



ANNEXURES

**Ordinary Council Meeting
Under Separate Cover
Wednesday, 10 September 2025**

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CODE OF MEETING PRACTICE

2025

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1 INTRODUCTION

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

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

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

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

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

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

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

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

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

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

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

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

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

Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to Council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.

3 BEFORE THE MEETING

Timing of ordinary Council meetings

- 3.1 Council shall, by resolution, set the frequency, time, date and place of its ordinary meetings. ~~However, ordinary meetings of Council will generally be held on the second Wednesday of each month, commencing at 9:00am at the Coonamble Shire Council Chambers, 80 Castlereagh Street, Coonamble, NSW, 2829. There is no meeting in January and the March meeting is held at Gulargambone and the August meeting is held at Quambone.~~

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Extraordinary meetings

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

Note: Clause 3.2 reflects section 366 of the Act.

- ~~3.3 The Mayor may call an extraordinary meeting without the need to obtain the signature of two (2) councillors.~~

Notice to the public of Council meetings

- ~~3.34~~ Council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of Committees of Council.

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

- ~~3.45~~ For the purposes of clause ~~3.34~~, notice of a meeting of Council and of a Committee of Council ~~is to must~~ be published before the meeting takes place. The notice must be published on Council's website, and in such other manner that Council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- ~~3.56~~ For the purposes of clause ~~3.34~~, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary Council meetings

- ~~3.67~~ The general manager must send to each councillor, at least ~~four (4) three (3) business~~ days before each meeting of Council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.67 reflects section 367(1) of the Act.

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

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

Notice to councillors of extraordinary meetings

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

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

Giving notice of business to be considered at Council meetings

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

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

- 3.101 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

~~3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of Council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by Council.~~

~~3.12 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:~~

- ~~(a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by Council, or~~
- ~~(b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by Council to such a date specified in the notice, pending the preparation of such a report.~~

Questions with notice

3.1~~32~~ A councillor may, by way of a notice submitted under clause 3.9~~10~~, ask a question for response by the general manager about the performance or operations of Council.

3.1~~43~~ A councillor is not permitted to ask a question with notice under clause 3.1~~32~~ that ~~comprises a complaint against the general manager or a member of staff of Council, or a question that implies wrongdoing by the general manager or a member of staff of Council.~~would constitute an act of disorder.

3.1~~54~~ The general manager or their nominee may respond to a question with notice submitted under clause 3.1~~32~~ by way of a report included in the business papers for the relevant meeting of Council or orally at the meeting.

Agenda and business papers for ordinary meetings

3.1~~65~~ The general manager must cause the agenda for a meeting of Council or a Committee of Council to be prepared as soon as practicable before the meeting.

3.1~~76~~ The general manager must ensure that the agenda for an ordinary meeting of Council states:

- (a) all matters to be dealt with arising out of the proceedings of previous meetings of Council, and
- (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
- (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
- (d) any business of which due notice has been given under clause 3.9~~10~~.

3.1~~87~~ Nothing in clause 3.1~~76~~ limits the powers of the mayor to put a mayoral minute to a meeting without notice under clause ~~8-6-9.7.~~

3.1~~98~~ The general manager must not include in the agenda for a meeting of Council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of Council.

3.20~~19~~ Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
- (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.20~~19~~ reflects section 9(2A)(a) of the Act.

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

Statement of ethical obligations

~~3.22 Business papers for all ordinary and extraordinary meetings of Council and Committees of Council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest.~~

Availability of the agenda and business papers to the public

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

Note: Clause 3.231 reflects section 9(2) and (4) of the Act.

- 3.242 Clause 3.231 does not apply to the business papers for items of business that the general manager has identified under clause 3.2019 as being likely to be considered when the meeting is closed to the public.

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

- 3.253 For the purposes of clause 3.231, copies of agendas and business papers must be published on Council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.253 reflects section 9(3) of the Act.

- 3.264 A copy of an agenda, or of an associated business paper made available under clause 3.231, may in addition be given or made available in electronic form unless Council determines otherwise.

Note: Clause 3.264 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

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

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

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

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

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

3.26 Nothing in clause 3.25 limits the powers of the Mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.

3.27 Despite clause 3.25, business may be considered at an extraordinary meeting of Council at which all councillors are present, even though due notice has not been given of the business, if Council resolves to deal with the business on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting of Council. A resolution adopted under this clause must state the reasons for the urgency.

3.28 A motion moved under clause 3.27 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.27, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

3.29 If all councillors are not present at the extraordinary meeting, Council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.27 and the chairperson also rules that the business is urgent and requires a decision by Council before the next scheduled ordinary meeting.

3.34 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.28(b) on whether a matter is of great urgency.

Prohibition on Pre-meeting briefing sessions

~~3.32 Prior to each ordinary meeting of Council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of Council and meetings of Committees of Council.~~

~~3.33 Pre-meeting briefing sessions are to be held in the absence of the public.~~

~~3.34 Pre-meeting briefing sessions may be held by audio-visual link.~~

~~3.35 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.~~

~~3.36 — Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal Council or Committee meeting at which the item of business is to be considered.~~

~~3.37 — Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a Council or Committee meeting. Council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.~~

3.31 Briefing sessions must not be held to brief Councillors on business listed on the agenda for meetings of Council or Committees of Council.

Note: The prohibition on the holding of briefing sessions under clause 3.31 reflects the intent of Chapter 4, Part 1 of the Act which requires business of Council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of Council.

3.31 Nothing in clause 3.31 prevents a councillor from requesting information from the General Manager about a matter to be considered at a meeting, provided the information is also available to the public. Information requested under this clause must be provided in a way that does not involve any discussion of the information.

4 PUBLIC FORUMS

4.1 Council may hold a public forum prior to ~~each ordinary meetings~~ of Council and Committees of Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. ~~or community business that falls under the jurisdiction of Council.~~ Public forums may also be held prior to ~~extraordinary Council meetings and~~ meetings of other ~~C~~committees of Council.

~~4.2 — Public forums are to be chaired by the mayor or their nominee.~~

~~4.3 — To speak at a public forum, a person must first make an application in writing (eg email or at front counter) to Council. Applications to speak at the public forum must be received by 9:00am one (1) day before the date on which the public forum is to be held, and must identify the item of business the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.~~

~~4.4 — A person may apply to speak on no more than four (4) items of business.~~

~~4.5 — Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.~~

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

~~address to Council at a public forum after the address and any subsequent questions and answers have been finalised.~~

~~4.18 — Where an address made at a public forum raises matters that require further consideration by Council staff, the general manager may recommend that Council defer consideration of the matter pending the preparation of a further report on the matters.~~

~~4.19 — When addressing Council, speakers at public forums must comply with this code and all other relevant Council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of Council's Code of Conduct or making other potentially defamatory statements.~~

~~4.20 — If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.~~

~~4.21 — Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.~~

~~4.22 — Where a speaker engages in conduct of the type referred to in clause 4.19, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.~~

~~4.23 — Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council or Committee meeting. Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.~~

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

4.2 Council may determine the rules under which public forums are to be conducted and when they are to be held.

4.3 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

5 COMING TOGETHER

Attendance by councillors at meetings

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

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

~~5.2 Council may determine standards of dress for councillors when attending meetings.~~

- 5.23 A councillor cannot participate in a meeting of Council or of a Committee of Council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

5.34 Where a councillor is unable to attend one or more ~~ordinary~~ meetings of Council ~~or Committees of Council~~, the councillor should ~~request that Council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act. submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that Council grant them a leave of absence from the relevant meetings.~~

~~5.4 A councillor's request for leave of absence from Council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.~~

- 5.5 Council must not act unreasonably when considering whether to grant a councillor's request for a leave of absence.

~~5.6 Where a councillor makes an apology under clause 5.5, Council must determine by resolution whether to grant the councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If Council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.~~

- 5.67 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of Council without prior leave of Council, or leave granted by Council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because Council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.67 reflects section 234(1)(d) of the Act.

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

The quorum for a meeting

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

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

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

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

- 5.10 A meeting of Council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
 - (b) in the chairperson's absence, by the majority of the councillors present, or
 - (c) failing that, by the general manager.
- 5.12 The general manager must record in Council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of Council, together with the names of the councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, Council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on Council's website and in such other manner that Council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of Council or at an extraordinary meeting called under clause 3.23.

Meetings held by audio-visual link

- 5.15 A meeting of Council or a Committee of Council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-

visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.

5.16 Where the mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the general manager must:

- (a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
- (b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
- (c) cause a notice to be published on Council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.17 This code applies to a meeting held by audio-visual link under clause 5.15 in the same way it would if the meeting was held in person.

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

Attendance by councillors at meetings by audio-visual link

5.18 Councillors may attend and participate in meetings of Council and Committees of Council by audio-visual link with the approval of Council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

5.19 Clause 5.18 does not apply to meetings at which a mayoral election is to be held.

5.4920 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the General Manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.201 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.4620.

5.242 Council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

- 5.2~~23~~ A councillor who has requested approval to attend a meeting of Council or a Committee of Council by audio-visual link may participate in the meeting by audio-visual link until Council or the committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.2~~34~~ A decision whether to approve a request by a councillor to attend a meeting of Council or a committee of Council by audio-visual link must be made by a resolution of Council or the committee concerned. The resolution must state the meetings the resolution applies to.:
~~(a) the meetings the resolution applies to. And~~
~~(b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.~~
- 5.2~~45~~ If Council or the committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.2~~56~~ A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at Council's or the relevant committee's discretion. Council and committees of Council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. ~~However, Council and committees of Council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.~~
- 5.2~~67~~ Council and committees of Council may refuse a councillor's request to attend a meeting by audio-visual link where Council or the committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of Council or a committee of Council by audio-visual link.
- 5.2~~78~~ This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.2~~89~~ A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.2~~930~~ A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring Council or the committee into disrepute.

Entitlement of the public to attend Council meetings

5.30~~1~~ Everyone is entitled to attend a meeting of Council and Committees of Council. Council must ensure that all meetings of Council and Committees of Council are open to the public.

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

5.34~~2~~ Clause 5.48~~31~~ does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.32~~3~~ A person (whether a councillor or another person) is not entitled to be present at a meeting of Council or a Committee of Council if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if Council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.32~~3~~ reflects section 10(2) of the Act.

5.34 On the adoption of this code and at the commencement of each Council term, Council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of Council and Committees of Council to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a councillor, from a Council or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than councillors from a Council or committee meeting.

Webcasting/Livestreaming of meetings

5.33~~5~~ Each meeting of Council or a Committee of Council is to be recorded by means of an audio or audio-visual device.

5.34~~6~~ At the start of each meeting of Council or a Committee of Council, the chairperson must inform the persons attending the meeting that:

- (a) the meeting is being recorded and made publicly available on Council's website, and
- (b) persons attending the meeting should refrain from making any defamatory statements.

5.35~~7~~ The recording of a meeting is to be made publicly available on Council's website: at the same time as the meeting is taking place.

- ~~(a) at the same time as the meeting is taking place, or~~
- ~~(b) as soon as practicable after the meeting.~~

5.36~~8~~ The recording of a meeting is to be made publicly available on Council's website for at least 12 months after the meeting or for the balance of Council's term, whichever is the longer period.

5.379 Clauses 5.35 ~~and~~ 5.368 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.33 – 5.37 reflect section 236 of the Regulation.

5.3840 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the general manager and other staff at meetings

5.3941 The general manager is entitled to attend, but not to vote at, a meeting of Council or a meeting of a Committee of Council of which all of the members are councillors.

Note: Clause 5.39 reflects section 376(1) of the Act.

5.402 The general manager is entitled to attend a meeting of any other Committee of Council and may, if a member of the committee, exercise a vote.

Note: Clause 5.40 reflects section 376(2) of the Act.

5.413 The general manager may be excluded from a meeting of Council or a committee while Council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.41 reflects section 376(3) of the Act.

5.424 The attendance of other Council staff at a meeting, (other than as members of the public) shall be ~~with the approval of the general manager.~~ determined by the General Manager in consultation with the mayor.

~~5.43 The general manager and other council staff may attend meetings of Council and Committees of Council by audio-visual link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.~~

6 THE CHAIRPERSON

The chairperson at meetings

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

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

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

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

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

- 6.3 If no chairperson is present at a meeting of Council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of a chairperson must be conducted:
- (a) by the general manager or, in their absence, an employee of Council designated by the general manager to conduct the election, or
 - (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.
- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of Council:
- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
 - (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 MODES OF ADDRESS

- 7.1 Where physically able to, councillors and staff should stand when the mayor enters the chamber and when addressing the meeting.
- 7.2 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.
- 7.3 If the chairperson is the deputy mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.
- 7.4 Where the chairperson is not the mayor or deputy mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.

