

# Coonamble Shire Council

## Annual Report

### 2016-17

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## MAYOR'S MESSAGE

Without doubt Council's biggest milestone was being deemed "fit for the future", being able to remain a 'stand alone' rural council. This was a period where we faced uncertainty – the Government put a lot of

councils through very stringent processes. I am pleased to say that this Council's solid financial state and record of good, frugal management held us in good stead.

The local government elections were held on 10 September – with three new faces coming on board – Bill Fisher, Karen Churchill and Paul Wheelhouse. Former Councillors Danny Keady and Bill Burnheim did not stand for re-election.

Wonderful news was received in June when Cr Tom Cullen was awarded an OAM in the Queen's Birthday Honours List. Cr Cullen OAM has served continuously since 1986 and was recognised for his outstanding service to the community through Local Government. Tom also has an impressive record of service and commitment to many other community organisations – this also was acknowledged – well done Cr Cullen OAM!

When I met with the Minister for Police, the Hon Troy Grant MP, in April it was very pleasing to be informed that he would support our push for a "special remote" classification for Coonamble. We will put our case forward at the first available opportunity.

I am proud of Council's achievements during the 2016/17 year and this report sets out in detail those actions. I commend the report to residents and hope you take the time to read through and form your own opinion of Council's accomplishments. Council looks forward to continuing this work and overcoming any challenges that may arise during the next year.

**Michael Webb – Mayor**

## GENERAL MANAGER'S MESSAGE

I am pleased to be able to report that Council had another productive 12 months – this report details our achievements, as well as what's in the pipeline for the forthcoming year.

The Drought Communities Funding of \$1.5M provided Council with money to fence the pool, showground and sportsground – and was the first project carried out under this program. Funding will be available until 2019 and Council will continue to submit projects that are acceptable under the guidelines.

Roadworks are always a high priority – reconstruction works on Warren Road (\$900,000); culvert works on Pilliga Road (\$400,000) and reconstruction works on Box Ridge Road (\$650,960). Batterline Earthmoving Pty Ltd was awarded the contract for the second stage of the levee upgrade and we are endeavouring to secure funding for the final stage as soon as Stage II is complete.

Council awarded its Waste Management tender to Robbo's Construction and Earthworks for provision of waste management services in the three urban areas.

Other achievements during the year were the extension of the landfill site, finalisation of Hooper Drive industrial development and upgrading of recreational facilities in the three urban centres. The lawn cemetery was expanded, kerb pram ramps installed at Coonamble and Gulargambone, improved facilities at Coonamble Library and upgraded the CCTV camera network.

To keep roadworks as economically efficient as possible, we replaced 2 graders, a wheel loader and a patching truck.

We look forward to another progressive period in 2017/2018

**Rick Warren - General Manager**



## COUNCIL OFFICES & FACILITIES

### ***Council Chambers***

80 Castlereagh Street, Coonamble  
Open 8.30 a.m. – 5.00 p.m. Monday – Friday  
Cashier: 9.30 a.m. to 4.00 p.m. daily  
Phone 6827 1900 Fax 6822 1626  
Email: [council@coonambleshire.nsw.gov.au](mailto:council@coonambleshire.nsw.gov.au)  
Website: [www.coonambleshire.nsw.gov.au](http://www.coonambleshire.nsw.gov.au)

### ***Library***

Castlereagh Street, Coonamble  
Phone 6827 1925 Fax 6822 1057  
Email: [Coonamble.Library@coonambleshire.nsw.gov.au](mailto:Coonamble.Library@coonambleshire.nsw.gov.au)  
Facebook: Coonamble Shire Library

### ***Visitors Information Centre***

84 Castlereagh Street, Coonamble  
Phone 6827 1981

### ***Roads & Maritime Service***

Coonamble Rural Transaction Centre  
26 Castlereagh Street, Coonamble  
Phone 6822 1487

### ***Riverside Caravan Park***

Castlereagh Highway, Coonamble  
Phone 6822 1926

## COUNCILLORS



**Mayor Michael Webb**

Elected to Council in March 2004. Served as Deputy Mayor from March 2004 to September 2008. Re-elected to the position September 2009 and September 2016.



**Cr Al Karanouh  
Deputy Mayor**

Elected to Council in September 2008. Elected Mayor in September 2013. Local businessman operates the Global Village Restaurant and Al's Diner in Coonamble. Active member of the business sector.



**Cr Bill Fisher**

Elected to Council in September 2016, has business interests in farming and is actively involved in the grain industry, member of the Coonamble Theatrical Group.



**Cr Tom Cullen OAM**

Elected to Council 1986, served as Mayor 2012 & 1995, elected Deputy Mayor 1988 – 1995. Farming and grazing interests in the district. Active member of the grain growing industry.



**Cr Paul Wheelhouse**

Elected to Council in September 2016. Local Coonamble district businessman.



**Cr Karen Churchill**

Elected to Council in September 2016. Well known local identity who runs a driving school business.



**Cr John Walker**

Elected to Council in September 2012 and 2016, resides within the Coonamble township. Committed to local organisations, especially the Coonamble RSL Sub-Branch and RSL Club. Is a Vietnam Veteran.

## **COUNCIL MEETINGS**

Ordinary meetings of Council are held on the second Wednesday of the month, excluding January, commencing at 9.00 a.m. Members of the public are invited to attend. A Public Question Time has been set aside from 9.30 a.m. - 10.00 a.m. for interested persons to address Council.

Council's October meeting is held in the village of Quambone and the meeting for March is held at Gulargambone.

Correspondence to be considered by Council must be lodged at least ten days prior to the meeting to be included on the agenda. Only matters classified as 'urgent business' by the General Manager received after that time are included. Other issues are carried over until the following month.

## **COUNCIL DELEGATES**

**Castlereagh Macquarie (Weeds) County Council:**  
Crs Webb and Fisher

**North Western Co-operative Library Service:**  
Cr Churchill and General Manager (or nominee)

**Orana Regional Organisation of Councils (OROC):**  
Mayor and General Manager

## **SENIOR & EXECUTIVE STAFF**

General Manager:	Mr Rick Warren
Director of Engineering Services:	Mr Peter Chudek
Director of Community Services:	Ms Lianne Davids
Director of Corporate & Urban Services:	Mr Bruce Quarmby

## **COMMUNITY VISION**

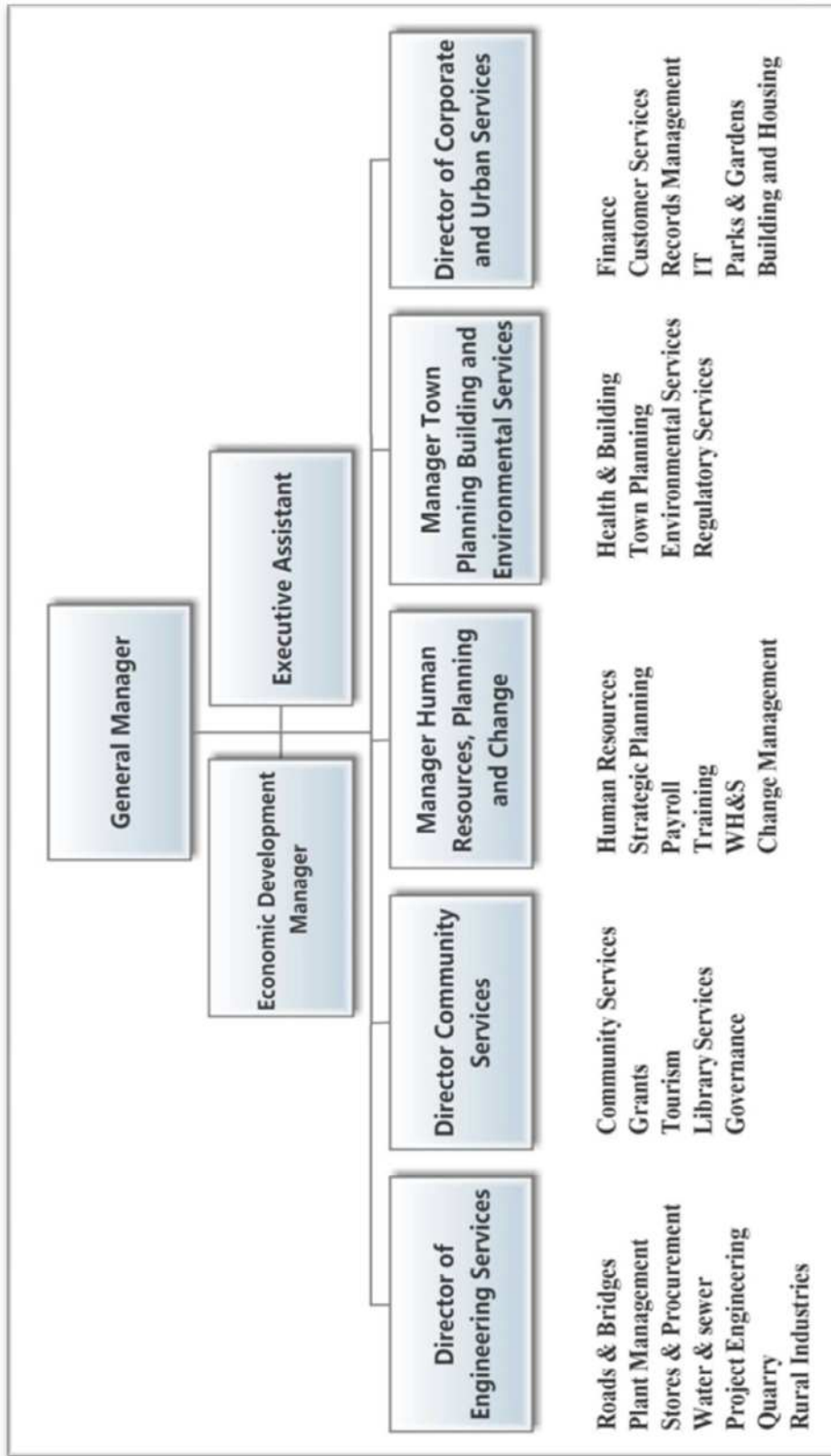
“Coonamble Shire is a connected, respectful and diverse community, working together in a healthy natural environment that supports our vibrant local economy”

## **COONAMBLE SHIRE**

Coonamble Shire has an area of 9,955 square kilometres and is located on the traditional Indigenous land of the Wailwan and Gamilaroi people. Coonamble Shire is part of the Orana Region of Central Northern NSW and is bounded by the Shires of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Coonamble is situated on the Castlereagh River which runs through the town dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use. Residents of rural properties account for approximately one third of the Shire population. The majority of the district's agricultural resources are devoted to dry and broadacre farming and grazing.

