities are vital	Employment contributes to a sustainable economic environment and provides a sense of value to individuals. Council provides a variety of employment opportunities across its operations. In addition, the School to Work program provides a pathway for young people to develop skills and gain employment through school based traineeships. Volunteer opportunities are also offered at the Visitor Information Centre and Museum Under the Bridge.
A robust economy and shopping precinct is important	Council contributes to the economic development of the district by providing support to existing and potential business. Council's tourism function also contributes to the economy by aiming to attract and maintain visitor market segments. Our tourism services include upgraded visitor facilities and information as well as marketing and promotion. Council also manages its entrepreneurial activities to maximise returns for the economic benefit of the local community.

Highlights:

- Established new Visitor Information Centre Coonamble
- Secured three year Regional Flagship funding for Coonamble Rodeo and Campdraft
- Development of Quambone Primitive Camping area
- Hooper Drive Industrial development completed
- RV Friendly Town designation
- Coordinated regional business awards
- Eco Spa project investment ready
- Provided sponsorship for Shop Local Campaign
- Refurbishment of space and delivery of Services NSW facility
- Productive management of Magometon Quarry

Our Economy

“Achieve economic security and prosperity through the creation of long-term employment options and diverse population base”.

Community Strategic Plan goals

- ✓ A robust, quality economy
- ✓ A growing and diverse economy
- ✓ Educational opportunities include support for our local economy
- ✓ Community members are gainfully employed in appropriate and satisfying jobs

Population level progress

Employment

Source: The Small Area Labour Markets (SALM) data compiled by Australian Government Department of Employment.

Coonamble Shire	2012	2013	2014	2015
Unemployment rate	5.6%	5.0%	7.6%	8.2%

Business activity

(Actively trading businesses as at June 2012, 2013, 2014 and 2015)

Source: Australian Bureau of Statistics Business Register (ABSBR).

Coonamble Shire	2012	2013	2014	2015
Actively trading businesses	658	657	660	645

Growth & Diversity

(Actively trading businesses as at June 2012, 2013, 2014 and 2015)

Source: Australian Bureau of Statistics Business Register (ABSBR).

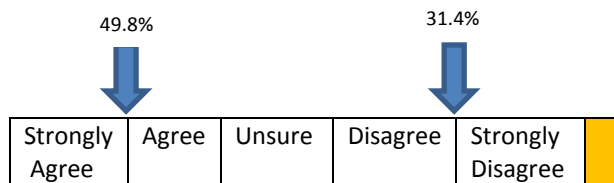
Coonamble Shire	2012	2013	2014	2015
Actively trading businesses	658	657	660	645

Delivery Program progress

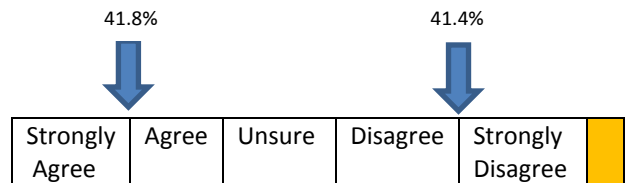
	2012/13 – 2015/16		
Number of actions	Completed	Continuing	Not completed
45	39	6	0

Community Survey results 2015-16

Our local economy supports our community's needs



Our education and employment opportunities meet the needs of community members



Eight Community Survey comments were received relating to the theme “Our Economy”. Four comments referred to lack of employment opportunities and four comments related to either maintenance or diversity of local business.

Our Environment

Community Strategic Plan - Key Community Views

Council's role

A healthy natural environment – including water quality, sewerage and waste management

A healthy natural environment encourages physical activity, social connections and can affect a community's health and wellbeing. Coonamble Shire includes bushland, rivers, reserves and crown land. Council's management of natural resources includes soil, water and vegetation. Council strives to provide sustainable and cost effective water supply and sewerage disposal that meets National Health Guidelines. This includes water supply, sewerage treatment in terms of cost effective and environmentally sensitive disposal of waste water within the Shire, waste management that provides a safe and environmentally sustainable method of transporting and disposing of waste. The establishment of a new water treatment filtration plant has significantly improved water quality for residents. Coonamble land fill site was also extended, ensuring long term waste management for the community.

A balance between the built and natural environment

Council's role involves implementing responsible building controls that promote sustainable growth within the Shire. Council also aims to effectively and responsibly control mining, manufacturing and building activities within the Shire to promote sustainable growth to the area. Council's town planning function ensures controlled development within the Shire that maintains a balance between cost effective growth and environmental management. Council also contributes through providing and maintaining high quality amenities to service the local community, including cemeteries, public conveniences, urban stormwater drainage, street cleaning services and administration of the Town Common.

Highlights:

- Partnered with Central West Catchment Authority to rejuvenate Local Landcare user groups
- New Water Treatment Filtration Plant Coonamble
- Installation of easy access amenities at Quambone
- Upgrade of recreational facilities – Coonamble Showground and Sportsground (grandstand, seating, grounds , irrigation and change rooms)
- Extension of Coonamble Landfill site
- Supporting the community to lobby for a Shire gas field free environment
- Expansion of Coonamble Lawn Cemetery
- Subsidy of animal de-sexing program
- Feral pest eradication program
- Provision of recycled water to Coonamble Golf Club and Jockey Club

Our Environment

Community Strategic Plan goals

- ✓ A community that has access to locally produced fresh food
- ✓ A community that values best practice environmental management
- ✓ A natural environment that is uncompromised by new industries and investments

"Promote a sustainable balance between development and commercial interests while guarding our natural environment."