7.5 A councillor is to be addressed as 'Councillor [surname]'.

7.6 A Council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

78.1 The general order of business for an ordinary meeting of Council shall be: At a meeting of Council, the general order of business is as fixed by resolution of Council.

- ~~01—Opening meeting~~
- ~~02—Acknowledgement of traditional owners of the land~~
- ~~03—Apologies and applications for a leave of absence~~
- ~~04—Confirmation of minutes~~
- ~~05—Disclosures of interests~~
- ~~06—Mayoral minute(s)~~
- ~~07—Reports of committees~~
- ~~08—Reports to council~~
- ~~09—Notices of motions/Questions with notice/Rescission motions~~
- ~~10—Confidential matters~~
- ~~11—Conclusion of the meeting~~

78.2 The order of business as fixed under clause 78.1 may be altered for a particular meeting of Council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows Council to deal with items of business by exception.

78.3 Despite ~~clauses 9.20–9.30~~ any other provision of this code, only the mover of a motion referred to in clause 78.2 and the chairperson, if they are not the mover of the motion, may speak to the motion before it is put.

8 9CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a Council meeting

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

- (a) unless a councillor has given notice of the business, as required by clause 3.910, and
- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.67 in the case of an ordinary meeting or clause 3.89 in the case of an extraordinary meeting called in an emergency.

89.2 Clause 89.1 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before Council, or
- (b) is the election of a chairperson to preside at the meeting, or

- (c) ~~subject to clause 8.9~~, is a matter or topic put to the meeting by way of a mayoral minute, or
- (d) is a motion for the adoption of recommendations of a ~~committee, including, but not limited to, a~~ Committee of Council.

~~89.3~~ Despite clause ~~89.1~~, business may be considered at a meeting of Council at which all councillors are present even though due notice has not been given of the business ~~has not been given~~ to the councillors if: Council resolves to deal with the business on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.

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

~~89.4~~ A motion moved under clause ~~89.3(a)~~ can be moved without notice. Despite ~~clauses 9.20–9.30~~ any other provision of this code, only the mover of a motion referred to in clause ~~89.3(a)~~ and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

9.5 If all councillors are not present at a meeting, Council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the chairperson also rules that the business is urgent and requires a decision by Council before the next scheduled ordinary meeting.

~~8.59.6~~ A motion of dissent cannot be moved against a ruling by the chairperson under clause ~~8.3(b)-9.5~~.

Mayoral minutes

~~8.69.7~~ ~~Subject to clause 8.9, if the mayor is the chairperson at a meeting of Council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of Council, or of which Council has official knowledge, the Mayor determines should be considered at the meeting.~~

~~8.79.8~~ A mayoral minute, when put to a meeting, takes precedence over all business on Council's agenda for the meeting. The ~~chairperson (but only if the chairperson is the mayor)~~ mayor may move the adoption of a mayoral minute without the motion being seconded.

~~8.89.9~~ A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by Council, a resolution of Council.

~~8.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by Council before the next scheduled ordinary meeting of Council.~~

~~8.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in Council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, Council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.~~

Staff reports

~~8.149.10~~ A recommendation made in a staff report is, so far as it is adopted by Council, a resolution of Council.

Reports of Committees of Council

~~8.129.11~~ The recommendations of a Committee of Council are, so far as they are adopted by Council, resolutions of Council.

~~8.139.12~~ If in a report of a Committee of Council distinct recommendations are made, Council may make separate decisions on each recommendation.

Questions

~~8.149.13~~ A question must not be asked at a meeting of Council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.910 and 3.132, unless Council determines otherwise in accordance with this code.

~~8.159.14~~ A councillor may, through the chairperson, ~~put a question to ask~~ another councillor about a matter on the agenda.

~~8.169.15~~ A councillor may, through the ~~general manager~~mayor, ask the general manager put a question to a Council employee about a matter on the agenda. ~~Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager. The general manager may request another Council employee to answer the question.~~

~~8.179.16~~ A councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or Council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of Council.

~~8.189.17~~ Councillors must ~~put ask~~ questions directly, succinctly, ~~respectfully~~ and without argument.

~~8.199.18~~ The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or Council employee.

9 10 RULES OF DEBATE

Motions to be seconded

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

Notices of motion

- 910.2** A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 910.3** If a councillor who has submitted a notice of motion under clause 3.910 wishes to withdraw it ~~they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless Council determines to consider the notice of motion at the meeting after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before Council.~~
- 910.4** In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of Council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
 - (b) the chairperson may defer consideration of the motion until the next meeting of Council.

Chairperson's duties with respect to motions

- 910.5** It is the duty of the chairperson at a meeting of Council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 910.6** The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 910.7** Before ruling out of order a motion or an amendment to a motion under clause 910.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- ~~9.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.~~

Motions requiring the expenditure of funds

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

Amendments to motions

~~9.10~~10.8 An amendment to a motion must be moved and seconded before it can be debated.

~~9.11~~10.9 An amendment to a motion must relate to the matter being dealt with in the original motion before Council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.

~~9.12~~10.10 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

~~9.13~~10.11 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before Council at any one time.

~~9.14~~10.12 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.

~~9.15~~10.13 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.

~~9.16~~10.14 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

~~9.17 — A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before Council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.~~

~~9.18 — Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before Council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.~~

~~9.19 — Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.~~

Limitations on the number and duration of speeches

~~9.20~~10.15 A councillor who, during a debate at a meeting of Council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.

~~9.24~~10.16 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.

~~9.22~~10.17 A councillor must not, without the consent of Council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

~~9.23~~10.18 Despite clause ~~9.22~~10.17, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.

~~9.24~~ — ~~Despite clause 9.22, Council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.~~

~~9.25~~10.19 Despite clauses ~~9.20~~10.15 and ~~9.24~~10.16, a councillor may move that a motion or an amendment be now put:

- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
- (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.

~~9.26~~10.20 The chairperson must immediately put to the vote, without debate, a motion moved under clause ~~9.25~~10.19. A seconder is not required for such a motion.

~~9.27~~10.21 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause ~~9.20~~10.15.

~~9.28~~10.22 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.

~~9.29~~10.23 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.

~~9.30~~10.24 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

10.25 Clause 10.24 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

10 **11** VOTING

Voting entitlements of councillors

10.1.1 Each councillor is entitled to one (1) vote.

Note: Clause 10.1 reflects section 370(1) of the Act.

10.1.2 The person presiding at a meeting of Council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 10.2 reflects section 370(2) of the Act.

10.1.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at Council meetings

10.1.4 A councillor who is present at a meeting of Council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

10.1.5 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, Council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

10.1.6 All voting at Council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

Voting on planning decisions

11.7 Council or a Council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before Council for a decision.

11.8 Where Council or a Council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

40.711.9 The general manager must keep a register containing, for each planning decision made at a meeting of Council or a Council committee (including, but not limited to a Committee of Council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

40.811.10 Each decision recorded in the register is to be described in the register

or identified in a manner that enables the description to be obtained from another publicly available document.

~~10.9~~11.11 Clauses ~~10.7–10.8–11.9–11.10~~ apply also to meetings that are closed to the public.

Note: Clauses ~~10.7–10.19–11.9–11.11~~ reflect section 375A of the Act.

Note: The requirements of clause ~~10.7–11.9~~ may be satisfied by maintaining a register of the minutes of each planning decision.

11 ~~12~~ COMMITTEE OF THE WHOLE

~~142~~1 Council may resolve itself into a committee to consider any matter before Council.

Note: Clause ~~142~~1 reflects section 373 of the Act.

~~142~~2 All the provisions of this code relating to meetings of Council, so far as they are applicable, extend to and govern the proceedings of Council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging councillors and staff to stand when addressing the meeting.

Note: Clauses ~~9.20–9.30–10.15–10.25~~ limit the number and duration of speeches.

~~142~~3 The general manager or, in the absence of the general manager, an employee of Council designated by the general manager, is responsible for reporting to Council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

~~142~~4 Council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in Council's minutes. However, Council is not taken to have adopted the report until a motion for adoption has been made and passed.

12 ~~13~~ DEALING WITH ITEMS BY EXCEPTION

~~123~~1 Council or a Committee of Council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.

~~123~~2 Before Council or the committee resolves to adopt multiple items of business on the agenda together under clause ~~123~~1, the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.

~~123~~3 Council or the committee must not resolve to adopt any item of business under clause ~~123~~1 that a councillor has identified as being one they intend to vote

against the recommendation made in the business paper or to speak on.

123.4 Where the consideration of multiple items of business together under clause **123.1** involves a variation to the order of business for the meeting, Council or the committee must resolve to alter the order of business in accordance with clause **8.23**.

123.5 A motion to adopt multiple items of business together under clause **123.1** must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

123.6 Items of business adopted under clause **123.1** are to be taken to have been adopted unanimously.

123.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause **123.1** ~~in accordance with the requirements of Council's Code of Conduct.~~

13 ~~14~~ CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

134.1 Council or a Committee of Council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

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

Note: Clause **134.1 reflects section 10A(1) and (2) of the Act.**

134.2 Council or a Committee of Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 134.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

134.3 A meeting is not to remain closed during the discussion of anything referred to in clause 134.1:

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

Note: Clause 134.3 reflects section 10B(1) of the Act.

134.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 134.1(g) unless the advice concerns legal matters that:

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

Note: Clause 134.4 reflects section 10B(2) of the Act.

134.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 134.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 134.1.

Note: Clause 134.5 reflects section 10B(3) of the Act.

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

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

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

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

Note: Clause 134.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

134.8 Part of a meeting of Council, or of a Committee of Council, may be closed to the public while Council or the committee considers a matter that has not been identified in the agenda for the meeting under clause 3.24-19 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 134.1, and
- (b) Council or the committee, after considering any representations made under clause 134.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 134.8 reflects section 10C of the Act.

Representations by members of the public

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

Note: Clause 134.9 reflects section 10A(4) of the Act.

134.10 A representation under clause 134.9 is to be made after the motion to close the part of the meeting is moved and seconded.

~~14.11 Despite clauses 14.9 and 14.10, Council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.~~

~~13.1114.12 Where the matter has been identified in the agenda of the meeting under clause 3.2419 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 134.9, members of the public must first make an application to Council in a manner determined by Council, the approved form. Applications must be received by 4:30pm the day before the meeting at which the matter is to be considered.~~

~~13.12 The general manager (or their delegate) may refuse an application made under clause 13.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.~~

~~13.13 No more than three (3) speakers are to be permitted to make representations under clause 13.9.~~

~~13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to Council. If the speakers are not able to agree on whom to~~

~~nominate to make representations under clause 13.9, the general manager or their delegate is to determine who will make representations to Council.~~

~~13.15 The general manager (or their delegate) is to determine the order of speakers.~~

~~13.16 Where Council or a Committee of Council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 13.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than three (3) speakers to make representations in such order as determined by the chairperson.~~

~~13.17 Each speaker will be allowed five (5) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.~~

Expulsion of non-councillors from meetings closed to the public

~~13.18~~14.13 If a meeting or part of a meeting of Council or a Committee of Council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

~~13.19~~14.14 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using ~~only~~ such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

Obligations of councillors attending meetings by audio-visual link

14.15 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

~~13.20~~14.16 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

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

Note: Clause ~~13.20-14.16~~ reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

~~13.24~~14.17 If Council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

~~13.22~~14.18 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause ~~13.24-14.17~~ during a part of the meeting that is livestreamed where practicable. ~~webcast.~~

14.19 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

14.20 The general manager must consult with Council and any other affected persons before publishing information on Council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

14 ~~15~~ KEEPING ORDER AT MEETINGS

Points of order

~~14.5~~15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

~~14.2~~ ~~A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.~~

~~14.3~~15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

~~44.4~~15.3 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

~~44.5~~15.4 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

~~44.6~~15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of Council.