# ORGANISATION STRUCTURE





# CORPORATE GOVERNANCE

## **Policy Framework**

The key documents relating to Council's governance framework are the Code of Conduct and Code of Meeting Practice. Council also operates in line with numerous policies to ensure a consistent and transparent approach is maintained.

## **Decision Making**

Seven elected Councillors make decisions on behalf of the community at Council meetings. The General Manager is then responsible for ensuring implementation and delivery of the Council's resolutions, whilst also making day-to-day decisions on operational matters.

## **External Controls**

Many of Council's functions are set by the NSW Local Government Act 1993. Various other Acts direct Council's activity, including compliance with Federal and State Government legislation, NSW Ombudsman, Division of Local Government, Independent Commission Against Corruption and WorkCover.

## **Integrated Planning and Reporting Framework**

The Integrated Planning and Reporting (IPR) framework is intended to help improve community participation in decision making, reduce duplication, build networks and partnerships and strengthen Council's strategic focus.

### **Coonamble Shire Strategic Plan 2032**

The Community Strategic Plan is the first in the hierarchy of plans Council must prepare under the Integrated Planning and Reporting Framework. It must be a 10 year (minimum) plan with high level community objectives across the areas of Social, Economic, Environment, Infrastructure and Civic Leadership.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State government agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

## Delivery Program

Council's Delivery Program is the program of works and services that will be delivered by Council during the elected term. It is directly linked to the objectives and strategies within the Coonamble Shire Community Strategic Plan.

## Resourcing Plans

The Delivery Program is linked to resourcing plans consisting of the Long Term Financial Plan, Workforce Plan and the Asset Management Plan. These plans outline how Council will achieve the objectives of the Delivery Program in terms of money, people and physical assets.

## Operational Plan

The Operational Plan identifies the specific actions which will be undertaken to achieve the Delivery Program each year.

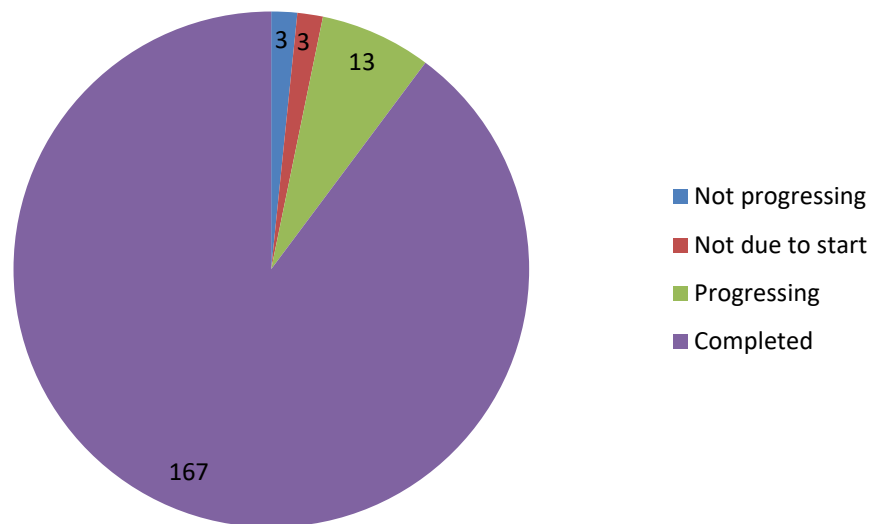


## Section 2:

### KEY HIGHLIGHTS/ ACHIEVEMENTS

In summary, the Delivery Program identifies one hundred and eighty six actions across the five themes; Our People, Our Infrastructure, Our Environment, Our Economy and Our Leadership. At the end of the 2016/17 year, one hundred and sixty seven actions were completed. The following table provides a status breakdown.

	<i>Our People</i>	<i>Our Infrastructure</i>	<i>Our Economy</i>	<i>Our Environment</i>	<i>Our Leadership</i>	<i>Total</i>
Completed to target	40	50	41	9	27	167
Continuing to progress	0	9	2	2	0	13
Not progressing	1	3	2	0	0	6
<b>Total</b>	<b>41</b>	<b>62</b>	<b>45</b>	<b>11</b>	<b>27</b>	<b>186</b>



Thirteen actions are continuing to progress and six actions did not progress. Reasons for not meeting original timeframes include weather delays, staff diverted to other projects, unsuccessful grant applications or project re-prioritisation.

2016/17 highlights included -

- Winner of RH Dougherty Awards, Reporting to your Community category
- Finalist in the 2016 Local Government Youth Week Awards – Best Small Council with the Most Outstanding Youth Week Program
- Significant upgrade of Coonamble Library infrastructure, equipment and programs
- Expansion of school holiday programs
- Production of Disability Inclusion Action Plan
- Gulargambone Skate Park completion
- Upgrade of Gulargambone Youth Hall
- Unqualified external audit
- Pool fencing completed, pools re-painted
- Levee upgrade stage 2 commenced
- Completion of new infant playgrounds – Broome Park and Macdonald Park
- Installation of play and fitness equipment – Smith Park
- Bimble Street kerb and guttering
- Accessible toilet and change room – Coonamble Pool



Broome Park Coonamble



Gulargambone Skate Park



MacDonald Park Coonamble

## LIBRARY SERVICES

The Coonamble Library has two satellite branches located at Gulargambone and Quambone. As part of the North Western Library Cooperative, stock is rotated quarterly throughout our region.

A number of external groups and organisations utilise the library for a variety of recreational, social and business purposes. The study room is used by a number of mature aged students and tutors as a quiet place with access to wi fi and internet. The room is also used to host seniors craft group and as a meeting place for services to conduct interviews.

A significant increase in talking book stock, Adult Fiction and Adult Non Fiction occurred during the year with collections also expanded for interest groups. The library provided outreach related to specific interests including the promotion of *Books on Prescription* at the Warrangal Community Wellbeing Day for Mental Health.

The *Creating Spaces* project has enabled the library to install new mobile shelving, allowing flexible configuration of space. The ability to expand the physical space is especially appreciated during school holiday time when program activities are in full swing. The library has been successful in gaining a further grant from the NSW State Library to update flooring.

The Library is building its Indigenous Collection and is grateful to receive contributions from the Indigenous Literacy Foundation each year. The Foundation is a national charity that aims to increase children's literacy levels in Indigenous regions.

Gulargambone Library service continues to operate with the Two Eight Two Eight Committee responsible for providing the service. Quambone Library also provides a service as a branch of the Coonamble Library.



Council is proud to provide responsive and flexible Library services. 2016/17 highlights include:

### Early literacy

- Weekly Storytime with Coonamble Children's Services attending the library.
- Pre School Storytime three times per fortnight contributes to children's social and interpersonal skills.
- Over 40 children attended the annual Simultaneous Storytime.
- Participating in the *Bellies, Babies and Beyond* integrated service delivery project.

### Children and young people

- After school activities included Homework Help and fortnightly Big Screen Movies.
- The Library provided a school holiday program involving free activities during each school holiday period. Big screen movies, jewellery making, Aboriginal culture sessions, art and craft activities and excursions were all well attended.
- The Coonamble Shire Library Annual Easter Egg Hunt .
- A significant upgrade of library equipment and resources has resulted in an increase of young people visiting the library after school.

### Community Events

- Harmony Day Food for Thought afternoon tea.
- International Day of People with a Disability was celebrated with a movie, morning tea and Disability Inclusion Action Plan discussion.
- Council, in conjunction with Outback Arts, hosted the Shire's Waste 2 Art Competition.

### Seniors

- Words on Wheels fortnightly deliveries to local housebound patrons and residents of Koonambil Aged Care Facility.
- Senior's Week celebrated with *Research Your Roots* allowing people to investigate their ancestry with the assistance of library staff.
- Senior Citizens' Craft Group meets weekly.

## TOURISM DEVELOPMENT

The Visitor Information Centre (VIC) welcomed 1,330 visitors during the period July 2016 -June 2017.

Council continued the partnership with Outback Arts to encourage local artists to use the VIC as an exhibition space. The VIC has also continued to host community volunteers as well as school students for work experience placements.

Tourism industry partnerships sustained and Council continues to be actively involved in collaborative destination planning through bi-monthly regional workshops focussed on progressing the Regional Destination Management Plan.

Tourism staff provided training and product development assistance to a number of local businesses during the year.