Population level progress

Community Greenhouse Gas Emissions Small scale renewable energy uptake (kw installed)

The Small-scale Renewable Energy Scheme creates a financial incentive for owners to install eligible small-scale installations such as solar water heaters/pumps, solar panel systems, small-scale wind systems, or small scale hydro systems. This indicator tracks the total kilowatts installed for solar panels and small-scale wind and hydro systems.

Source: State of the Environment Report, NSW Local Land Services.

	2012	2013	2014	2015
Kilowatts installed	69	155	391	226

Town Water Quality

Source: State of the Environment Report, NSW Local Land Services.

	2012	2013	2014	2015
Number of drinking water complaints	6	9	11	10

Amount of Material Recycled

Source: State of the Environment Report, NSW Local Land Services.

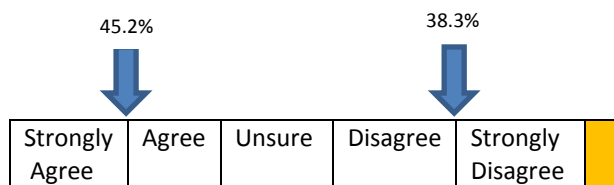
	2012	2013	2014	2015
Volume of material recycled (tonnes)	354	368	91	230

Delivery Program progress

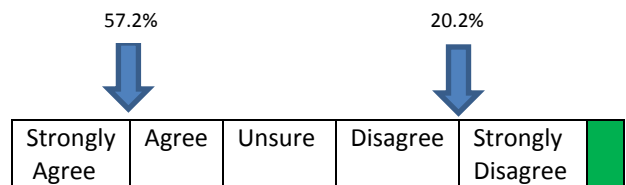
	2012/13 – 2015/16		
Number of actions	Completed	Continuing	Not completed
11	10	1	0

Community Survey results 2015-16

We have a clean, green environment



The community supports environmental values



Eleven Community Survey comments were received relating to the theme “Our Environment”. The majority of comments (8) involved dissatisfaction with the lack of recycling facilities. One comment referred to dissatisfaction with Council’s handling of animal control. Two comments referred to lack of action by external forces in response to community opposition to coal seam gas mining.

Our Leadership

Community Strategic Plan - Key Community Views

Council's role

Developing and supporting strong leaders is important

Council is encouraging leadership skills through its School to Work program and Youth Council. It also provides assistance with governance and leadership development through community development activities. Council's role in supporting and acknowledging leaders is also demonstrated through the facilitation of Australia Day celebrations and Awards ceremony and support of NAIDOC celebrations.

Council aims to be an employer of choice, managing its affairs and resources to meet statutory requirements and reflect the view and best interests of residents. Council has a senior management team that is motivated, highly qualified and experienced in the provision of service to the community, financial management and asset management. The workforce is capable, stable and broadly skilled across all facets of Council operations. The staff has a focus on efficiency and practicality in providing service and solutions to everyday issues.

Council is in a sound financial position and has been for many years, as evidenced by numerous audit reports and Council's rating by TCorp. The assessment by TCorp, in the recent local government reform process was that Coonamble Shire Council is fit for the future, as a sustainable 'stand-alone' rural council. During the public consultation phase of the reform process, the overwhelming support of our residents and ratepayers indicated they were satisfied with Council, as an already functioning and financially well managed organisation.

Highlights:

- Development of School to Work program with 33 placements offered
- Deemed Fit for the Future by the NSW Government and able to continue as a "stand alone" Council
- Development of Coonamble Shire Youth Council
- Improved community consultation processes
- Continuation of a moratorium on Coal Seam Gas mining
- NSW Local Government Youth Week Finalist – 2013, 2014, 2015, 2016
- RH Dougherty Excellence in Communication Award recipient - 2012, 2013, 2015
- Assisted local organisations with governance, leadership and skills development
- Strong Sister City relationship with Campbelltown City Council
- Provision of office space for Coonamble Neighbourhood Centre and Landcare program
- Member of Orana Regional Organisation of Councils

Our Leadership

"Strong leadership and governance to ensure community participation in decision making"

Community Strategic Plan goals

- ✓ A community that is supported by active, respected leaders
- ✓ A community that supports active respected leaders

Population level progress

Australia Day Award Nominations

Source: Council's Australia Day records

	2012	2013	2014	2015
Number of community nominations	11	18	13	16

Delivery Program progress

	2012/13 – 2015/16		
Number of actions	Completed	Continuing	Not completed
27	26	1	0

Community Survey results 2015-16

Our leaders listen to their community

Our leaders communicate their decisions well



Seven Community Survey comments were received relating to leadership. Five comments related to inconsistency of decision making and/or poor communication by elected members. Two comments related to unavailability of staff.

Next steps

This End of Term report will contribute to the review of Council's performance over its four year term.

Council will adopt the revised Coonamble Shire Community Strategic Plan 2031 and will then use this as a basis for preparation of its new Resource Strategy and four year Delivery Program, to be adopted by June 2017.

The four year Delivery Program is the specific action plan for the term of the new Council in continuing progress towards the community's vision that the outgoing Council has achieved.

Planning for the development of the suite of documents is scheduled as follows:

Timeframe	Activity
August 2016	End of Term Report
October – December 2016	Preparation for the revision of the Community Strategic Plan including a review of the previous Council's progress and Community Engagement Plan
January – March 2017	Community engagement undertaken for the Community Strategic Plan. Delivery Program work commences
April – June 2017	Community Strategic Plan, Delivery Program and Operational Plan are finalised and adopted
1 July 2017	Council commences implementation of adopted Delivery Program and Operational Plan