~~44.7~~15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

~~44.8~~15.7 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

~~44.9~~15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

~~44.10~~15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

~~44.11~~15.10 A councillor commits an act of disorder if the councillor, at a meeting of Council or a Committee of Council:

- (a) contravenes the Act, the Regulation or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of Council or the committee, or addresses or attempts to address Council or the committee on such a motion, amendment or matter, or
- (d) ~~uses offensive or disorderly words, or insults, makes unfavourable personal remarks about, or imputes improper motives to any other Council official, or alleges a breach of Council's Code of Conduct, or~~
- (e) ~~makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring Council or the committee into disrepute.~~

(f) imputes improper motives to or unfavourably personally reflects upon any other Council official, or a person present at the meeting, except by a motion, or

(g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

Note: Clause ~~14.11~~ 5.10 reflects section 182 of the Regulation.

Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".

~~44.12~~ 15.11 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses ~~44.11~~ 15.10 (a), (b), ~~(d) or (e)~~ or (g), or
- (b) to withdraw a motion or an amendment referred to in clause ~~44.11~~ 15.10 (c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses ~~44.11~~ 15.10 (d), ~~and (e), (f) or (g).~~

Note: Clause ~~15.12~~ 1 reflects section 233 of the Regulation.

15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.

15.13 Where a councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the councillor to take that action at each subsequent meeting until such time as the councillor complies with the requirement. If the councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.

How disorder at a meeting may be dealt with

~~44.13~~ 15.14 If disorder occurs at a meeting of Council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. Council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

~~44.14~~ 15.15 All chairpersons of meetings of Council and Committees of Council are authorised under this code to expel any person, including any councillor, from a Council or committee meeting, for the purposes of section 10(2)(b) of the Act.

~~44.15~~15.16 Clause ~~44.14~~15.15 does not limit the ability of Council or a Committee of Council to resolve to expel a person, including a councillor, from a Council or committee meeting, under section 10(2)(a) of the Act.

~~44.16~~15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for having failed to comply with a requirement under clause ~~44.12~~15.11 or 15.13. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause ~~14.16~~5.17 reflects section 233(2) of the Regulation.

~~44.17~~15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of Council for engaging in or having engaged in disorderly conduct at the meeting.

15.19 Members of the public attending a meeting of Council:

- (a) must remain silent during the meeting unless invited by the chairperson to speak,
- (b) must not bring flags, signs or protest symbols to the meeting, and
- (c) must not disrupt the meeting.

15.20 Without limiting clause 15.18, a contravention of clause 15.19 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.18. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.19.

~~44.18~~15.21 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

~~44.19~~15.22 If a councillor or a member of the public fails to leave the place where a meeting of Council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using ~~only~~ such force as is reasonably necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

How disorder by councillors attending meetings by audio-visual link may be dealt with

15.23 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.24 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

~~44.20~~15.25 Councillors, Council staff and members of the public must ensure that mobile phones are turned to silent during meetings of Council and Committees of Council.

~~44.24~~15.26 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of Council or a Committee of Council without the prior authorisation of Council or the committee.

~~44.22~~15.27 Without limiting clause ~~44.17~~15.18, a contravention of clause ~~14.21~~5.26 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause ~~14.17~~5.18. Any person who contravenes or attempts to contravene clause ~~14.21~~5.26, may, as provided for under section 10(2) of the Act, be expelled from the meeting. ~~as provided for under section 10(2) of the Act.~~

~~44.23~~15.28 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by Council or person presiding, may, by using ~~only~~ such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.

15 ~~16~~ CONFLICTS OF INTEREST

~~15.6.1~~ All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of Council and Committees of Council in accordance with Council's Code of Conduct. All declarations of conflicts of interest ~~and how the conflict of interest was managed by the person who made the declaration~~ must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with Council's Code of Conduct. Where a councillor has declared a conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by Council or the committee, or at any time during which Council or the committee is voting on

the matter.

16 17 DECISIONS OF THE COUNCIL

Council decisions

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

Note: Clause 167.1 reflects section 371 of the Act.

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

Rescinding or altering Council decisions

167.3 A resolution passed by Council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code, under clause 3.9.

Note: Clause 167.3 reflects section 372(1) of the Act.

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

Note: Clause 167.4 reflects section 372(2) of the Act.

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

Note: Clause 167.5 reflects section 372(3) of the Act.

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

Note: Clause 167.6 reflects section 372(4) of the Act.

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

Note: Clause 167.7 reflects section 372(5) of the Act.

167.8 The provisions of clauses 167.5–167.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 167.8 reflects section 372(7) of the Act.

167.9 A notice of motion submitted in accordance with clause 167.6 may only be withdrawn under clause 3.101 with the consent of all signatories to the notice of motion.

167.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than ~~thirty (30) minutes~~ one (1) day after the meeting at which the resolution was adopted.

167.11 A motion to alter or rescind a resolution of Council may be moved on the report of a Committee of Council and any such report must be recorded in the minutes of the meeting of Council.

Note: Clause 167.11 reflects section 372(6) of the Act.

167.12 Subject to clause 167.7, in cases of urgency, a motion to alter or rescind a resolution of Council may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three councillors is submitted to the chairperson at the meeting, and
- ~~(b) a motion to have the motion considered at the meeting is passed, and~~
- ~~(c) the chairperson rules the business that is the subject of the motion is of great urgency~~ Council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by Council before the next scheduled ordinary meeting of Council.

167.13 A motion moved under clause 167.12(b) can be moved without notice. Despite ~~clauses 9.20–9.30~~ any other provision of this code, only the mover of a motion referred to in clause 16.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

~~16.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.12(c).~~

Recommitting resolutions to correct an error

167.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

- (a) to correct any error, ambiguity or imprecision in Council's resolution, or
- (b) to confirm the voting on the resolution.

167.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 167.15(a), the councillor is to propose alternative wording for the resolution.

167.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 167.15(a), unless they are satisfied that the proposed alternative

wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

- 167.18 A motion moved under clause 167.15 can be moved without notice. Despite any other provision of this code~~clauses 9.20–9.30~~, only the mover of a motion referred to in clause 167.15, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 167.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 167.15.
- 167.20 A motion moved under clause 167.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

17 ~~18~~AFTER THE MEETING

Minutes of meetings

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

Note: Clause 178.1 reflects section 375(1) of the Act.

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

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

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

Note: Clause 178.3 reflects section 375(2) of the Act.

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

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

Note: Clause 178.5 reflects section 375(2) of the Act.

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

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

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

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

Note: Clause 178.8 reflects section 11(1) of the Act.

- 178.9 Clause 178.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 178.9 reflects section 11(2) of the Act.

- 178.10 Clause 178.8 does not apply if Council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 178.10 reflects section 11(3) of the Act.

- 178.11 Correspondence or reports to which clauses 178.9 and 178.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of Council

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

Note: Clause 178.12 reflects section 335(b) of the Act.

18 19 COUNCIL COMMITTEES

Application of this Part

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

Council committees whose members are all councillors

- 189.2 Council may, by resolution, establish such committees as it considers necessary.

- 189.3 A Committee of Council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by Council.

- 189.4 The quorum for a meeting of a Committee of Council is to be:

- (a) such number of members as Council decides, or
- (b) if Council has not decided a number – a majority of the members of the committee.

Functions of committees

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

Notice of committee meetings

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

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

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

Attendance at committee meetings

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

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

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

Non-members entitled to attend committee meetings

- ~~18.10~~19.8 A councillor who is not a member of a Committee of Council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

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

Chairperson and deputy chairperson of Council committees

- ~~18.11~~19.9 The chairperson of each Committee of Council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a

- member of the committee elected by Council, or
- (c) if Council does not elect such a member, a member of the committee elected by the committee.

~~48.12~~19.10 Council may elect a member of a Committee of Council as deputy chairperson of the committee. If Council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

~~48.13~~19.11 If neither the chairperson nor the deputy chairperson of a Committee of Council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

~~48.14~~19.12 The chairperson is to preside at a meeting of a Committee of Council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

~~48.15~~19.13 Subject to any specific requirements of this code, each Committee of Council may regulate its own procedure. The provisions of this code are to be taken to apply to all Committees of Council unless Council or the committee determines otherwise in accordance with this clause.

~~48.16~~19.14 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless Council or the committee determines otherwise in accordance with clause ~~48.15~~19.13.

~~48.17~~19.15 Voting at a Council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Mayoral minutes

19.16 The provisions of this code relating to mayoral minutes also apply to meetings of committees of Council in the same way they apply to meetings of Council.

Closure of committee meetings to the public

~~48.18~~19.17 The provisions of the Act and Part 14 of this code apply to the closure of meetings of Committees of Council to the public in the same way they apply to the closure of meetings of Council to the public.

~~48.19~~19.18 If a Committee of Council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of Council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

~~48.20~~19.19 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause ~~48.19~~19.18 during a part of the meeting that is livestreamed where practicable.~~webcast.~~

19.20 The general manager must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on Council's website as soon as practicable after the information contained in the business papers ceases to be confidential.

19.21 The general manager must consult with the committee and any other affected persons before publishing information on Council's website under clause 19.20 and provide reasons for why the information has ceased to be confidential.

Disorder in committee meetings

~~48.21~~19.22 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in Council meetings apply to meetings of Committees of Council in the same way as they apply to meetings of Council.

Minutes of Council committee meetings

~~48.22~~19.23 Each Committee of Council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

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

~~48.23~~19.24 All voting at meetings of Committees of Council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.

~~48.24~~19.25 The minutes of meetings of each Committee of Council must be confirmed at a subsequent meeting of the committee.

~~48.25~~19.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

~~48.26~~19.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

~~48.27~~19.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

~~48.28~~19.29 The confirmed minutes of a meeting of a Committee of Council must be published on Council's website. This clause does not prevent Council from also publishing unconfirmed minutes of meetings of Committees of Council on its website prior to their confirmation.

19 ~~20~~IRREGULARITIES

~~49~~20.1 Proceedings at a meeting of Council or a Council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member, or
- (c) any defect in the election or appointment of a councillor or committee member, or
- (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a Council or committee meeting in accordance with Council's Code of Conduct, or
- (e) a failure to comply with this code.

Note: Clause ~~49~~20.1 reflects section 374 of the Act.

20 21 DEFINITIONS

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 14.14 <u>15.10</u> of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of Council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 18.14 <u>19.9</u> of this code
this code	means Council's adopted Code of Meeting Practice
committee of council	means a committee established by Council in accordance with clause 189 .2 of this code (being a committee consisting only of councillors) or Council when it has resolved itself into committee of the whole under clause 142 .1
council official	includes councillors, members of staff of Council, administrators, Council committee members, delegates of Council and any other person exercising functions on behalf of Council <u>has the same meaning it has in the Model Code of Conduct for Local Councils in NSW</u>
day	means calendar day
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 9.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 9.17 of this code during debate on an original motion
<u>livestream</u>	<u>a video broadcast of a meeting transmitted across the internet concurrently with the meeting</u>
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development

	contribution plan under that Act, but not including the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

21 APPENDIX “A” – NOTICE OF MOTION TEMPLATE

Subject Heading:

Background:

Issues:

Relevance to Integrated Planning and Reporting Framework:

Financial Considerations:

Legal/Policy Implications:

Attachments:

Recommendation:

22 APPENDIX “B” – THE ROLE OF THE CHAIRPERSON

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

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

2423

Motions:

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

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

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

Amendments

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

Foreshadowed Motions/Amendments

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

2524 APPENDIX “D” – CALLING A POINT OF ORDER

1. A Point of Order may be called in the following circumstances:
 - (a) a matter is raised that does not relate to the subject being discussed;
 - (b) there is no quorum present in the Council Chamber;
 - (c) there has been a failure to comply with some rule, regulation, standing order, policy or accepted rules of debate;
 - (d) a Council has used objectionable, insulting, offensive, abusive language or defamatory insinuations about a person’s motives or conduct;
 - (e) a speaker has exceeded the time limit for speeches;
 - (f) an amendment under discussion has not been seconded;
 - (g) a matter is raised which is outside the powers of the Council.
2. The Chairperson may rule a Councillor out-of-order in two (2) ways – generally upon a ruling being given by the Chairperson after another Councillor has made a point of order, or by the Chairperson on his or her own initiative making the ruling.
3. When a Councillor raises a point of order, the person speaking must stop until the point has been dealt with. The Councillor who raises the point of order shall, where possible, refer to the specific section of the Code of Meeting Practice. For example:

“Under section 8.4 of the Code of Meeting Practice...”
4. No other Councillor may speak on the Point of Order.
5. The Chairperson will then rule on the Point of Order, either by agreeing that the speaker is out-of-order or disagreeing and allowing the speaker to continue.
6. If there is an objection to the Chairperson’s ruling, a Councillor may move a Motion of Dissent.
7. A Point of Order must not be taken for the purposes of contradicting statements made by another Councillor or providing a personal explanation. It must only be concerned with the conduct of the meeting. An explanation or contradiction is not a Point of Order.