**Shire boundary signs**

A number of tourism signs were replaced during the year and new signage installed, including Welcome to Coonamble Shire signs at the Warren/Quambone boundary and the Walgett/Coonamble boundary.

The Coonamble Visitor Information Centre's Facebook page continued to connect with our community, promote events and improve communication with local groups, visitors and members of the public with an 18% increase in engagement on the previous year. Other sources of tourism promotion in the Shire include the distribution of a quarterly tourism e-Newsletter and events flyer as well as print advertising in the Western Magazine, GO55's Newspaper, Caravanning Australia Magazine and Dubbo Visitor Guide.

Coonamble Shire, together with Warrumbungle and Gilgandra Shire Councils, formed a steering committee for the preparation of a UNESCO Geopark application. A UNESCO Global Geopark is a unified geographical area featuring one or more sites of international geological significance. The UNESCO Global Geopark brand opens doors to tourism and economic growth with the aim of stimulating new sources of revenue through new and innovative local enterprises. The application process involved broad community consultation seeking the views of people who live, work and visit the Shire. Overwhelming support was received from community members.



## **COMMUNITY SERVICES**

The Coonamble Shire Youth Council continued to operate throughout the year in partnership with Coonamble High School and Gulargambone Central School. The Youth Council provides an opportunity for Council to hear the voice of young people while providing leadership and civic participation skills to the participants. The Youth Council also drives activities during Youth Week each year.

After school programs at Gulargambone, Coonamble and Quambone continued during the year. School holiday programs operated each holiday week day at Coonamble and Gulargambone. Successful grant funding during the year enabled additional recreational activities and transport for the Shire's young people to attend events.

Council hosted the 2017 Australia Day event and collaborated on a number of other events with local organisations such as the Warraggul Wellbeing Event, NAIDOC Day, White Ribbon and community fun days.

Community safety continued as a priority for Council's Community Services team. As the backbone organisation for the Coonamble Alcohol and Drug Initiative (CADI) staff was involved in guiding and assisting local action groups to address community drug and alcohol impacts. CADI progressed their work towards establishing alternative access to drug and alcohol rehabilitation.

Under the CADI banner, Council was successful in attracting grant funding to investigate drug related crime. The Safe Coonamble project continued to work with community members to co-design a solution in response to theft of prescription drugs, and other items, by family members of victims.

Council is actively participating in the NSW Department of Community Services pilot project to improve service delivery in Coonamble. The Together Partnership group has developed a model of community service delivery that better suits community need. The new way of working together also aims to maximise resources and improve communication across the community services sector.



Council's Disability Inclusion Action Plan was finalised after a period of community engagement and consultation. A number of actions were identified as important to the community including the development of an accessible change room at the Coonamble Swimming Pool. This project has been completed together with the replacement of a pool hoist.

2016/17 involved substantial focus on community consultation and planning for a new Community Strategic Plan, together with Council's associated suite of documents. Council's Community Engagement Strategy ensured a broad sector of the community was provided with an opportunity to participate. Activities included surveys, street stalls, focus groups, open meetings, on-line technologies and attendance at community event days. The Community Strategy Plan 2032, Council's Delivery Program 2017 - 2020, Resourcing Strategy and Operational Plan were active by 1 July 2017.

The NSW Local Government Awards is held annually in conjunction with Local Government Week. A variety of awards are presented to councils that have demonstrated outstanding work in various areas. In August 2016, Coonamble Shire Council won the RH Dougherty Award for *Reporting to your Community* for its annual community report. In addition, Council achieved a finalist award for "Best Small Council with the Most Outstanding Youth Week Program" category of the NSW Local Government Youth Week Awards.



Gulargambone Holiday Program

## 2016-17 Training Report

Course Name	No Attended
A2 - Accredited Certifier - Building Surveying Grade 2	1
A3 - Accredited Certifier - Building Surveying Grade 3	1
Aboriginal Cultural Competency Training	28
Bronze Medallion	3
Certificate III in Water Operations	1
Chemical Application	14
Code of Conduct Training	14
Contract Management	1
DG – Dogging	1
Documenting the Certification Process - Are you doing it right?	1
Electrician Licence	1
Finance for Non-Finance Managers	16
Firearms License	1
First Aid Refresher - Apply First Aid	5
Fit for Work Workshop	3
Heavy Vehicle Driver Training - Upgrade to HR Licence	1
Implement a Traffic Control Plan (Yellow Card)	4
Induction to Motor Registry Business Training	1
Introduction to Project Management	1
LF- Forklift Truck	2
Managing Digital Records	1
Non Friable Asbestos Removal	8
NSW Revenue Professionals Module 2 Rating Issues at the Front Counter	1
NSW Revenue Professionals Training (Module 4): Rates Financial & Property Controls 2	1
NSW Revenue Professionals Training (Module 7) Understanding Statutory Rating requirements & the Special Schedule 9 Working Papers	2
Planning for Non – Planners	1
Plant Induction and Training Record	7
Pool Lifeguard Licence	6
Prepare a Work Zone Traffic Management Plan	5
Pre-Poll Election Training	2
Records Management Fundamentals	1
Road Pavement Defects - Visual Condition Assessment & Maintenance Options	1
Social Media Matters	7
Swimming Pool Assessments & Safety Awareness & Energy Efficiency Change to BCA	1
Taxation and Payroll Seminar	1
Traffic Controller (Blue Card)	14
WHS General Construction Induction (White Card)	1
Workforce Planning Workshop	1
Workplace Induction	13
<b>Grand Total</b>	<b>174</b>
<b>Total Expenditure</b>	<b>\$134,441.94</b>

## Section 3: Statutory Disclosures

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The following matters are required to be reported by Council under Section 428(4), Section 406(3) of the Local Government Act 1993 and the Local Government (General) Regulation 2005 and are listed with the corresponding clause number. Figures given are for 2016/2017.

### **LOCAL GOVERNMENT ACT 1993**

**Section 428(4) (a)** Council's Audited Financial Reports – See **SECTION 5**

**Section 428 A** Report on the State of the Environment

This report is available on Council's website: [www.coonambleshire.nsw.gov.au](http://www.coonambleshire.nsw.gov.au)

### **LOCAL GOVERNMENT (GENERAL) REGULATION 2005**

**Clause 132** Rates and charges written off

Rates and charges totalling \$122,033.67 were written off during the 2016/2017 financial year.

Pensioner Rebates	\$122,033.67
Write off Interest under Hardship Policy	\$ NIL

Council received a Government subsidy of 55% of Pensioner Write-offs during the year. The 2016/2017 subsidy amounted to \$69,454.86.

**Clause 217(1) (a)** Overseas Visits

No overseas trips were undertaken by Council representatives during the 2016/2017 year.

## **Clause 217(1) (a1) Councillor Expenses**

Fees for Councillors of the Coonamble Shire have been determined by Council within the limits approved by the Local Government Remuneration Tribunal as:

Councillor	\$ 9,915 per annum
Mayor	\$16,555 per annum (additional)

The total expenditure during the year was:

Councillors' Fees	\$ 69,470.52
Mayoral Fees	\$ 16,555.00
Delegates' Expenses	\$ 12,075.17
Travel/Sustenance	\$ 4,745.04
Insurance – Members Accident	\$ 1,889.00
Training	<u>\$ 4,748.69</u>
Total	<u>\$ 109,483.42</u>

A review of Council's payment of expenses and the provision of facilities to the Mayor and Councillors Policy was adopted on 13 July 2016. A copy of this Policy is provided at **APPENDIX A**

### **Clause 217 (1) (a1)**

- (i) There is no dedicated office equipment made available to the Mayor or any individual councillor. Council does provide office facilities and access to Council communications equipment that may be used by councillors in carrying out their civic functions.
- (ii) No facilities were provided to Councillors of either a mobile telephone or land lines installed at Councillor homes.
- (iii) During the year Councillors attended several conferences and workshops – these included:
  - Orana Regional Organisation of Councils (OROC)
  - Local Government NSW Annual Conference
- (iv) Training undertaken by Councillors during 2016/2017:

- Code of Conduct Training
  - Mayors' Weekend Seminar
- (v) No interstate visit was undertaken by Councillors during the 2016/2017 year.
- (vi) No overseas trips were undertaken by Council representatives during the 2016/2017 year.
- (vii) There was no expense paid to any person who accompanied any councillor in the performance of their civic function.
- (viii) No expenses were paid to any person for the provision of care for a child or, or an immediate family member of, a councillor to allow the councillor to perform their civic function.

### Clause 217 (1) (a2) Contracts Awarded by Council

Council awarded the following contracts in excess of \$150,000 during the 2016/2017 financial year:

<b>Awarded to</b>	<b>Goods/Services Provided</b>	<b>Actual 2016/17 Excl GST</b>
<i>Caltex Australia Petroleum P/L</i>	<i>Supply &amp; delivery of bulk fuel</i>	<i>583,822.05</i>
<i>Ixom</i>	<i>Supply &amp; delivery of bulk water treatment chemicals</i>	<i>196,498.99</i>
<i>Holcim (Aust) P/L (t/a Humes)</i>	<i>Supply &amp; delivery of concrete pipes &amp; concrete drainage products</i>	<i>Nil Supply</i>
<i>Robbo's Construction &amp; Earthworks</i>	<i>Provision of waste management services in the Shire</i>	<i>\$1,472,529.67</i>
<i>Batterline Earthmoving P/L</i>	<i>Construction of Warren Road (labour only)</i>	<i>\$589,900.00</i>
<i>Westrac</i>	<i>2 x Caterpillar graders + 1 x wheel Caterpillar loader</i>	<i>\$638,250.00</i>
<i>Tracserv</i>	<i>Supply/delivery of 1 x Isuzu FXY 1500 auto truck with paveline back</i>	<i>\$302,933.64</i>

### Clause 217 (1) (a3) Summary of Legal Proceedings

Council costs in regard to legal proceedings for 2016/2017 amounted to \$23,325.69

**Clause 217 (1) (a4) Subsidised Private Works**

Council did not undertake any subsidised private works during the year.