COONAMBLE
SHIRE C@UNCIL

QUARTERLY
BUDGET REVIEW
JUNE 2025

**Coonamble Shire Council****Quarterly Budget Review
June 2025**

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QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

REPORT BY RESPONSIBLE ACCOUNTING OFFICER

In accordance with the Local Government Act, 1993 and the provisions of section 203 of the Local Government (General) Regulation 2005, a budget review statement and revision of estimates must be completed and submitted to Council for formal adoption at the end of each financial quarter, excluding the quarter ending 30th June. This report must include details on the general financial position of Council and, if this position is regarded as unsatisfactory, recommendations for remedial action must be made.

Council commenced the 2024/25 financial year with the original operational budget surplus of \$5,485. At the completion of the March 2025 review Council's estimated budgeted result for the 2024/25 Financial Year was anticipated as an operational deficit of \$4,192,907. Following the completion of the June Budget Review the actual operational result has improved to a consolidated deficit of \$2,106,635.

Council will also note that Council's actual position after Non-Operating Expenditure, has also improved to a net surplus of \$4,306,315.

As previously reported, Council is still carrying the financial burden of a significant level of funding owed to it through various Commonwealth and State funded programs. This has had the effect of reducing the level of unrestricted funds available to Council. As such, Council has had to significantly reduce the value of the transfer to reserve of the prepayment of the 2025/26 Financial Assistance grant. Whilst significant headway has been made in reducing this amount owing to Council, Council will need to continue to be mindful in continuing its efforts in recovering these monies owed to Council in a timely manner.

For Council's information the three main contributing factors that impacted on Council's operational and non-operating result are summarised below.

- Council received a prepayment of the 50% of its 2025/26 Financial assistance grant allocation which amounted to \$3,244,517.00.
- Council's actual depreciation expense has increased when compared to the budgeted result. This is due predominately to a timing issue as Council is required to prepare its future operational budget estimates, prior to the annual review/revaluation of Council's assets being completed in the current year.
- A reduction in the Flood Damage Grant Income realised in the 2024/25 financial year.

As part of the process of preparing the June budget review for consideration by Council, management has identified transfers from internal reserves to fund planned works that were not utilised and returned these reserves to Council's internal restrictions. Management has also recommended and included for Council's consideration transfers to Internal Reserves to enable Council to meet future planned and unplanned expenditure demands.

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

In summary, aside from the three main contributing factors mentioned earlier in the body of this report, there are several more significant variations from the budgeted result for the 2024/25 financial year. These adjustments are as follows:

- Financial Assistance Grant Income – (P.2) Prior to the end of the 2024/25 financial year Council received a “prepayment” of the 2025/26 Financial Assistance Grant to the value of \$2,111,234.
- Council Staff Leave Entitlements – (P.4) Additional expenditure to the amount of \$249,518 has been incurred. This additional expenditure is due to a combination of amounts paid to employees for leave owing, coupled with the accounting adjustment required to account for changes in Council's leave liability balances.
- Operational Change Costs - (P.4) Additional expenditure to the amount of \$194,940 has been incurred. This additional expenditure represents costs associated with periods of notice payable to a number of employees who have left the organisation.
- Oncost Recoveries – (P.4) A surplus in the projected income generated from the internal on-costs and overheads of \$193,992 has occurred. This surplus is due to a combination of a conservative budget estimate combined with the increased delivery of works and services.
- Plant Running Expenses – (P.4) A savings of \$167,704 in the planned expenditure has occurred.
- Coonamble Water User Pays – (P.10) Additional revenue to the amount of \$142,886 was recognised for the 2024/2025 year. Council will note that the increase in revenue from user charges is partly offset by increases in actual operational expenditure for costs associated with water treatment and repairs and maintenance (P.10).
- Coonamble Sewer - Repairs and Maintenance – (P.11) Additional expenditure to the amount of \$140,011 has been incurred, due predominately to increased maintenance costs associated with Council's Sewer mains.
- Interest on Investment – (P.11) Additional Interest on Investment revenue to the value of \$91,915 has been earned when compared to budget forecast. This is due in combination to an original conservative estimate combined with ongoing better than anticipated returns on Council investments.
- Quarry Internal Sales – (P.14) A surplus in the actual income earned from Internal Sales of \$182,856 has occurred. This surplus is due in combination to a conservative estimate of projected internal sales combined with a better than anticipated actual sales levels.
- Quarries, Pits and Crusher Operations – (P.14) Council's Quarry operations have adversely affected by several factors throughout the 2024/25 financial year, with Council's quarry operations scaled back and eventually temporarily placed on hold in line with the regulator's direction. With the scaling back of

Coonamble Shire Council

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

operations, Council will note that for several of the budgeted line items savings were achieved when comparing actual expenditure to the projected budgets.

- Quarry – Closing Stock movement - (P.14) An expense of \$824,348 has been recorded. This cost represents the decrease in the value of quarry stock on hand at the Quarry as at the 30/06/2025. The decrease in the value has occurred as Council's ability to produce material at the Quarry has been negatively impacted by several factors throughout the 2024/25 financial year.
- Financial Assistance Grant Income – (P.15) Prior to the end of the 2024/25 financial year Council received a "prepayment" of the 2025/26 Financial Assistance Grant to the value of \$1,133,283.
- Roads to Recovery Grant Income – (P.15) A shortfall to the amount of \$427,717 in the projected income received has been realised. This shortfall has occurred because during the 2024/25 financial year Council had a "carryover" of Roads to Recovery grant funding to the value of \$607,948 from the 2023/24 that had to be spent prior to the 31/12/2024. It should be noted that as the 2024/25 financial year is year one (1) of the new funding cycle for Roads to Recovery and the shortfall in funding is not lost to Council and will be redistributed across the life of the program.
- Regional Emergency Road Repair Fund – (P.15) The shortfall in projected maintenance expenditure for this grant funded program being \$145,478 is due to the required accounting treatment for several of the projects undertaken, that given their nature have been classed as capital works. Therefore, the expenditure for these projects has been transferred to capital. Council will note that the Regional Emergency Road Repair Fund Capital works program (P.20) has exceeded is projected budget allocation.
- Flood Damage Income – (P.15) As mentioned earlier in the body of this report a shortfall in income has occurred when comparing the actual income earned to the budget, to the value of \$1,595,038. This shortfall has occurred due to challenges faced in the completion of the flood damaged works throughout the 2024/25 financial year. For Council's information these challenges included a temporary "hold" being placed on the carrying out of flood damage works whilst Council was "chasing" payment for works already completed, coupled with competing demands for Council and contract resources. The remaining works for the Flood Event AGRN 1034 will be programmed to be carried out in the 2025/26 financial year.
- Regional Roads Sealed Maintenance – (P.15) Actual maintenance expenditure incurred has exceeded the projected budget allocation by \$245,734. This increase in expenditure has been offset by a combination of reduction in Unsealed Regional Roads maintenance and the Regional Roads Capital works program.
- Tfr Reserve - General Reserve – (P.19) A transfer to the General Reserve of \$1,500,000 has been included. This transfer is made up of a part transfer of the prepayment of the 2025/26 Financial Assistance Grant, coupled with a \$50,000 transfer for carry over works currently in progress.

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

- Tfr Reserve – Corporate Reserve – (P.19) The transfer from reserve for \$660,162 undertaken as part of the December quarterly budget review process to ensure Council had sufficient unrestricted funds has been reversed. These funds have been returned to Council's internal reserves.
- Tfr Reserve – Transport Reserve – (P.20) The total transfers from reserve has been reduced by \$1,490,164 in line with the level of funding utilised in the delivery of Council funded projects. These funds have been returned to Council's internal reserves.
- Tfr Reserve – Mines Reserve – (P.20) The transfer from reserve has been reduced by \$323,490 in line with the level of funding utilised in the delivery of Council funded projects. These funds have been returned to Council's internal reserves.

The importance of the fact that the June 2025 Quarterly budget review as tabled records Council having a consolidated Operational deficit of \$2,106,635 cannot be understated. This result underpins Council's ongoing reliance on grant funding to remain financially sustainable. Whilst all things considered, as the remainder of the income from the grant funded flood damage works should be realised in the 2025/26 financial year thus improving the projected operational result for the year, this is not a permanent or ongoing solution. Moving forward management and Council will be faced with the challenge of monitoring and reviewing the services it delivers and the subsequent costs, whilst seeking to identify additional funding sources to improve the long-term financial sustainability of Council.

Taking this into consideration, it is my opinion that the Quarterly Budget Review Statement for Coonamble Shire Council for the Quarter ended 30 June 2025 indicates that Council's financial position at 30 June 2025 to be in a satisfactory state at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Bruce Quarmby
Responsible Accounting Officer

Coonamble Shire Council

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

Cash & Investments Budget Review Statement

Coonamble Shire Council

Budget review for the quarter ending 30 June 2025

Cash & Investments

	Original Balance 2024/25 (000's)	Budget 2024/25	Sept Review (000's)	Dec Review (000's)	March Review (000's)	June Review (000's)	REVIS ED Budget (000's)	Projected Year end result 2024/25 (000's)	ACTUAL YTD (000's)
Total Cash and Investments	29,463	(2,436)	1,558	2,118	1,697	-	2,937	32,400	26,125
Externally Restricted									
Unexpended Specific Purpose Grants									
/ Loans	10,605	(4,061)	(2,391)	-	920	-	(5,532)	5,073	8,649
Water Supplies	3,654	(482)	(617)	(83)	(314)	(77)	(1,573)	2,081	3,467
Sewerage Services	5,150	(1,858)	(162)	(51)	(57)	(33)	(2,161)	2,989	4,452
Domestic Waste Management	366	(412)	87	-	-	96	(229)	137	137
Total Externally Restricted	19,775	(6,813)	(3,083)	(134)	549	(14)	(9,481)	10,294	16,705
Internal Restrictions									
Total Internally Restricted (Table A)	9,190	(976)	(1,213)	(2,023)	501	3,697	(3,711)	9,176	9,176
Total Restricted	28,965	(7,789)	(4,296)	(2,157)	1,050	3,683	(13,192)	19,470	25,881
Unrestricted Cash	498	5,353	(4,969)	(34)	1,235	-	1,585	2,083	244

Notes :

External restrictions are funds that must be spent for a specific purpose and cannot be used by council for general operations

Internal restriction are funds that council has determined will be used for a specific future purpose

ORIGINAL Budget +/- changes in previous quarters = REVISED BUDGET

REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Investments

All investments have been placed in accordance Council's investment policies

Cash

The Bank reconciliation has been carried out and balanced as at the 30 June 2025

Coonamble Shire Council

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

Table A - Internally restricted Assets

Council will note that the preparation and listing of Council's Internal Reserves has been amended to reflect the various functions of Council, this has been carried out in accordance with suggested best practise principles.

	Original	Budget	Approved Changes					Projected	ACTUAL
	Balance		Sept	Dec	March	June	REVISED	Year end	
	2024/25		Review	Review	Review	Review	Budget	result	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	YTD
Internally restricted Assets									
Building and Premises	571	-	(40)	(50)	-	29	(61)	510	510
Community Development	156	(15)	-	-	-	42	27	183	183
Corporate	1,839	(307)	107	(671)	-	722	(149)	1,690	1,690
General	1,583	(20)	(1,540)	-	-	1,500	(60)	1,523	1,523
Housing & Community Services	100	-	-	-	-	-	-	100	100
Mines	1,642	(371)	(15)	-	-	307	(79)	1,563	1,563
Public	43	-	-	-	-	-	-	43	43
Recreation	111	-	-	-	-	(35)	(35)	76	76
Transport	3,041	(263)	-	(923)	226	1,132	172	3,213	3,213
Governance	104	-	275	(379)	275	-	171	275	275
Total Internally restricted	9,190	(976)	(1,213)	(2,023)	501	3,697	(3,711)	9,176	9,176

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

Key Performance Indicators

Coonamble Shire Council

Budget review for the quarter ending 30 June 2025

Key Performance Indicators

	Water Jun-25	Sewer Jun-25	General Jun-25
1. Debt Service Cover Ratio			
Operating Result before Capital excluding interest depreciation/amortisation/impairment	724	717	4,053
Debt Service Cost	-	-	80
	=	=	=
	0.00	0.00	50.66
2. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage			
Rates, Annual & Extra Charges Outstanding	1,329	582	753
Rates, Annual & Extra Charges Collectible	3,332	1,791	7,831
	=	=	=
	39.88%	32.51%	9.61%
3. Building & Infrastructure Renewals Ratio			
Asset Renewals	175	554	7,588
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	505	432	5,378
	=	=	=
	34.65%	128.24%	141.09%

Coonamble Shire Council

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

Budget Review Contracts and Other Expenses

Part A - Contracts Listing

Coonamble Shire Council					
Budget review for the quarter ending 30 June 2025					

Contracts

Contractor	Contract Details & Purpose	Contract Value GST Exclusive	Commencement Date	Duration of Contract	Budgeted (Y/N)
Panel Source Supply	Provision of Crushing services	N/A	1/07/2025	3 years with a possible 1 year extension	Y
Panel Source Supply	Provision of Drilling and Blasting Services	N/A	1/07/2025	3 years with a possible 1 year extension	Y
Panel Source Supply	Supply and delivery of traffic safety signage	N/A	1/04/2025	2 years with a possible 1 year extension	Y
Panel Source Supply	Supply and delivery of stationery	N/A	1/04/2025	2 years with a possible 1 year extension	Y

Explanatory Notes

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser.
2. Contracts listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's Preferred supplier list.
3. Contract for employment are not required to be included.
4. Where a contract for services etc. was not included in the budget, an explanation will be included in the budget review commentary.

Coonamble Shire Council

QUARTERLY BUDGET REVIEW TO 30 JUNE 2025

Budget Review Contracts and Other Expenses

Part B - Consultancy and Legal expenses

Coonamble Shire Council

Budget review for the quarter ending 30 June 2025

Consultancy and Legal Expenses

Expense	Expenditure YTD \$	Budgeted (Y/N)
Consultancies	\$ 135,409.00	Yes
Legal Fee's	\$ 194,428.00	Yes

Definition of consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist/ professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors

Note

Where any expenses for consultancy or Legal fees (including Code of Conduct expenses) have not been budgeted for an explanation will be provided in the budget review commentary

Coonamble Shire Council

COONAMBLE SHIRE COUNCIL BUDGET REVIEW SUMMARY- 30 JUNE 2025

Operational Plan Budget Summary	Operational Expenditure						Operational Revenues						Budget Summary Total					
	Original Budget 2024/25	Sept Review	Dec Review	March Review	Revised Budget 2024/25	Actual YTD 2024/25	Original Budget 2024/25	Sept Review	Dec Review	March Review	Revised Budget 2024/25	Actual YTD 2024/25	Original Budget	Sept Review	Dec Review	March Review	Revised Budget	Actual YTD
Functions of Council																		
Administration & Governance	7,793,381	(59,704)	200,788	(1,026,789)	6,907,676	6,407,088	11,035,115	(3,064,717)	78,744	(80,319)	7,968,823	10,089,529	3,241,734	(3,005,013)	(122,044)	946,470	1,061,147	3,682,441
Public Order & Safety	1,289,749	(100,000)	54,500	27,810	1,272,059	1,109,587	674,045	(100,000)	0	(11,865)	562,180	537,461	(615,704)	0	(54,500)	(39,675)	(709,879)	(572,126)
Health	501,868	13,948	0	(29,088)	486,728	462,928	8,500	13,948	0	(6,000)	16,448	4,218	(493,368)	0	0	23,088	(470,280)	(458,710)
Environment	2,247,327	(85)	399	(74,750)	2,172,891	2,092,214	1,100,170	62,099	90,950	17,853	1,271,072	1,338,164	(1,147,157)	62,184	90,551	92,603	(901,819)	(754,050)
Community Services & Education	918,772	(8,316)	190	(160,450)	750,196	641,093	484,000	7,412	5,000	2,412	498,824	457,106	(434,772)	15,728	4,810	162,862	(251,372)	(183,987)
Housing & Comm. Amenities	728,292	(1,210)	0	(90,000)	637,082	602,551	293,670	0	2,000	21,970	317,640	415,014	(434,622)	1,210	2,000	111,970	(319,442)	(187,537)
Water Supplies	2,047,255	189,797	0	169,000	2,406,052	2,321,158	2,323,856	49,274	(25,039)	(54,317)	2,293,774	2,539,744	276,601	(140,523)	(25,039)	(223,317)	(112,278)	218,586
Sewerage Services	1,004,815	89,127	0	0	1,093,942	1,237,786	1,393,930	890	(25,000)	8,535	1,378,355	1,526,459	389,115	(88,237)	(25,000)	8,535	284,413	288,673
Recreation & Culture	2,650,997	1,447	(9,435)	102,434	2,745,443	2,928,679	135,525	1,000	25,620	3,229	165,374	158,248	(2,515,472)	(447)	35,055	(99,205)	(2,580,069)	(2,770,431)
Refining, Manufacturing & Const.	3,516,219	(90)	150,000	(624,970)	3,041,159	3,223,881	3,562,747	0	446,190	(513,000)	3,495,937	3,720,212	46,528	90	296,190	111,970	454,778	496,331
Transport & Communication	10,633,882	820,864	878,207	(1,170,005)	11,162,948	12,673,554	13,711,377	(1,089,647)	608,000	(1,661,107)	11,568,623	11,590,215	3,077,495	(1,910,511)	(270,207)	(491,102)	405,675	(1,083,339)
Economic Services	1,764,325	435	120,960	(242,508)	1,643,212	1,398,667	379,430	0	155,500	54,500	589,430	616,181	(1,384,895)	(435)	34,540	297,008	(1,053,782)	(782,486)
III Funds Operating Totals	35,096,881	946,213	1,395,609	(3,119,316)	34,319,387	35,099,186	35,102,365	(4,119,741)	1,361,965	(2,218,109)	30,126,480	32,992,551	5,484	(5,065,954)	(33,644)	901,207	(4,192,907)	(2,106,635)
Budget Summary													Original Estimate 2024/2025	September Review	December Review	March Review	Revised Budget 2024/2025	Actual YTD Result
Operating Result													5,484	(5,065,954)	(33,644)	901,207	(4,192,907)	(2,106,635)
Add Back Non Cash Items:													6,687,931	97,041	0	333,755	7,118,727	8,003,146
Depreciation													0	0	0	0	0	0
Provision for Bad and Doubtful Debts													0	0	0	0	0	0
Amount Available for Non Operating Items													6,693,415	(4,968,913)	(33,644)	1,234,962	2,925,820	5,896,511
Non Operating Result (By Fund and Type)																		
General Fund													24,205,643	11,215,201	2,152,428	(360,446)	34,967,049	14,790,543
Non Operating Income													48,663	0	0	0	48,663	48,663
Loan Repayment													32,621,106	4,951,242	(26,349)	(451,379)	38,691,609	15,963,704
Capital Expenditure													0	0	0	0	0	0
General Fund Total													8,464,126	(6,263,959)	(2,178,777)	(90,933)	3,773,223	1,221,824
Water Fund													482,149	170,701	0	313,863	258,624	258,624
Non Operating Income													0	0	0	0	0	0
Loan Repayments													758,750	69,034	26,651	0	986,400	371,907
Capital Expenditure													0	0	0	0	0	0
Water Fund Total													276,601	(101,667)	26,651	(313,863)	727,776	113,283
Sewerage Fund													1,858,185	686,275	0	57,061	1,179,791	1,036,852
Non Operating Income													0	0	0	0	0	0
Loan Repayments													2,247,300	524,512	0	0	2,804,812	1,291,941
Capital Expenditure													0	0	0	0	0	0
Sewerage Fund Total													389,115	(161,763)	0	(57,061)	1,625,021	255,089
Total Non Operating Expenditure													9,129,842	(6,527,389)	(2,152,126)	(461,857)	6,126,020	1,590,196
Position after Non Operating Expenditure													(2,436,427)	1,558,476	2,118,482	1,696,819	(3,200,200)	4,306,315

EXPENDITURE										INCOME									
ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	
ADMINISTRATION																			
General Purpose Revenues										General Purpose Revenues									
										Ordinary Rates - Farmland	4,338,645	2,658	0	(3,189)	(531)	4,338,114	4,337,478	636	0
										Ordinary Rates - Residential	705,203	1	0	(954)	(953)	704,250	704,250	0	100
										Ordinary Rates - Business	215,680	1,695	0	0	1,695	217,375	217,375	0	100
										Ordinary Rates - Small Rural Holdings	166,124	0	0	(2,590)	(2,590)	163,534	163,333	201	100
										Ordinary Rates - Rural Residential	83,367	536	0	(206)	330	83,697	83,696	1	100
										Ordinary Rates - Villages	66,340	0	0	0	0	66,340	66,340	0	100
										Pensioner Rates Abandoned	(41,050)	5,686	0	(1,140)	4,546	(36,504)	(37,883)	1,379	104
										Extra Charges on Ordinary Rates	43,620	0	0	8,000	8,000	51,620	57,102	(5,482)	111
										Grants Op (State)-Pens Rates Subsidy	22,165	(2,714)	555	0	(2,159)	20,006	20,006	0	100
										Financial Assistance Grant - General Component	3,928,880	(3,305,528)	0	0	(3,305,528)	623,352	2,734,586	(2,111,234)	439
General Purpose Revenues Total	0	0	0	0	0	0	0	0	0	General Purpose Revenues Total	9,528,974	(3,297,666)	555	(79)	(3,297,190)	6,231,784	8,346,283	(2,114,499)	134
Governance										Civic Activities									
Civic Activities										Civic Activities									
Other Civic Expenses - Australia Day	20,000	0	0	13,000	13,000	33,000	32,708	292	99	Other Grants - Australia Day Grant	20,000	0	(5,000)	0	(5,000)	15,000	15,000	0	100
Other Civic Expenses - Christmas Carnival	27,000	0	0	(1,674)	(1,674)	25,326	25,371	(45)	100										
Other Civic Expenses - Anzac Day	3,000	0	0	0	0	3,000	5,421	(2,421)	181										
Other Civic Expenses - Flags and Banners	2,730	0	0	0	0	2,730	1,118	1,612	41										
Contributions and Donations																			
- Mayoral Donation Allocation	5,000	0	0	0	0	5,000	250	4,750	5										
- Sponsorship - Coonamble Show Society	5,000	0	0	0	0	5,000	5,000	0	100										
- Sponsorship - Fishers Ghost	3,000	0	0	0	0	3,000	3,000	0	100										
- Sponsorship - Coonamble Rodeo Assoc.	12,000	0	0	0	0	12,000	12,000	0	100										
- Coonamble CWA Rates	1,100	0	0	0	0	1,100	1,100	0	100										
-Sponsorship - Coonamble Greyhounds	3,000	0	0	0	0	3,000	3,000	0	100										
-Sponsorship - Coonamble Challenge	2,000	0	0	0	0	2,000	2,000	0	100										
-Pre-approved minor donations	1,500	0	0	0	0	1,500	750	750	50										
- Unallocated Donations	43,500	0	126	0	126	43,626	48,126	(4,500)	110										
Councillors & Governance																			
Councillors Training Expenses	15,000	0	0	(180)	(180)	14,820	11,305	3,515	76	Mayor Lease Back Vehicle Income	2,745	0	(2,084)	0	(2,084)	661	661	0	100
Governance - Other - Webcasting	820	1,000	0	180	1,180	2,000	2,272	(272)	114										
Election Expenses	47,580	(1,000)	(2,200)	0	(3,200)	44,380	53,838	(9,458)	121										
Mayoral Fees	23,650	0	0	(2,882)	(2,882)	20,768	20,993	(225)	101										
Mayoral Travel & Subsistence Exps	1,000	0	0	0	0	1,000	2,250	(1,250)	225										
Councillors Fees	112,165	0	0	(6,311)	(6,311)	105,854	105,854	0	100										
Cnclrs Travel & Subsistence Exps	11,000	0	0	0	0	11,000	12,949	(1,949)	118										
Delegates Expenses - GST	17,600	0	0	0	0	17,600	6,442	11,158	37										
Subscriptions & Membership Exps	32,295	0	0	460	460	32,755	33,641	(886)	103										
Membership fee - FWJO	12,000	0	0	0	0	12,000	0	12,000	0										
Governance - Contract Services	20,000	0	0	0	0	20,000	15,235	4,765	76										
Councillor Other Expenses	0	0	2,200	22,396	24,596	24,596	4,282	20,314	17										
Governance Total =	421,940	0	126	24,989	25,115	447,055	408,905	17,836	91	Governance Total =	22,745	0	(7,084)	0	(7,084)	15,661	15,661	0	100
Corporate Services Support										Corporate Services Support									
Corp Services Salaries & Allowances	2,587,346	0	(75,000)	(200,000)	(275,000)	2,312,346	2,252,765	59,581	97	Certificates - Sec 603	12,066	0	0	(600)	(600)	11,466	12,002	(536)	105
Misc Costs - Corporate Support Staff - Housing	50,300	0	0	20,410	20,410	70,710	75,040	(4,330)	106	Sundry Sales & Services	6,500	0	0	22,860	22,860	29,360	27,732	1,628	94
Staff Travelling Expenses	90,000	0	0	0	0	90,000	93,279	(3,279)	104	Refund of Expenses	10,000	0	0	(8,000)	(8,000)	2,000	3,587	(1,587)	179
Staff Development - Other	20,000	0	0	0	0	20,000	7,948	12,052	40	Legal Costs Recovered	66,150	0	40,000	(50,000)	(10,000)	56,150	53,262	2,888	95
Bank Fees & Charges	23,979	0	0	2,500	2,500	26,479	25,765	714	97										
Administration Legal Expenses	186,624	0	40,000	(50,000)	(10,000)	176,624	158,620	18,004	90										
Legal Expenses - Code of Conduct	40,000	15,000	0	(10,000)	5,000	45,000	106,078	(61,078)	236										
Admin Telephone & Comms Charges	23,345	0	0	3,000	3,000	26,345	31,038	(4,693)	118										
Administration - Rates & Charges	3,580	4,000	0	0	4,000	7,580	7,498	82	99										
Misc. Administration Expenses GST	40,100	(193)	0	0	(193)	39,907	29,580	10,327	74										
Advertising Expenses	18,360	0	0	6,000	6,000	24,360	26,640	(2,280)	109										
Printing & Stationery	32,960	0	0	(6,000)	(6,000)	26,960	8,678	18,282	32										
Postage Charges	23,825	0	0	(3,000)	(3,000)	20,825	19,188	1,637	92										
Admin Subscriptions & Membership	32,035	0	0	0	0	32,035	32,764	(729)	102										
Valuation Fees	25,890	193	0	0	193	26,083	26,083	0	100										