**Clause 217 (1) (a5) Donations and Contributions under Section 356**

A total of \$61,362.94 was donated or contributed by Council during the year.

**Clause 217 (1) (a6) Delegations to External Bodies**

Council has delegated the following functions to the organisations listed below:

- (i) **Castlereagh-Macquarie County Council** undertakes noxious weed control across the Shire.
- (ii) **Quambone Resources Committee** promotes usage and manages facilities of Quambone community facilities, including Quambone Hall, Swimming Pool and Racecourse/Showground.
- (iii) **Gulargambone Memorial Hall Committee** promotes usage and ensures care, control and management of the Gulargambone Memorial Hall.
- (iv) **Mayor's Appeal Conn Family Committee** administers funds held on behalf of the Mayor's Appeal in 2005 to ensure all necessary support is made available to the Conn children.
- (v) **Combara Hall Committee** promotes usage of the Combara hall and manages the facility.
- (vi) **Coonamble Shire Youth Council** provides direction on youth affairs and co-ordinates/promotes events.

**Clause 217 (1) (a7) Companies in which Council held a Controlling Interest**

Council held no controlling interest in any Company.

**Clause 217 (1) (a8) Partnerships, Cooperatives, Joint Ventures to which Council was a party**

- Coonamble Shire Council is a member of the *North Western Library Service*, a cooperative providing library services to the Shires of Bogan, Coonamble, Gilgandra and Warren. The quality of service is significantly enhanced by participation in the Joint Library Service.

- Council is a member of the *Orana Regional Organisation of Councils (OROC)*.

**Clause 217 (1) (a9) Equal Employment Opportunity (EEO)**

The purpose of Council's policy is to eliminate discrimination in employment and to promote opportunities for identified under-represented groups. Council's EEO Management Plan comprises four key strategies for an effective approach to EEO. Activities undertaken during 2016/2017 are as follows:

1. Policies and procedures – *All policies and procedures conform with EEO principles:*

- Review of Council's policies and procedures
- Review of position descriptions, recruitment advertising, performance appraisals and training procedure
- Provision of equal access to opportunities for training and development.

2. Communication and awareness – All staff understand EEO principles and their responsibilities and rights in relation to EEO:

- Updated information posted on staff notice boards
- All aspects of EEO are covered in Coonamble Shire's new staff induction program
- Responsibilities are conveyed to new Managers/Supervisors.

3. Training and development – *All staff have equal access to training and development opportunities relevant to their needs:*

- Training and development policy and procedures reviewed.
- Staff responsible for approving training are made aware of EEO principles.

4. Implementation, evaluation and review – *EEO Management Plan is successfully implemented, effectively evaluated and periodically reviewed:*

- Staff with specific responsibilities in relation to the implementation of the EEO Management Plan are identified and their responsibilities communicated to them.
- Implementation of EEO Management Plan monitored bi-annually. .

**Clause 217 (1) (b) General Manager remuneration**

Total remuneration of the general manager during the 2016/2017 year: \$253,920

**Clause 217 (1) (c)** Senior Staff – remuneration

Council's only designated "Senior Staff" position is that of the General Manager [as reported in 217 (1) (b)]

**Clause 217 (1) (e)** Stormwater Management Services

Council did not levy any charge for stormwater management services during 2016/2017.

**Clause 217 (1) (f)** Companion Animals Act and Regulation

- (i) Council has lodged pound data with the Office of Local Government as required at the end of the financial year.
- (ii) Council has lodged data with the Office of Local Government relating to seven (7) dog attacks during the year. Approximately 121 infringement notices were issued for animals in 2016/2017.
- (iii) Over the 2016/2017 year Council incurred \$171,493 carrying out companion animal management activities.
- (iv) A total of 302 animals were impounded during 2016/2017. Council endeavours to re-house animals where possible, as an alternative to euthanasia. The incidence of re-housing is dependent upon suitable animals being available and the demand at the time.
- (v) Council has adopted a companion animal management plan. A dedicated "off leash" area is identified within the plan and is located off Macdonald Park in Aberford Street, Coonamble.
- (vi) Council has implemented a policy for the keeping of domestic animals.
- (vii) Council received \$22,664 in registration/sundry fees for companion animals during the year. Council's net cost relating to the management of companion animals for the same period was \$148,829.



## **GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009**

Annual reporting requirements under Section 125 of the *Government Information (Public Access) Act 2009 (GIPA Act)* requires agencies to prepare and submit an annual report within four months of the end of the annual reporting period. Under paragraph 7 of the *Government Information Public Access Regulation 2009* the annual report must include the following:

- (a) *details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review:*

A review was undertaken by the Principle Officer during 2016/2017, no additional information was made available as a result of the review.

- (b) *the total number of access applications received by the agency during the reporting year (including withdrawn applications, but not including invalid applications):*

The total number of access applications received by Coonamble Shire Council during 2016/2017 was two (2).

- (c) *the total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was, for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure):*

One (1) application was received by Coonamble Shire Council during 2016/2017 was refused wholly or partly.

- (d) *information, as set out in the form required by the tables in Schedule 2, relating to the access applications (if any) made to the agency during the reporting year.*

**RICK WARREN**

General Manager

**STATISTICAL INFORMATION ABOUT ACCESS APPLICATIONS (SCHEDULE 2)**

<b>Table A: Number of applications by type of applicant and outcome*</b>								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	1	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

<b>Table B: Number of applications by type of application and outcome*</b>								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (Other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

\* **A personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

<b>Table C: Invalid applications</b>	
<b>Reason for invalidity</b>	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	1
Application contravenes restraint order (section 110 of the Act)	0
Total Number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

<b>Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act</b>	
	Number of times consideration used *
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0

Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

<b>Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act</b>	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information Legislation	0

<b>Table F: Timeliness</b>	
	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>2</b>

<b>Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)</b>			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of the Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

- The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

<b>Table H: Applications for review under Part 5 of the Act (type by applicant)</b>	
	No of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## **ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979**

### **Section 93F - Planning Agreements.**

Council has not entered into any planning agreements.

# Theme: Our People

## P1 Our community is connected across geographic, interest, cultural and social groups

### P1.1 Leverage online technologies to improve virtual connections

DP Action	Operational Plan Action	Comment
P1.1.1 Improve the quality of Coonamble Shire Website and include opportunities for community groups to share information.	Conduct review of website design and layout. review links to community group sites to ensure information is current	Review has been conducted.
P1.1.2 Utilise internet technology to provide community information to specific demographic and interest groups.	Promote Library as a community internet access point. Promote Town WiFi hot spot	IT resources ensured the continued provision of the Library and main streets WiFi hot spots.

### P1.2 Increase the representation of Aboriginal people in community roles including local Council

DP Action	Operational Plan Action	Comment
P1.2.1. Utilise Local Government Week to raise awareness of the role and function of Council	Conduct community awareness campaign during Local Government t Week August 2016	Facilitated Local Government Week street stall during August 2016.
P1.2.2. Provide appropriate opportunities for Aboriginal people to participate in Council's community planning	Regularly attend CWP's, provide information and gain feedback. Utilise NAIDOC and other specific events for consultation activities	Participated in NAIDOC celebrations.

### P1.3 Leverage the skills and knowledge in our community to promote social interaction and facilitate knowledge sharing

DP Action	Operational Plan Action	Comment
P1.3.1. Support activities/projects that increase community participation and connection	Collaborate with Government, non-Government organisations and community in facilitation of activities that build social capital	Active participation in Interagency network, Together Partnership group and community events. Facilitation of Youth Week events, Harmony Day and Seniors Week celebrations.



P1.3.2. Maintain local business database Distribute relevant information to local businesses	Maintain Website business database. Prepare and distribute Business Bulletin	Local online business listing reviewed and updated.
P1.3.3. Source, collate & distribute residents packs and Welcome to Coonamble bags	Co ordinate organisations and groups for resources, collate packs for Welcome to Coonamble committee	Information for Welcome to Coonamble bags provided to co-ordinating body.
P1.3.4. Provide Community Development Workers to facilitate community building	Coordinate appropriate recruitment	Position sustained for the majority of the year, one position available in June 2017. Coverage of services provided by current staffing levels.
P1.3.5. Continue to consult residents with a focus on quality of life experience rather than sole satisfaction with Council services	Collate and report on 2015/16 community survey	Survey conducted with data informing Council's End of Term Report and Community Strategic Plan review.

## P2 Develop and grow the community's sense of shared responsibility

### P2.1 Encourage an inclusive, active community where people look out for each other

DP Action	Operational Plan Action	Comment
P2.1.1. Utilise Safer by Design principles in public space planning	Incorporate Safer by Design principles into any public space development including parks, walkways, car parks	Public space development carried out in accordance with standards, regulations and safer by design principles.
P2.1.2. Work with Police and communities to target crime "hot spots"	Participate in Community Policing meetings. Contribute to Community Safety Committee planning	Participation in Police facilitated meetings. Active member of CADI Crime Action Group. Partnered with Police in Safe Coonamble project.
P2.1.3. Support activities that promote community involvement in neighbourhood safety (eg: Neighbourhood Watch).	Support Coonamble Alcohol and Drug Initiative Crime and Justice Action Group activities	Attracted funding for CADI project addressing theft and drug related issues. Project progressing to project brief.
P2.1.4. Encourage safety audits for elderly residents	Conduct home safety campaign focussed on elderly and/or vulnerable residents	Home safety campaign conducted during Seniors Week 2017.