EXPENDITURE	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	INCOME	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	%
ADMINISTRATION																			
Corporate Services Support - cont										Corporate Services Support - cont									
External Audit Fees	80,000	0	0	0	0	80,000	93,142	(13,142)	116										
Internal Audit Costs	90,000	0	0	(50,000)	(50,000)	40,000	28,037	11,963	70										
Governance and Risk Salaries & Allowances	357,080	0	0	(35,000)	(35,000)	322,080	300,540	21,540	93										
Misc Costs - Housing Subsidy	10,400	0	0	(5,200)	(5,200)	5,200	5,200	0	100										
Other Admin - Contract Services	116,000	0	75,000	40,000	115,000	231,000	173,038	57,962	75										
Procurement Guided Buying	50,000	25,000	0	1,000	26,000	76,000	84,986	(8,986)	112										
Bad & Doubtful Debts Expense	25,000	0	0	0	0	25,000		25,000	0										
Insurance										Insurance									
Administration Insurance Premiums	308,678	0	0	(20,000)	(20,000)	288,678	289,386	(708)	100	Administration Sundry Income - Rebates & Refunds	41,438	0	0	(16,000)	(16,000)	25,438	44,579	(19,141)	175
										Insurance claim recoveries	0	0	0	0	0	0	39,939	(39,939)	0
Administration Buildings & Grounds										Administration Buildings & Grounds									
Council Offices Insurances	44,855	(2,046)	0	0	(2,046)	42,809	42,808	1	100										
Council Offices Electricity	11,770	0	0	(1,000)	(1,000)	10,770	12,270	(1,500)	114										
Council Offices Repairs & Mntce	67,580	0	0	0	0	67,580	70,638	(3,058)	105										
Information Technology										Information Technology									
IT - Office Equipment Maintenance	33,638	0	0	0	0	33,638	31,425	2,213	93										
IT - Cyber security	33,148	0	0	(10,000)	(10,000)	23,148	11,345	11,803	49										
IT - Contract Services	2,000	0	6,240	0	6,240	8,240	6,717	1,523	82										
IT - Software Licences & Renewals	145,292	25,000	0	15,000	40,000	185,292	203,664	(18,372)	110										
IT - Website Expenses	3,000	0	0	0	0	3,000	3,121	(121)	104										
Asset Management																			
Asset Management Salaries	333,909	(25,000)	0	(116,000)	(141,000)	192,909	189,722	3,187	98										
Asset - Subs & Membership	15,000	0	0	600	600	15,600	15,600	0	100										
Asset Management Improvement Program	70,000	0	0	0	0	70,000	19,864	50,136	28										
Asset - Misc Expenses	5,000	0	0	0	0	5,000	1,924	3,076	38										
GIS General Expenses	5,000	0	0	0	0	5,000	0	5,000	0										
Interest										Interest									
Interest Expenses	21,736	0	0	0	0	21,736	30,559	(8,823)	141	Interest on Investments	894,800	0	(100,000)	0	(100,000)	794,800	843,809	(49,009)	106
Interest on Overdraft	510	0	0	0	0	510	745	(235)	146										
Corporate Support Total =	5,027,940	41,954	46,240	(417,690)	(329,496)	4,698,444	4,515,695	182,749	96	Corporate Support Total =	1,030,953	0	(60,000)	(51,740)	(111,740)	919,213	1,024,910	(105,697)	111
Engineering Technical Support										Engineering Technical Support									
Engineering Staff Salaries	1,096,515	0	0	0	0	1,096,515	1,046,542	49,973	95										
Engineering Housing Subsidy	62,400	0	0	0	0	62,400	53,100	9,300	85										
Engineering Staff Travel Expenses	101,425	0	25,000	15,000	40,000	141,425	125,789	15,636	89										
Eng Supervision Telephone Expenses	3,815	0	4,100	0	4,100	7,915	7,899	16	100										
Engineering Printing & Stationery	13,135	0	0	6,000	6,000	19,135	12,575	6,560	66										
Engineering Office Sundry Expenses	5,255	0	0	0	0	5,255	7,020	(1,765)	134										
Engineering Equipment Mntce	10,200	0	0	(3,000)	(3,000)	7,200	5,012	2,188	70										
Engineering Subs & Memberships	38,870	0	0	(19,000)	(19,000)	19,870	18,947	923	95										
Engineering - Contract Services	298,660	0	0	0	0	298,660	222,952	75,708	75	Flood Damage Income	289,960	0	0	0	0	289,960	171,255	118,705	59
Software Licences & Renewals	21,130	0	0	19,000	19,000	40,130	42,713	(2,583)	106										

EXPENDITURE	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	INCOME	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
ADMINISTRATION																			
Stores & Depot Operations										Stores & Depot Operations									
Storekeeper Salaries and Wages	253,373	0	0	(120,000)	(120,000)	133,373	125,371	8,002	94	Sale of Surplus Materials	4,000	0	0	(3,000)	(3,000)	1,000	0	1,000	0
Depot Insurances	15,280	(658)	0	0	(658)	14,622	14,622	0	100										
Depot Electricity Charges	12,125	0	0	2,000	2,000	14,125	14,260	(135)	101										
Depot Telephone & Comms Charges	2,535	0	0	0	0	2,535	2,386	149	94										
Depot Rates & User Charges	4,820	0	0	0	0	4,820	3,805	1,015	79										
Depot Sundry Expenses	10,000	0	0	(2,500)	(2,500)	7,500	1,419	6,081	19										
Depot Operating Expenses	25,000	0	0	(2,500)	(2,500)	22,500	22,493	7	100										
Depot Maintenance Expenses	45,550	0	0	0	0	45,550	40,533	5,017	89										
Depot Cleaning Expenses	10,000	(1,000)	0	2,500	1,500	11,500	10,972	528	95										
Depot Stores Unaccounted for	2,000	0	0	0	0	2,000	39,614	(37,614)	1,981										
Engineering & Works Total =	2,032,088	(1,658)	29,100	(102,500)	(75,058)	1,957,030	1,818,024	139,006	93	Engineering & Works Total =	293,960	0	0	(3,000)	(3,000)	290,960	171,255	119,705	59
Clearing Accounts										Workforce Operations									
Workforce Operations										Grants Operating - Staff Traineeship	10,000	0	0	(7,500)	(7,500)	2,500	1,419	1,081	57
Council Staff - Leave Entitlements	1,577,201	0	0	(350,000)	(350,000)	1,227,201	1,476,719	(249,518)	120	Contributions to Functions	500	0	0	0	0	500	0	500	0
Council Staff - Public Holidays	382,690	0	0	0	0	382,690	297,450	85,240	78	Sundry Contributions to Training	0	0	6,273	3,000	9,273	9,273	10,688	(1,415)	115
Other Miscellaneous Staff Exps	128,845	0	8,000	0	8,000	136,845	100,849	35,996	74	Employee Vehicle - Lease Back Income	9,435	5,000	0	4,000	9,000	18,435	19,955	(1,520)	108
Employee Superannuation	1,209,385	0	0	0	0	1,209,385	1,079,229	130,156	89	Sundry Income - Jury Service	750	0	0	0	0	750	0	750	0
Fringe Benefits Tax	70,000	0	0	0	0	70,000	145,839	(75,839)	208										
Staff Training & Development - GST	237,500	0	30,000	50,000	80,000	317,500	303,647	13,853	96										
Staff Recruitment Expenses	80,000	0	(8,000)	0	(8,000)	72,000	24,719	47,281	34										
General Safety Expenses	40,860	0	0	0	0	40,860	62,307	(21,447)	152										
Workers Compensation Insurance	369,741	0	270,322	0	270,322	640,063	611,375	28,688	96										
Extra Clerical Assistance	5,000	0	0	0	0	5,000	0	5,000	0										
Advertising - HR	25,000	0	0	(10,000)	(10,000)	15,000	9,558	5,442	64										
Printing and Stationery - HR	4,500	0	0	1,500	1,500	6,000	1,468	4,532	24										
Subscriptions and Memberships - HR	14,500	0	0	0	0	14,500	9,553	4,947	66										
Salaries & Allowances NEI	492,355	0	0	120,000	120,000	612,355	633,157	(20,802)	103										
WHS Other Expenses	266,723	0	0	0	0	266,723	152,123	114,600	57										
Organisational Change Costs	40,000	0	0	0	0	40,000	237,940	(197,940)	595										
Less - Contributions from Works																			
Oncost Recoveries	(4,220,526)	0	(150,000)	0	(150,000)	(4,370,526)	(4,564,518)	193,992	104										
Training Contributions	(52,630)	0	0	0	0	(52,630)	(52,630)	0	100										
Employment Overheads Total =	671,144	0	150,322	(188,500)	(38,178)	632,966	528,785	104,181	84	Employment Overheads Total =	20,685	5,000	6,273	(500)	10,773	31,458	32,062	(604)	102
Plant Operations										Plant Operations									
Plant Running Expenses	1,886,635	400,000	0	0	400,000	2,286,635	2,118,931	167,704	93	Diesel Fuel Rebate Tax Credits	132,298	0	0	(50,000)	(50,000)	82,298	140,713	(58,415)	171
Plant Hire Income Charged to Works	(3,342,110)	(500,000)	(25,000)	(800,000)	(1,325,000)	(4,667,110)	(4,653,589)	(13,521)	100	Sundry Plant Income	3,000	0	0	0	0	3,000	96	2,904	3
Small Plant & Tools Expenses	22,588	0	0	0	0	22,588	26,433	(3,845)	117	Insurance Claims proceeds - Council Plant	0	140,000	139,000	25,000	304,000	304,000	302,412	1,588	99
Workshop Operations																			
Workshop Salaries and Wages	27,444	0	0	4,000	4,000	31,444	33,515	(2,071)	107										
Workshop Other Expenses	20,000	0	0	0	0	20,000	21,767	(1,767)	109										
Plant Running Expenses Total =	(1,385,443)	(100,000)	(25,000)	(796,000)	(921,000)	(2,306,443)	(2,452,943)	146,500	106	Plant Running Expenses Total	137,798	140,000	139,000	(25,000)	254,000	391,798	443,221	(51,423)	113
Disposal of Council Assets										Disposal of Council Assets									
Net Loss on Disposal of Assets - Land	0	0	0	0	0	0	0	0	0	Net Profit on Disposal of Assets - Land	0	87,949	0	0	87,949	87,949	56,137	31,812	64
Net Loss on Disposal of Assets - Building	0	0	0	0	0	0	0	0	0	Net Profit on Disposal of Assets - Building	0	0	0	0	0	0	0	0	0
Net Loss on Disposal of Assets - Plant & Fleet	0	0	0	0	0	0	0	0	0	Net Profit on Disposal of Assets - Plant & Fleet	0	0	0	0	0	0	0	0	0
Plant Running Expenses Total =	0	0	0	0	0	0	0	0	0	Plant Running Expenses Total	0	87,949	0	0	87,949	87,949	56,137	31,812	64
Administration - Depreciation																			
Depn - Admin Vehicles	34,095	0	0	34,275	34,275	68,370	71,003	(2,633)	104										
Depn - Admin Office Equipment	47,239	0	0	0	0	47,239	31,034	16,205	66										
Depn - Admin Buildings Specialised	22,890	0	0	0	0	22,890	27,952	(5,062)	122										
Depn - Admin Buildings Non -Specialised	0	0	0	0	0	0	53,982	(53,982)	0										
Depn - Infrastructure Plant & Equipment	877,269	0	0	418,637	418,637	1,295,906	1,324,963	(29,057)	102										
Depn - Depot Buildings	43,031	0	0	0	0	43,031	55,835	(12,804)	130										
Depn - Depot Other Structures	1,188	0	0	0	0	1,188	1,138	50	96										
Ammortisation - Right of Use Asset	0	0	0	0	0	0	22,715	(22,715)	0										
Administration - Depreciation Total	1,025,712	0	0	452,912	452,912	1,478,624	1,588,622	(109,998)	107	Profit/Loss on Sale Total	0	0	0	0	0	0	0	0	0
ADMINISTRATION TOTAL	7,793,381	(59,704)	200,788	(1,026,789)	(885,705)	6,907,676	6,407,088	480,274	93	ADMINISTRATION TOTAL	11,035,115	(3,064,717)	78,744	(80,319)	(3,066,292)	7,968,823	10,089,529	(2,120,706)	127