## P2.2 Develop and grow the community's sense of shared responsibility

DP Action	Operational Plan Action	Comment
P2.2.1. Work with partners to develop programs that assist women and children to escape from family violence and men to address family violence	Collaborate with Coonamble Domestic Violence Committee to raise awareness of Family Violence	Participated in White Ribbon Campaign. Active member of Coonamble Domestic Violence Committee.
P2.2.2. Work with community groups to lobby for the development of a domestic violence safe house	Continue to lobby the development of appropriate housing for victims of Domestic Violence	Active participation in Coonamble Domestic Violence committee. DV Prevention Plan re-developed.
P2.2.3. Work with community groups to develop local solutions to drug and alcohol related issues	Provide Back Bone function for Coonamble Alcohol and Drug Initiatives (CADI).	Activity as backbone organisation included media, newsletters, advocacy and meeting facilitation.
P2.2.4. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community	Contribute to stakeholder initiatives where appropriate, support CADI initiatives.	CADI action groups sustained with progression of "Safe Coonamble" research project, rehabilitation treatment group business case and youth activity program.
P2.2.5. Control straying animals	Continue community education campaign. Introduce de-sexing program. Utilise rescue programs to rehouse animals where appropriate.	Verbal education of care for companion animals. Audit completed. On going rehousing of unwanted animals - 95% rescue of companion animals.
P2.2.6. Provide Crime Prevention information	Publish information on Council website.	Crime prevention information published on Council's Website.

## P3 A range of services supports our community to lead healthy lifestyles

### P3.1 Support and promote healthy lifestyles

DP Action	Operational Plan Action	Comment
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Promote Beyond Blue program through Youth Week. Promote Black Dog Institute through Coonamble & Gulargambone Libraries. Partner with local agencies in community development activities within Council's resources.	Promotion of mental health information during Youth Week and through libraries. Partnership with local agencies to facilitate Warragaal Mental Health Wellbeing event.
P3.1.2. Inspection of Food premises.	Carry out annual food premises inspections and food handling education program.	Scheduled food inspections completed. Complaints investigated promptly

P3.1.3. Investigate and develop further age appropriate play areas that meet the needs of ages 0-5 and 6-12 years.	Source funding for the installation of integrated play spaces throughout the Shire.	Works completed in Broome Park in line with grant funding.
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### P3.2 Improve access to medical and specialist services

DP Action	Operational Plan Action	Comment
P3.2.1. Maintain existing level of assistance to medical and dental facilities within the Shire	Provide subsidised accommodation for dental and medical practitioners.	Subsidised accommodation provided in line with Council resolution.

### P3.3 Support the production of local produce, including home-grown and domestic produce

DP Action	Operational Plan Action	Comment
P3.3.1. Ensure ongoing program of noxious weed and insect control through membership of Castlereagh – Macquarie County Council.	Attend Castlereagh Macquarie County Council meetings. Provide financial contribution.	2016/2017 Financial contribution has been provided and meetings attended by Council representatives.
P3.3.2. Provide quality assistance and advice to industry and community.	Upgrade information available on Website	Council's website updated with information received by relevant authorities.

### P3.4 Improve access to services for disengaged community members

DP Action	Operational Plan Action	Comment
P3.4.1. Support appropriate community development activities undertaken by a range of organisations and provide assistance with project development, governance, grant writing, community building and group facilitation.	Provide community assistance through Grants Officer. Assist local community service agencies with Community Development capacity building.	Grants information provided to community network, community capacity building activity through the CADI project and active participation in Integrated Service Delivery model development.

### P3.5 Increase the community's involvement in sporting activities

DP Action	Operational Plan Action	Comment
P3.5.1. Ensure parks and gardens and sportsgrounds are maintained to an acceptable standard.	Implementation of facility security key system.	Works completed.

## P4 Our community respects and encourages the diversity of culture, ability and ages of our population

### P4.1 Increase opportunities for our community to celebrate together

DP Action	Operational Plan Action	Comment
P4.1.1. Support activities that promote cultural awareness and diversity in ability and age.	Participation in Youth Week, Children's Week, Harmony Day, Senior's Week, International Day of People with a Disability & NAIDOC	Activities hosted for NAIDOC Week, Seniors Week, Harmony Day, Youth Week and International Day of People with a Disability. Activities facilitated in partnership with other organisations for Children's Week.
P4.1.2. Continue to facilitate Australia Day activities.	Host Annual Australia Day event	Successful Australia Day event facilitated in January 2017.

### P4.2 Improve interaction across social cultural and age groups

DP Action	Operational Plan Action	Comment
P4.2.1. Provide strategic early intervention community development programs for children and young people.	Facilitate Youth Council. Seek funding opportunities that align with Council's Child & Youth Development policy	Youth Council meetings occurred as scheduled. Transport and Youth Week funding secured.
P4.2.2. Support strategies that focus on active ageing and ageing in place	Facilitate or partner in a Senior's Week event/activity	Senior's Week family history activities conducted during April 2017.
P4.2.3. Develop an Ageing Population Strategy for the Shire.	Monitor Coonamble Shire Positive Ageing Strategy	Positive Ageing Strategy completed. Actions included in 2017/18 Operational Plan.
P4.2.4. Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal community	Attend Community Working Party meetings. Work with CWP to advance local Aboriginal Community Action Plan. Work with other appropriate community groups as issues arise	Coonamble Community Working Party meeting attended.
P4.2.5. Develop a Multicultural Services Program Plan (MSPP) and review annually	Conduct annual review of Multicultural Services Program Plan	Not completed.
P4.2.6. Develop a Disability Action Plan	Finalise Disability Inclusion Plan (DIAP).	Disability Inclusion Action Plan finalised and incorporated into new Delivery Program.

P4.2.7. Ensure Council consultation provides opportunities for participation for people from diverse backgrounds	Monitor implementation and review Community Consultation Guidelines	Community Consultation Policy and Procedure reviewed with ongoing monitoring.
P4.2.8. Provide appropriate support to organisations that provide services to people with a disability and culturally and linguistically diverse (CALD) community members	Provide community development support to local organisations providing CALD services, where requested.	No assistance requested.
P4.2.9. Provide appropriate support to the development of an Aboriginal Cultural Centre (ACC)	Provide appropriate support, through relevant departments, for the development of an ACC, if requested.	No assistance requested.

### P4.3 Promote role models who demonstrate community respect

DP Action	Operational Plan Action	Comment
P4.3.1. Provide Aboriginal Cultural Awareness training to all staff and Councillors	Provide Aboriginal Cultural Awareness training to all staff and Councillors as required	Training provided to all available staff and Councillors and completed in December 2016.

### P4.4 Promote more cultural events in the shire

DP Action	Operational Plan Action	Comment
P4.4.1. Assist with Moorambilla event	NO ACTION REQUIRED	No action required.
P4.4.2. Assist Coonamble Shire events with marketing and promotion	Provide promotion through e-newsletter, Website and Facebook page. Provide advice and guidance through Tourism staff	Regular newsletters produced and information provided on Website and via social media.

# Theme: Our Infrastructure

## I1 Strong community connections: Our community connections support and facilitate our access to each other and our local services

### I1.1 Maintain local road maintenance and construction

DP Action	Operational Plan Action	Comment
I1.1.1. Continue to implement rolling plant replacement program	Replace plant in accordance with Rolling Replacement Program	Plant operated efficiently and/or replaced in accordance with Plan.
I1.1.2. Depot maintained and upgraded	Maintain Depot to meet legislative requirements	Depot maintained to meet legislative requirements.
I1.1.3. Plant operated efficiently and economically	Monitor Plant usage and costs	Plant achieving operational goals.
I1.1.4. RMS RMCC Contract continued on Castlereagh Highway (HW 18)	RMCC Maintenance Contract completed as directed by the RMS	Works undertaken in partnership with Roads and Maritime Services (RMS).
I1.1.5. Routine maintenance, heavy patching and reseals continued under Regional Roads Block Grant contract	Regular inspection and programming of heavy patching and resealing.	Works program completed.
I1.1.6. Reconstruction of sealed regional roads under Regional Roads Repair Program continued	Submit applications for REPAIR funding and complete successful grant projects.	Applications submitted, works progressing.
I1.1.7. Continue local roads reconstruction under Roads to Recovery Program	Rehabilitation and widening of MR383 (Pilliga Road).	Works underway.
I1.1.8. Continue local sealed roads routine maintenance, heavy patching & resealing	Regular inspection and allocation of resources in accordance with budget and schedule.	Maintenance program completed to schedule.
I1.1.9. Continue local unsealed roads routine maintenance, grading, reforming, regrading, causeway re-sheeting	Complete maintenance and improvement works as detailed in Roads Management Plan.	Progressed Roads Management Plan within limitations caused by weather conditions.
I1.1.10. Implement asset management inspection regime and maintenance defect register	Monitor implementation of asset management inspection regime and maintenance defect register	Completed.
I1.1.11. Implement 3 yearly pavement investigation based on technically sound practices	Review test results for deflections and roughness.	Not due to start.

## I1.2 Minimise the effects of flooding on our infrastructure

DP Action	Operational Plan Action	Comment
I1.2.1. Continue to invest in Levee management	Maintain Levee and provide Council share of grants	Stage 1 & 2 Levee upgrade completed.
I1.2.2. Provide flood levee for East Coonamble	Deliver Stage II Levee reconstruction project	Stage 2 completed.
I1.2.3. Investigate flood levels West Coonamble	Seek funding to implement Flood Study recommendations	Funding application submitted.

## I1.3 Public transport that facilitates access to services and communities for remote residents

DP Action	Operational Plan Action	Comment
I1.3.1. Support projects that aim to reduce transport disadvantage	Seek Youth Week shuttle bus / transport assistance	Transport for NSW funding "Levee Leapers" project allowed young people to access activities and events.
I1.3.2. Maintain Certification of Aerodrome to CASA Regulations	Maintain Airport and surrounds to acceptable standard	Certification maintained.
I1.3.3. Rail upgrade – work with local industry to maintain pressure to ensure upgrade is completed as planned.	Completed	Completed.
I1.3.4. Rail loading – assist interested parties to build a loading site to further develop local industry.	Refer potential operators to appropriate assistance	Referrals made as appropriate.
I1.3.5. Inland rail – pursue Coonamble sub-corridor in government planning and investment.	Ongoing lobbying. Attend information briefings	Continuing lobbying and consultation.

## I2 Cultural expression and enjoyment: Our community benefits from access to appropriate facilities

### I2.1 Increase the exhibition and production of more cultural events in the Shire

DP Action	Operational Plan Action	Comment
I2.1.1. Ensure Showground & Pavilion are well managed.	Coordinate effective usage through streamlined booking processes. Fees and charges reviewed to promote usage. Complete Showground Management Plan	A simplified fee structure, along with changes to the booking process, have improved utilisation of the facility throughout the year.
I2.1.2. Encourage development of multi purpose community facilities to meet the needs of local communities and provide a focal point for community activity.	Support development of facilities within Council budget and priorities	Application for Smith Park Netball facility submitted for funding.
I2.1.3. Support development of diverse cultural and recreational opportunities for children and young people eg: Skate Park at Gulargambone.	Continue to source funding for development of recreational spaces for children and young people	Installed infant playgrounds at McDonald Park and Broom Park Coonamble.
I2.1.4. Develop a Coonamble Shire Public Art Policy and Procedure.	Completed 2014/15. No action required	Completed.
I2.1.5. Continue to support regional arts development.	Provision of agreed subsidy to Outback Arts	Subsidy provided as per Council resolution.
I2.1.6. Maintain/Improve parks to acceptable standards.	Contingent on grant funding, construct play equipment at Smith Park	Construction of playground completed according to design adopted by Council.
I2.1.7. Upgrade Showground to ensure reasonable standard of facility is provided	Review Showground User Plan. Identify sources of funding for upgrades	Power supply upgrade to Coonamble Showground.
I2.1.8. Ensure pools are well maintained	Upgrade fascia at Gulargambone Pool.	Works postponed until the 2017/2018 period.



## I2.2 Maintain and improve the role of our community libraries

DP Action	Operational Plan Action	Comment
I2.2.1. Expand the role of Council libraries to support early language/literacy skills and life skills programs	Facilitate Home Work Help. Promote early learning technologies	Wired Out West early learning technologies provide increased library resources for children 0-8 years old.
I2.2.2. Provide high quality library services that are responsive to community need	Develop and facilitate annual patron survey	Annual survey completed with improvement measures identified.
I2.2.3. Continue to develop the libraries as multi-purpose community spaces	Encourage diverse community groups to utilise library space. Facilitate after school activities in response to community need	Library continues to be used by visiting services, education providers and leisure groups. After school activity program operating 5 days per week.

## I2.3 Share access to local facilities to fully realise the potential of local infrastructure

DP Action	Operational Plan Action	Comment
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities	Review Asset Management Plan (AMP) – Building Maintenance. Carry out works in accordance with AMP	Works completed in line with AMP and AMP reviewed as part of the 2017/18 Estimates process.
I2.3.2. Investigate and maximise opportunities for Council buildings to be used for multipurpose community activity	Monitor and review use of Council buildings	Coonamble Library and Gulargambone Youth Hall utilised by a diverse range of community groups.
I2.3.3. Manage Council's Local Heritage Fund. Oversee provision of Heritage Advisory Services provided to owners of properties across the Shire.	Administer program according to guidelines and local needs	Heritage works monitored.
I2.3.4. Continue to provide museum advisory support	Source expertise as required	No active project during 2016/17.

## I3 Good health: Our community has safe and reliable access to our primary utilities

### I3.1 Deliver safe drinking water and sewerage services

DP Action	Operational Plan Action	Comment
I3.1.1. Implement a mains replacement program based on Water Management Plan	Continue to progress mains replacement program	No action.
I3.1.2. Install a new water treatment plant	Completed 2015/16	No action required.
I3.1.3. Investigate viability of iron removal from Gulargambone water supply	N/A. Completed 2015/16	No action required.
I3.1.4. Ensure water assets are well maintained	Maintenance of mains, services and essential infrastructure undertaken	Maintenance undertaken as required.
I3.1.5. Implement a mains relining program based on Sewerage Management Plan	Mains relining commenced	Mains relining commenced and will continue during 2017/18.
I3.1.6. Maintain sewer assets	Monitor and repair pumps and equipment	Ongoing monitoring and maintenance completed.
I3.1.7. Treatment Plants maintained to Legislative requirements	Regular monitoring of effluent quality	Regular monitoring undertaken.
I3.1.8. Completion of Stormwater Management Plan	Develop draft Stormwater Management Plan	No progress.

### I3.2 Improve community access to services

DP Action	Operational Plan Action	Comment
I3.2.1. Liaise with RFS to provide operational and strategic fire protection in Coonamble	Attend Bush Fire Management Committee meetings, provide input. Provide administration function for RFS cluster Councils	Meetings attended and obligations met.
I3.2.2. Continue sponsorship of SES to respond to disasters	Provide backup staff and equipment as required	Plant and staff available when needed
I3.2.3. Manage town common	Management Plan and Operational Guidelines developed	Not completed.

### I3.3 Minimise our hard waste production and promote recycling

DP Action	Operational Plan Action	Comment
I3.3.1. Develop a separate Waste Management Plan	Implement Waste Management strategy recommendations	Strategies implemented and progressing.

### I3.4 Maintain all recreational facilities to ensure safety and promote use

DP Action	Operational Plan Action	Comment
I3.4.1 Maintain/Improve Parks to acceptable standards	Continue works in accordance with Asset Management Plan	Works have been completed as identified within the Asset Management Plan.
I3.4.2. Complete buildings maintenance & Improvement program	Schedule works for duration of Long Term Financial Plan so as to meet key KPIs and service levels set by Council	Long term Financial plan has been reviewed with works programmed to meet KPIs as identified.

## I4 Appropriate investment: Our community is looking to the future to improve and protect our access to resources

### I4.1 Attract investment in alternative energy production

DP Action	Operational Plan Action	Comment
I4.1.1. Seek private and government investment in green power generation within the Shire	Investigate and produce internal report on green power options	No funding available.

### I4.2 Ensure long term management and protection of our community assets

DP Action	Operational Plan Action	Comment
I4.2.1. Prepare Asset Management Plans for major asset classes	Complete preliminary preparation of asset base data	Preparation of AMPs continuing.
I4.2.2. Refine existing Asset Management Plans	Monitor and review asset registers	Annual reviews completed.
I4.2.3. Review Asset Management Plans for the major asset groups including risk management plans	Annual review of all Asset Management Plans	Annual reviews completed.

14.2.4. Identify infrastructure expenditure by both:• Expenditure Category - asset group; for example, road pavement • Expenditure Type - operating, maintenance, capital renewal, upgrade	Collect and review data	Infrastructure works program reviewed and categorised as part of ongoing program.
14.2.5. Consider ongoing ownership costs of new capital works proposals in budget deliberations by identifying the renewal and capital upgrade/expansion components of all capital works projects, and providing for the ongoing operational and maintenance requirements	Ensure budget is set so as to achieve key KPIs aligned to Council's Delivery Program	Capital Works program assessed for renewal/ expansion components and KPIs re-assessed as part of preparation of Council Financial Statements.
14.2.6. Periodically collect data for all major infrastructure classes	Co-ordinate inspection data provided by various departments and update asset register	Asset register layout has been revised and updated accordingly based on information provided.
14.2.7. Integrate Council's corporate asset register meeting both technical and financial reporting requirements	Identify Asset Management options and assess suitability for technical and financial operations	Revised format of Asset register has been implemented.
14.2.8 Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the options and costs	Collate and consolidate data for use during community consultation	Information provided as requested.
14.2.9. Prepare long term cash flow predictions for asset maintenance, rehabilitation and replacement.	Review and refine Long Term Financial Plan (LTFP)	LTFP updated for the 2017/2018 budget preparation process.
14.2.10. Revalue assets at intervals in accordance with Australian Accounting Standards	Revaluations undertaken in consultation with external auditor.	Water and sewerage assets revalued.
14.2.11. Review Council's Asset Management Policy	Monitor in accordance with Policy Review Schedule	Review progressing.
14.2.12. Develop a funding model which addresses the need for sustainable renewal of infrastructure and which identifies all asset life cycle costs	Duplication - see 14.2.5.	n/a
14.2.13. Improve staff capacity in the usage of asset management systems	Key staff undertake Asset Management training	Training undertaken in line with current asset operational activities and condition assessments.