EXPENDITURE										INCOME									
ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	
PUBLIC ORDER & SAFETY																			
Fire Services										Fire Services									
Cont. to Fire Board	28,693	0	0	0	0	28,693	27,896	797	97										
Rural Fire Services																			
Coonamble Contributions (Zone)	174,307	0	0	0	0	174,307	166,558	7,749	96										
Other Member Contributions	551,975	0	0	0	0	551,975	527,434	24,541	96	Other Revenue - Member Contributions	551,975	0	0	0	0	551,975	527,434	24,541	96
RFS Non Reimbursables	29,685	0	0	6,000	6,000	35,685	42,051	(6,366)	118	Insurance claim recoveries	0	0	0	0	0	0	6,566	(6,566)	(
RFFF Hazard Reduction works	100,000	(100,000)	0	0	(100,000)	0	0	0	0	RFFF Hazard Reduction works	100,000	(100,000)	0	0	(100,000)	0	0	0	(
Fire Protection Total =	884,659	(100,000)	0	6,000	(94,000)	790,659	763,939	26,720	97	Fire Protection Total =	651,975	(100,000)	0	0	(100,000)	551,975	534,000	17,975	97
Emergency Services										Emergency Services									
Contributions to Emergency Services	18,427	0	0	0	0	18,427	13,664	4,763	74										
SES Operating Expenses	24,222	0	0	(3,000)	(3,000)	21,222	13,526	7,696	64										
SES Building Expenses	5,000	0	4,500	(3,000)	1,500	6,500	3,907	2,593	60										
Emergency Services Total =	47,649	0	4,500	(6,000)	(1,500)	46,149	31,097	15,052	67	Emergency Services Total =	0	0	0	0	0	0	0	0	(
Animal Control Services										Animal Control Services									
Animal Control Ranger Salaries	73,490	0	(10,000)	6,500	(3,500)	69,990	61,803	8,187	88	Animal Regulatory Fees & Fines	10,745	0	0	(5,665)	(5,665)	5,080	1,410	3,670	28
Animal Control Telephone Expenses	1,200	0	0	0	0	1,200	1,140	60	95	Impounding Fees & Charges	5,500	0	0	(3,500)	(3,500)	2,000	1,165	835	58
Other Animal General Expenses	5,000	0	10,000	25,000	35,000	40,000	21,049	18,951	53	Animal Control - Sundry Sales	825	0	0	300	300	1,125	886	239	79
Impounding & Pound Expenses	60,405	0	0	15,000	15,000	75,405	83,652	(8,247)	111										
Desexing program	10,000	0	0	(2,000)	(2,000)	8,000	1,352	6,648	17										
Animal Welfare Program	6,500	0	0	0	0	6,500	0	6,500	0										
Regulatory Control Salaries	90,450	0	0	(55,000)	(55,000)	35,450	26,392	9,058	74	Regulatory Fees and Fines	5,000	0	0	(3,000)	(3,000)	2,000	0	2,000	(
Regulatory Control Telephone Expenses	1,200	0	0	(600)	(600)	600	0	600	0										
Other Regulatory Control General Expenses	2,000	0	0	1,000	1,000	3,000	9,699	(6,699)	323										
Impounding Expenses	22,615	0	0	(15,000)	(15,000)	7,615	746	6,869	10										
Council Order - Derelict Buildings	0	0	50,000	55,000	105,000	105,000	0	105,000	0										
Animal Control Total =	272,860	0	50,000	29,900	79,900	352,760	205,833	146,927	58	Animal Control Total =	22,070	0	0	(11,865)	(11,865)	10,205	3,461	6,744	34
Other Public Order & Safety																			
Security Cameras Insurance	1,772	302	0	(356)	(54)	1,718	1,055	663	61										
Security Camera Electricity Charges	779	300	0	356	656	1,435	1,433	2	100										
Security Cameras Repairs & Mntce	8,240	(602)	0	0	(602)	7,638	5,600	2,038	73										
Other Public Order & Safety	10,791	0	0	0	0	10,791	8,088	2,703	75	Other Public Order & Safety	0	0	0	0	0	0	0	0	(
Public Order & Safety - Depreciation																			
Depn - Plant & Equipment	2,090	0	0	(2,090)	(2,090)	0	13,953	(13,953)	0										
Depn - Buildings Specialised	71,700	0	0	0	0	71,700	86,677	(14,977)	121										
Public Order & Safety - Depreciation	73,790	0	0	(2,090)	(2,090)	71,700	100,630	(28,930)	140										
PUBLIC ORDER & SAFETY TOTAL	1,289,749	(100,000)	54,500	27,810	(17,690)	1,272,059	1,109,587	162,472	87	PUBLIC ORDER & SAFETY TOTAL	674,045	(100,000)	0	(11,865)	(111,865)	562,180	537,461	24,719	96

EXPENDITURE										INCOME									
ORIGINAL	Sept	Dec	Mar	Total	REVIS	ACTUAL	Remaining	%		ORIGINAL	Sept	Dec	Mar	Total	REVIS	ACTUAL	Remaining	%	
BUDGET	Review	Review	Review	Budget	Budget	YTD	Budget	EXPEND		BUDGET	Review	Review	Review	Budget	Budget	YTD	Budget	EXPEND	
2024/25				Changes						2024/25				Changes					
HEALTH SERVICES																			
Health and Building Administration										Health and Building Administration									
Health Salaries & Allowances	320,268	0	0	(54,388)	(54,388)	265,880	265,130	750	100	Health Licences & Inspection Fees	8,500	0	0	(6,000)	(6,000)	2,500	2,870	(370)	115
Housing Subsidy - Health	10,400	0	0	(5,200)	(5,200)	5,200	5,200	0	100										
Health Staff Travelling Expenses	10,200	0	0	5,500	5,500	15,700	12,216	3,484	78										
Health Sundry Expenses	5,000	0	0	0	0	5,000	4,128	872	83										
Health Services Contract Staff	156,000	0	0	25,000	25,000	181,000	174,906	6,094	97										
Grant Program - Mosquito Man Plan	0	13,948	0	0	13,948	13,948	1,348	12,600	10	Mosquito Management Plan - Grant	0	13,948	0	0	13,948	13,948	1,348	12,600	10
Admin. & Building Total	501,868	13,948	0	(29,088)	(15,140)	486,728	462,928	23,800	95	Admin. & Building Total	8,500	13,948	0	(6,000)	7,948	16,448	4,218	12,230	26
Health and Building Depreciation																			
Health & Building Depreciation Total =	0	0	0	0	0	0	0	0	0	Health & Building Depreciation Total	0	0	0	0	0	0	0	0	0
HEALTH TOTAL										HEALTH TOTAL									
501,868	13,948	0	(29,088)	(15,140)	486,728	462,928	23,800	95		8,500	13,948	0	(6,000)	7,948	16,448	4,218	12,230	26	

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	%
ENVIRONMENT																			
Noxious Plants & Animals										Noxious Plants & Animals									
Contributions and Donations - CMCC	121,370	0	2,001	0	2,001	123,371	123,371	0	100										
Noxious Plants - Control Expenses	3,210	0	0	0	0	3,210	2,495	715	78										
Pest Control Expenses	9,625	0	0	0	0	9,625	176	9,449	2										
Admin. & Inspection Total	134,205	0	2,001	0	2,001	136,206	126,042	10,164	93	Admin. & Inspection Total	0	0	0	0	0	0	0	0	0
Other Environmental Services										Other Environmental Services									
Environmental - Other Expenses	2,680	0	0	0	0	2,680	833	1,847	31										
Grant - Caring For Country	0	0	3,125	35,000	38,125	38,125	29,236	8,889	77	Grant - Caring For Country Environment Reserve	0	0	3,125	35,000	38,125	38,125	24,761	13,364	65
Subs & Membership- Environ Services	3,810	0	0	0	0	3,810	833	2,977	22										
Flood Mitigation										FLOOD MITIGATION									
Levee Banks Maintenance Expenses	40,000	0	0	(30,000)	(30,000)	10,000	1,995	8,005	20										
Flood Mitigation - Contract Services	5,000	0	0	0	0	5,000	0	5,000	0										
Other Environmental Protection Total =	51,490	0	3,125	5,000	8,125	59,615	32,897	26,718	55	Environmental Protection Total =	0	0	3,125	35,000	38,125	38,125	24,761	13,364	65
Solid Waste Management - Collection										SOLID WASTE MANAGEMENT									
Solid Waste Collections	182,205	0	0	(20,000)	(20,000)	162,205	170,076	(7,871)	105	Domestic Waste Annual Charges - Domestic	645,460	0	4,063	(5,000)	(937)	644,523	643,727	796	100
Bulk Waste - Kerbside Collection	70,960	0	0	(10,000)	(10,000)	60,960	56,439	4,521	93	Domestic Waste Annual Charges - Non Res	178,890	62,785	0	0	62,785	241,675	247,757	(6,082)	100
Purchase of Waste Bins	4,310	0	0	0	0	4,310	3,294	1,016	76	DWM Extra Charges	12,300	0	0	6,200	6,200	18,500	19,404	(904)	100
Solid Waste Management - Disposal										Less: Pension Write Off	(24,080)	(1,870)	0	(65)	(1,935)	(26,015)	(26,015)	0	100
Waste Facility Salaries and Wages	414,465	0	0	(100,000)	(100,000)	314,465	322,306	(7,841)	102	Pensioner Subsidy	13,000	1,184	0	435	1,619	14,619	14,619	0	100
Waste - Housing Subsidy	10,400	0	(5,200)	0	(5,200)	5,200	5,200	0	100	Solid Waste Management - Disposal									
Waste Facility (Tip) Insurance	2,952	(137)	0	0	(137)	2,815	2,815	0	100	Grant - Traineeships	0	0	83,762	35,398	119,160	119,160	179,161	(60,001)	150
Electricity - Waste Depot	750	0	1,250	0	1,250	2,000	2,185	(185)	109	Waste Facility Gate Takings - Domestic	39,400	0	0	(4,150)	(4,150)	35,250	34,840	410	99
Telephone & Comms - Waste Depot	1,906	0	(750)	250	(500)	1,406	2,026	(621)	144	Waste Facility Gate Takings - Commercial	112,800	0	0	(31,465)	(31,465)	81,335	110,781	(29,446)	136
Waste Depots - Rates & Charges	1,000	52	(27)	0	25	1,025	1,025	0	100	Sale of new household bins	7,500	0	0	0	0	7,500	8,460	(960)	112
General Expenses - Waste Disposal	29,550	0	0	0	0	29,550	7,884	21,666	27	Sale of Recyclables	114,400	0	0	(20,000)	(20,000)	94,400	76,041	18,359	81
Waste Depot Operations	619,714	0	0	200,000	200,000	819,714	872,425	(52,711)	106	Sundry Income - Profit on Private Works	0	0	0	1,500	1,500	1,500	4,628	(3,128)	309
Waste Buildings Maintenance	25,000	0	0	0	0	25,000	12,267	12,733	49	Garbage Disposal Total =	1,099,670	62,099	87,825	(17,147)	132,777	1,232,447	1,313,403	(80,956)	107
Clean up of Old Tip Facility - Coonamble	200,000	0	0	(150,000)	(150,000)	50,000	3,548	46,452	7	Street Cleaning									
Garbage Disposal Total =	1,563,212	(85)	(4,727)	(79,750)	(84,562)	1,478,650	1,461,490	17,160	99	Street Cleaning Total =	0	0	0	0	0	0	0	0	0
Street Cleaning										STORMWATER / URBAN DRAINAGE									
General Expenses - Street Cleaning	305,875	0	0	0	0	305,875	290,799	15,076	95	Stormwater Management									
Street Cleaning Total =	305,875	0	0	0	0	305,875	290,799	15,076	95	Drainage Diagram Fees - GST Free	500	0	0	0	0	500	0	500	0
STORMWATER / URBAN DRAINAGE										Stormwater/Urban Drainage Total =	500	0	0	0	0	500	0	500	0
Stormwater Management										Environmental Services Depreciation									
Stormwater Drainage Maintenance	10,000	0	0	0	0	10,000	13,812	(3,812)	138	Depn - Buildings Specialised	5,360	0	0	0	0	5,360	7,066	(1,706)	132
Stormwater/Urban Drainage Total =	10,000	0	0	0	0	10,000	13,812	(3,812)	138	Depn - Other Structures	19,150	0	0	0	0	19,150	29,561	(10,411)	154
Environmental Services Depreciation										Depn - Storm Water Drainage	158,035	0	0	0	0	158,035	130,547	27,488	83
Depn - Buildings Specialised	5,360	0	0	0	0	5,360	7,066	(1,706)	132	Environmental Depreciation Total =	182,545	0	0	0	0	182,545	167,174	15,371	369
Depn - Other Structures	19,150	0	0	0	0	19,150	29,561	(10,411)	154	ENVNIRONMET TOTAL									
Depn - Storm Water Drainage	158,035	0	0	0	0	158,035	130,547	27,488	83	ENVNIRONMET TOTAL	2,247,327	(85)	399	(74,750)	(74,436)	2,172,891	2,092,214	80,677	96
Environmental Depreciation Total =	182,545	0	0	0	0	182,545	167,174	15,371	369										
ENVNIRONMET TOTAL											1,100,170	62,099	90,950	17,853	170,902	1,271,072	1,338,164	(36,038)	105