# Theme: Our Economy

## EC1 Support: We support our local economy without compromising on quality

### EC1.1 Re-establish and maintain a robust, well patronised Coonamble main street

DP Action	Operational Plan Action	Comment
EC1.1.1. Continue to plan and implement Coonamble main street beautification and revitalisation projects	Seasonal planting completed to maximise presentation of main street. Post Office pavers levelled and garden beds rejuvenated	Seasonal planting of main street garden beds completed through the year with the levelling of pavers scheduled for the next reporting period (2017/2018).
EC1.1.2. Maintain main street and business area public spaces to a high standard	Address feral pest issues	Pigeon eradication program completed successfully.
EC1.1.3. Identify opportunities for new tourism product	Seek suitable grant funding for identified products	Active member of the Warrumbungle Pre-Aspiring UNESCO Global Geopark working group. Participated in Ag-tourism project in collaboration with Regional Destination Working group.
EC1.1.4. Provide training and support to tourism related businesses in the Shire	Provide tourism development assistance to local businesses/ committees if requested. Assist with Tourism Award applications and grants, if requested	No assistance requested for tourism awards in 2017. Assistance provided to local business and event committees including promotion and development of marketing material.
EC1.1.5. Develop existing visitor markets	Participate in appropriate development of existing visitor market initiatives in line with the Regional Destination Plan	Participated in the "Great Western Plains" marketing initiative, brochure and Web presence. Supported 'love the life we live' project.
EC1.1.6. Develop new visitor markets in line with Inland RTO	Participate in appropriate visitor market initiatives outlined in the Regional Destination Plan.	Active membership of Regional Destination Planning group. Member of UNESCO Pre Aspiring Geopark application committee.
EC1.1.7. Participate in Inland Tourism and Great Inland Way initiatives	Maintain membership of the Great Inland Way and Regional Tourism Organisation, if applicable	Great Inland Way membership maintained. Continued work with Regional Destination Group despite termination of Inland Tourism.
EC1.1.8. Tourism Information on Coonamble Shire be displayed at regional and interstate visitor centres	Distribute Coonamble Shire brochures throughout region. VIC.displays/attendance at selected consumer shows	Distribution of Shire brochures throughout NSW regions and interstate.

## EC1.2 Reinvigorate the main street precinct in Gulargambone

DP Action	Operational Plan Action	Comment
EC1.2.1. Lobby for funding for main street beautification	Apply for funding when opportunities arise	Monitoring of funding opportunities continue for this project. To date no opportunities have been identified by Council.
EC1.2.2. Maintain main street and business area public spaces to a high standard	Liaise with local businesses regarding street appearance	Council has requested property owners carry out works to improve the appearance of buildings in the main street of Gulargambone.
EC1.2.3. Identify opportunities for new tourism product	Seek suitable grant funding for identified products	Grant funding monitored, no opportunity during the reporting period.
EC1.2.4. Provide training and support to tourism related businesses in the Shire	Assist with Tourism Award applications and grants where appropriate.	Assisted 2828 Cafe with web maintenance training and event promotions. Assisted local events with promotion and marketing.
EC1.2.5. Develop existing visitor markets	Contribute to regional destination planning	Active participation in Regional Destination Planning. Participation in UNESCO Pre Aspiring Geopark committee. Marketing assistance provided to two eight two eight café.
EC1.2.6. Develop new visitor markets in line with Inland RTO	Participate in appropriate visitor market initiatives outlined in the Regional Destination Plan	Participated in the "Great Western Plains" marketing initiative, brochure and Web presence. Supported 'love the life we live' project.
EC1.2.7. Participate in Inland Tourism and Great Inland Way initiatives	Maintain membership of the Great Inland Way and Regional Tourism Organisation, if applicable	Active participation in regional tourism network despite the Regional Tourism Organisation (Inland Tourism) ceasing to operate.
EC1.2.8. Tourism Information on Coonamble Shire be displayed at regional and interstate visitor centres	Shire brochures at regional VICs. Displays/attendance at select consumer shows	Brochures distributed throughout the Visitor Information Network.

## EC2 Growth & diversity : Our growing regional economy is Diverse

### EC2.1 Identify and attract industry programs that will draw new industry to the Shire

DP Action	Operational Plan Action	Comment
EC2.1.1. Promote the Shire as a location for business development and investment	Review Development and Investment Strategy. Develop Country Week promotional package. Ensure up to date socio-economic data is readily available in a range of formats to potential investors and residents	Country Week scheduled for 2018. REMPLAN Community & Economic Profile regularly updated and available on website.
EC2.1.2. Support business initiatives that develop economic growth	Provide information and referral service to established businesses.	Information provided and referral service available to local businesses.
EC2.1.3. Market Industrial subdivision lots	Market lots through Real Estate Agents	Lot information provided to local real estate agents. Information available on Council website.
EC2.1.4. Encourage skills attraction and development activities. Support Coonamble Employment Circle to improve local skills base	Participate in Coonamble Employment Circle and support appropriate initiatives that contribute to skill development	Employment Circle meetings attended.
EC2.1.5. Pursue improvements to physical infrastructure that supports business and enterprise development	Pursue external funding opportunities that contribute to infrastructure improvements	All opportunities for infrastructure funding pursued if appropriate.
EC2.1.6. Support and assist proponents of new agricultural, horticultural and aquaculture enterprises.	Provide interested parties with referrals and linkages to various sources of assistance	Information and referral provided on request.
EC2.1.7. Support projects that enhance and promote local natural resources to encourage business and tourism.	Investigate opportunities for development of key sites within the Shire in line with Regional Destination Plan	Participation in Steering Committee for establishment of the Warrumbungle UNESCO GEOPARK.
EC2.1.8. Develop Business Plan and Development Application in support of the establishment of an Artesian Baths facility in Coonamble.	Attract investors to develop site.	Business Plan and DA were completed in 2010.

## EC2.2 Promote rural entrepreneurial ventures

DP Action	Operational Plan Action	Comment
EC2.2.1. Ensure Quarry operation is financially viable	Maintain plant and equipment in good condition. Review plant and operations	Continual monitoring and maintenance undertaken.
EC2.2.2. Maintain Quarry quality certification	Test all products as per QA documentation	Tests completed as required. Recertification underway.
EC2.2.3. Ensure Quarry is maintained to Department of Mines' standard	Ensure that all plant and equipment pass Inspectors' Audits	All plant annually registered and maintained to standards.
EC2.2.4. Ensure proper pricing of product	Monitor Quarry production costs and income	Monitoring undertaken.
EC2.2.5. Provide information and referrals to business start-ups and expansions.	Provide appropriate referrals to BEC, NSW I & I, AusInd	Responses provided to requests for information, assistance and referral.
EC2.2.6. Promote and process applications to the Business Assistance Fund	No funding available. Refer individual business cases to Council	Individual business cases referred to Council.
EC2.2.7. Prepare a business prospectus for potential investors.	Develop Business Prospectus	No progress.
EC2.2.8. Maintain Sale Yard QA Certification	Operate Saleyard in accordance with Quality Assurance Manual	NSQA Audit completed January 2017. QA Certification maintained.
EC2.2.9. Ensure saleyard operation is sustainable	Develop Asset Management Plan for saleyard infrastructure. Prepare long term financial plan for sustainable operation	Not yet completed.
EC2.2.10. Coonamble Saleyards – support physical improvements and better marketing	Business & Marketing Plan implemented through Saleyards Sub-committee in partnership with Coonamble Associated Agents	Review of operations and report on Saleyards viability progressing.



## EC3 Local education : Our educational opportunities include support for our local economy

### EC3.1 Leading organisations provide cadetships and graduate employment opportunities

DP Action	Operational Plan Action	Comment
EC3.1.1. Continue to provide the School to Work program, offering options for work experience and Traineeship/ Apprenticeship employment with Council	Provide opportunities for School to Work placements throughout the organisation	School based traineeships offered during the year, two positions filled and sustained by actions within Council scope.

### EC3.2 Provide broad opportunities for social education and personal wellbeing

DP Action	Operational Plan Action	Comment
EC3.2.1. Support social enterprise opportunities that allow young people to transition from school/TAFE to employment	Provide advice and referral through Economic Development office where appropriate	Opportunities for transition from school to employment were provided through traineeship and work experience placements.

### EC3.3 Provide education that addresses the needs of the local population

DP Action	Operational Plan Action	Comment
EC3.3.1. Facilitate partnerships and linkages with government, business and community to develop and improve the education and skill base of young people	Participate in Coonamble Connected Communities (School) initiatives	Participated in, and sponsored, Coonamble Public School and High School NAIDOC celebrations, Warragul Mental Health Wellbeing Day and Youth Week activities.
EC3.3.2. Assist with Education Fund Scholarship	Provide agreed funding to Coonamble and District Education Foundation	Funds available and awaiting claim by Foundation.
EC3.3.3. Support appropriate alternative education programs	Facilitate Waste to Art education and competition	Successful facilitation of 2017 Waste to Art competition.
EC3.3.4. Promote Shire libraries as venues for innovative educational support	Encourage Schools and alternative education providers to creatively use Library space	Library utilised by preschools, school groups, tutoring services, author visit, work training support.
EC3.3.5. Encourage and support initiatives to build the local skill base and increase employment participation.	Support Employment Expo, within resources	No action by Employment Circle.

## EC4 Local employment : Our community members are gainfully employed in appropriate and satisfying jobs

### EC4.1 Provide appropriate and accessible education for our community

DP Action	Operational Plan Action	Comment
EC4.1.1. Facilitate partnerships that support and develop life long learning opportunities	Provide expanded library programs involving learning opportunities for pre-school children and Seniors. Pursue opportunities for staff learning exchanges with Sister City, Campbelltown City Council, and other networks	Library programs expanded to include early learning technologies (hardware, software and infrastructure) and regular pre-school visitation. Coonamble Senior Citizens group utilising Library for weekly recreational activity.

### EC4.2 Identify local employment opportunities and promote these across the community

DP Action	Operational Plan Action	Comment
EC4.2.1. Continue to facilitate School to Work program	Identified traineeship /apprenticeship opportunities filled as resources are available. Complete School to Work Program (Work Crew) construction project	School based traineeships identified and recruited for during the year. Two Work Crew Projects completed with Clontarf students.
EC4.2.2. Continue to recruit using EEO best practice principles	Recruitment practices reviewed annually for EEO best practice	EEO policies and recruitment practices reviewed and compliant.
EC4.2.3. Promote job opportunities on line and through local agencies	Advertise employment opportunities locally and on website. Update employment information package and review annually	All vacancies advertised locally using Council website, staff and community networks and local employment agencies. Employee information packages updated to reflect new formatting and minor testing undertaken.

# Theme: Our Environment

**EN1 Local produce : Our community benefits from an environment that ably supports local fresh food needs of our community**

**EN1.1 Promote local food production through appropriate policies**

DP Action	Operational Plan Action	Comment
EN1.1. Provide quality planning and customer services to potential developers / residents	Utilise results of community survey to review quality of customer service provided to potential developers/ residents	Customer service approach reviewed and improved.

**EN1.2 Support local food production and consumption**

DP Action	Operational Plan Action	Comment
EN2.1. Promote and support opportunities for value-adding of local produce	Provide business information and referral service. Promote local initiatives on Council Website	Businesses referred as appropriate. Information on Website and Facebook.

**EN2 Environmentally sustainable investment : Our community enjoys an environment that is not compromised by new industries and investments**

**EN2.1 Plan land use strategically and sensitively**

DP Action	Operational Plan Action	Comment
EN2.1.1. Develop a strategy to attract new investment/industry, review annually	N/A. Completed 2015/16	Economic Strategy re-draft being developed.
EN2.1.2. Develop Land Use Strategy	N/A. Completed 2014/15	Completed.
EN2.1.3. Continue to review Local Environmental Plan	DCP reviewed in accordance with Legislation	Finalising DCP. Completion will take place 2017/18 period.
EN2.1.4. Ensure compliance with NSW Building Certification	Assess applications in accordance with Legislation	Applications assessed within Legislative guidelines.
EN2.1.5. Provide quality over the counter, telephone and email advice to customers	Respond to enquiries, provide pro-active information on Website	Enquires responded to promptly. Updating of website ongoing.

EN2.1.6. Approvals completed within time frame required	Monitor approval timeframe	Approvals completed within Legislative time frame.
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## EN2.2 Promote ecologically and environmentally sustainable development

DP Action	Operational Plan Action	Comment
EN2.2.1. Enforcement of environmental regulations	Improve staff capacity and environmental knowledge	Ongoing environmental training provided to relevant staff. Local Land Service meetings attended.

## EN3 Good environmental management: Our community values knowledge sharing and promotion of best practice environmental management

### EN3.1 Share knowledge and facilitate knowledge sharing amongst those working on the land

DP Action	Operational Plan Action	Comment
EN3.1.1. Ensure appropriate opportunities for those working on the land to participate in Council consultation regarding decisions that affect them	Ensure methods for reaching people working on the land are incorporated into consultation strategies	Council plans (including Community Strategic Plan review) included on-line survey and workshop live video streaming.

### EN3.2 Ensure the health of our river system

DP Action	Operational Plan Action	Comment
EN3.2.1. Enforcement of environmental regulations	Regular inspection of creeks and river. Source grant funding to combat littering. Increase litter patrols to identify source of dumped litter	River and waterways inspections completed weekly for illegal dumping and needles. Illegal waste attended to promptly.

# Theme: Our Leadership

## L1 A community that is supported by active, respected leaders

### L1.1 Encourage broader involvement in community activities

DP Action	Operational Plan Action	Comment
L1.1.1. Continue to support Coonamble Shire Youth Council as a link between young people and their Council	Facilitate Youth Council meetings	Youth Council meetings conducted.
L1.1.2. Promote genuine opportunities for people to participate in decisions that affect them	Utilise broad methods of community consultation, including "in place" strategies	All community consultation included in place community engagement.
L1.1.4. Encourage children and young people to be involved in the planning and design of community spaces	Utilise child and youth friendly consultation methods to ensure genuine opportunities for engagement	Age appropriate consultation methods occurred during the year including Wired out West project and Community Strategic Plan review activities.
L1.1.3. Co-ordinate local involvement in regional business awards.	Coordinate Regional Business Awards.	Local Business Awards held in 2016.

### L1.2 Promote opportunities for leaders to learn the features of good leadership

DP Action	Operational Plan Action	Comment
L1.2.1. Utilise Local Government Week to raise awareness of the role and function of Council	Conduct community awareness campaign during Local Govt Week August 2016	Street Stall event during Local Government Week, August 2016.
L1.2.2. Encourage staff to develop leadership skills	Coaching and mentoring program for junior staff continued with new staff. Leadership and Professional Practice training program for senior staff continued with new staff	Coaching and mentoring activities undertaken in line with School to Work program for junior staff, informal activities undertaken with new staff members.

### L1.3 Support leadership succession planning

DP Action	Operational Plan Action	Comment
L1.3.1. Continue to work in partnership with key services in the Shire, assisting with governance and leadership development	Provide advice and support with governance and leadership development to key services in the Shire, where requested	Co-ordination and facilitation of CADI Leader's Group, active participation in Interagency network and Together Partnership group. Provided secretariat to Complex Case Coordination group.

DP Action	Operational Plan Action	Comment
L1.3.2. Take measures to publicize the positive contribution young people make to the Shire	Produce positive media/ promotion of youth activities, events and achievements, prior/ during or after the event	Youth Week and library holiday program media produced.

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

DP Action	Operational Plan Action	Comment
L1.4.1. Lobby against forced Local Government amalgamations	Lobby as opportunities arise	Completed.
L1.4.2. Develop a Business Continuity Plan	Monitor and review Business Continuity Plan	Completed.
L1.4.3. Provide high quality customer service to the community	Conduct annual review of front line customer service and make recommendations for improvement	Front line customer service operations reviewed.
L1.4.4. Develop I.T. Resources Plan	Monitor IT Resources Plan	Review of IT Resources Plan conducted. Implementation of the new Local Government Software package is ongoing with the anticipated go live date being in mid December 2017
L1.4.5. Governance is open and transparent	Conduct all business in compliance with Local Government Act & Regulations	No issues of non-compliance identified.
L1.4.6. Review Council policies	Monitor Policy Review Schedule	Policies reviewed according to schedule.
L1.4.7. Maintain consultation process with workforce	Facilitate Consultative Committee and WH&S Committee meetings. Staff communication strategy reviewed annually	Regular Consultative & WHS Committee meetings held and staff newsletter distributed throughout the 12 month period.
L1.4.8. Ensure compliance with legislation for WH&S	Conduct all business in compliance with WHS Act 2011 & Regulations. Adhere to WHS Management Plan	WHS Management Plan further developed in consultation with WHS committee. Continued monitoring of compliance with WHS Act 2011 & Regulations and rectification actions implemented when required.
L1.4.9. Review recruitment & retention strategies	Monitor recruitment and retention strategies	Recruitment and retention strategies developed and incorporated in Workforce Management Plan, adopted by Council June 2017.

DP Action	Operational Plan Action	Comment
L1.4.10. Ensure compliance with legislation for Equal Employment Opportunity	Monitor compliance	All Recruitment activities complied with legislative requirements.
L1.4.11. Maintain long term financial viability.	Review Long Term Financial Plan	Budget preparation completed.
L1.4.12. Continue to progress workforce planning	Monitor and review Workforce Plan	Workforce Management Plan completed and adopted by Council in June 2017.
L1.4.13. Progressively address training needs and upgrade Training Plans	Continue to develop annual staff training plans	Staff training plans completed. Draft annual training plan developed for 2017-18.
L1.4.14. Formalise exit interviews process	Carry out exit interviews	Opportunity offered to complete exit interviews provided to staff leaving Council in 2016/17 where appropriate.
L1.4.15. Conduct 2 yearly, Shire wide community survey	Collate and report on 2015/16 survey	Completed.

## L2 A community that supports active, respected leaders

### L2.1 Increase Aboriginal representation on Council

DP Action	Operational Plan Action	Comment
L2.1.1. Promote awareness of the role and function of Council to Aboriginal people	Attend and present relevant information to Community Working Party. Utilise relevant functions/activities as opportunity to relate the role and function of council	Community Working Party meetings attended.

### L2.2 Increase representation to community leader roles

DP Action	Operational Plan Action	Comment
L2.2.1. Continue to develop the leadership capacity of staff	Staff coaching, mentoring and leadership training program continued	School to work mentoring, leadership/ professional development training conducted for new staff in line with current training activities.

### L2.3 Acknowledge the importance of community leader roles

DP Action	Operational Plan Action	Comment
L2.3.1. Continue to facilitate Australia Day celebrations	Facilitate annual Australia Day event	Successful event held.
L2.3.2. Council staff acknowledge Aboriginal Country at official Council meetings	Acknowledgment of Country made by Council staff at official Council meetings	Appropriate Acknowledgement made. Welcome to Country arranged for Council events.



## Section 5: Financial Reporting

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