EXPENDITURE										INCOME										
ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		
COMMUNITY SERVICES & EDUCATION																				
Education										Education										
Contributions- Coonamble Scholarship	3,000	0	0	0	0	3,000	3,000	0	100											
Education Total	3,000	0	0	0	0	3,000	3,000	0	100	Education Total	0	0	0	0	0	0	0	0	0	
Aged & Disabled										Aged & Disabled										
General Expenses - Aged & Disabled	32,000	0	0	(12,000)	(12,000)	20,000	12,220	7,780	61	1850-1460	Grants Operational (State) Aged & Disabled	1,000	0	5,000	(1,000)	4,000	5,000	5,000	0	100
Aged & Disabled Total	32,000	0	0	(12,000)	(12,000)	20,000	12,220	7,780	61	Aged & Disabled Total	1,000	0	5,000	(1,000)	4,000	5,000	5,000	0	100	
Children & Youth Services										Children & Youth Services										
Salaries and Wages - Youth Services	77,289	0	0	(40,000)	(40,000)	37,289	21,385	15,904	57	1900-1350	Sundry Income - Youth Services	1,000	0	0	0	0	1,000	0	1,000	0
Youth Centre Insurance	4,655	(223)	0	0	(223)	4,432	4,432	0	100											
Youth Services Telephone Expenses	525	0	0	0	0	525	425	100	81											
Rates Charges Gulargambone Youth Centre	1,240	0	0	0	0	1,240	2,580	(1,340)	208											
General Expenses - Youth Programs	56,100	7,412	0	3,412	10,824	66,924	37,448	29,476	56	1900-1350-0002	Grant Funds - School Holiday Program	7,000	7,412	0	0	7,412	14,412	14,412	0	100
Youth Service - General Expenses	5,000	0	0	0	0	5,000	0	5,000	0	1900-1462-0000	Grant Funds - Youth Week Grant	0	0	0	3,412	3,412	3,412	0	100	
Repairs & Mntce - Gular Youth Centre	10,200	0	0	0	0	10,200	1,288	8,912	13											
Cleaning - Gular Youth Centre	5,000	0	0	0	0	5,000	0	5,000	0											
Children & Youth Services Total	160,009	7,189	0	(36,588)	(29,399)	130,610	67,558	63,052	52	Children & Youth Services Total	8,000	7,412	0	3,412	10,824	18,824	17,824	1,000	95	
Other Community Services										Other Community Services										
Community Services - CSP Expenses	10,000	0	190	12,500	12,690	22,690	23,371	(681)	103											
Community Services - Wages	220,902	0	0	(124,362)	(124,362)	96,540	85,078	11,462	88											
Regional Youth Investment Program	475,000	(15,505)	0	0	(15,505)	459,495	434,282	25,213	95	1900-1470-0000	Grants - Regional Youth Investment Program	475,000	0	0	0	0	475,000	434,282	40,718	91
Aged & Disabled Total	705,902	(15,505)	190	(111,862)	(127,177)	578,725	542,731	35,994	94	Aged & Disabled Total	475,000	0	0	0	0	475,000	434,282	40,718	91	
Community Services - Depreciation										Community Services - Depreciation										
Depn - Buildings Specialised	17,861	0	0	0	0	17,861	15,584	2,277	87											
Community Services - Depreciation	17,861	0	0	0	0	17,861	15,584	2,277	87	Community Services - Depreciation	0	0	0	0	0	0	0	0	0	
COMMUNITY & EDUCATION SERVICES TOTAL	918,772	(8,316)	190	(160,450)	(168,576)	750,196	641,093	109,103	85	COMMUNITY & EDUCATION SERVICES TOTAL	484,000	7,412	5,000	2,412	14,824	498,824	457,106	41,718	92	

EXPENDITURE										INCOME									
ORIGINAL	Sept	Dec	Mar	Total	REVIS	ACTUAL	Remaining	%		ORIGINAL	Sept	Dec	Mar	Total	REVIS	ACTUAL	Remaining	%	
BUDGET	Review	Review	Review	Budget	Budget	YTD	Budget	EXPEND		BUDGET	Review	Review	Review	Budget	Budget	YTD	Budget	EXPEND	
2024/25				Changes						2024/25				Changes					
HOUSING & COMMUNITY SERVICES																			
Council Housing										Council Housing									
Council Housing Insurance	25,447	(1,202)	0	0	(1,202)	24,245	24,245	0	100	Council Housing Rental Income	66,300	0	0	21,970	21,970	88,270	115,294	(27,024)	131
Council Housing Rates & Charges	28,230	0	0	0	0	28,230	31,602	(3,372)	112										
Council Housing Maintenance Expenses	68,000	0	0	0	0	68,000	41,044	26,956	60										
Council Housing Total =										Council Housing Total =									
	121,677	(1,202)	0	0	(1,202)	120,475	96,891	23,584	80		66,300	0	0	21,970	21,970	88,270	115,294	(27,024)	131
Public Cemeteries										Public Cemeteries									
Cemeteries Insurance	170	(8)	0	0	(8)	162	162	0	100	Cemetery Fees	94,370	0	0	0	0	94,370	92,847	1,523	98
Cemeteries Rates & User Charges	14,400	0	0	0	0	14,400	31,038	(16,638)	216										
Cemeteries Maintenance Expenses	149,500	0	0	0	0	149,500	125,194	24,306	84										
Public Cemeteries Total =										Public Cemeteries Total =									
	164,070	(8)	0	0	(8)	164,062	156,394	7,668	95		94,370	0	0	0	0	94,370	92,847	1,523	98
Public Conveniences										Public Conveniences									
Public Conveniences Insurance	1,635	0	0	0	0	1,635	1,557	78	95										
Public Conveniences Maintenance	125,980	0	0	0	0	125,980	119,147	6,833	95										
Public Conveniences Total =										Public Conveniences Total =									
	127,615	0	0	0	0	127,615	120,704	6,911	95		0	0	0	0	0	0	0	0	0
Street Lighting										Street Lighting									
Street Lighting Electricity Charges	135,400	0	0	0	0	135,400	123,774	11,626	91	Street Lighting Subsidy	39,000	0	2,000	0	2,000	41,000	41,000	0	100
Street Lighting Maintenance	5,000	0	0	0	0	5,000	0	5,000	0										
Street Lighting Total =										Street Lighting Total =									
	140,400	0	0	0	0	140,400	123,774	16,626	88		39,000	0	2,000	0	2,000	41,000	41,000	0	100
Town Planning										Town Planning									
Town Planning - Contract Services	110,600	0	0	(90,000)	(90,000)	20,600	0	20,600	0	Development Application Fees	70,500	0	0	0	0	70,500	76,837	(6,337)	109
Town Planning legal Expenses	10,000	0	0	(2,000)	(2,000)	8,000	0	8,000	0	Subdivision Fees	1,000	0	0	0	0	1,000	414	586	41
Town Planning - Sundry Expenses	2,000	0	0	2,000	2,000	4,000	820	3,180	21	Certificates Sec 149	17,500	0	0	0	0	17,500	14,950	2,550	85
Town Planning - Portal Awareness Training	2,000	0	0	0	0	2,000	0	2,000	0	Certificates Sec 735A O/S Notices	4,500	0	0	0	0	4,500	3,756	744	83
										Town Planning Sundry Income	500	0	0	0	0	500	0	500	0
										Grant Funds - Regional Housing									
										Stratergy	0	0	0	0	0	0	69,916	(69,916)	0
Town Planning Total =										Town Planning Total =									
	124,600	0	0	(90,000)	(90,000)	34,600	820	33,780	2		94,000	0	0	0	0	94,000	165,873	(71,873)	319
Housing & Community Depreciation																			
Depn - Buildings Specialised	10,345	0	0	0	0	10,345	29,046	(18,701)	281										
Depn - Buildings Non Specialised	15,484	0	0	0	0	15,484	49,151	(33,667)	317										
Depn - Other Structures	24,101	0	0	0	0	24,101	25,771	(1,670)	107										
Total Housing & Community Depn																			
	49,930	0	0	0	0	49,930	103,968	(54,038)	208										
HOUSING & COMMUNITY AMENITIES TOTAL										HOUSING & COMMUNITY AMENITIES TOTAL									
	728,292	(1,210)	0	(90,000)	(91,210)	637,082	602,551	34,531	95		293,670	0	2,000	21,970	23,970	317,640	415,014	(97,374)	131

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
WATER SUPPLY OPERATIONS																			
Coonamble Water Operations										Coonamble Water Operations									
Insurance Coonamble Water Supply	49,130	(1,243)	0	0	(1,243)	47,887	47,887	0	100	Annual Charges Coonamble Water Access	737,005	(4,620)	(315)	0	(4,935)	732,070	732,070	0	100
Electricity - Coonamble Water Supply	101,925	0	0	25,000	25,000	126,925	114,527	12,398	90	Less: Pension Rebate Coonamble	(17,835)	744	(44)	0	700	(17,135)	(17,135)	0	100
Coonamble Wtr Cont to Training Costs	22,240	0	0	0	0	22,240	22,240	0	100	Coonamble Water Extra Charges	27,990	0	0	5,500	5,500	33,490	36,147	(2,657)	100
Telephone & Comms - Coonamble Water	1,930	0	0	500	500	2,430	2,398	32	99	Coonamble Water Connection Fees	5,000	0	0	3,515	3,515	8,515	6,687	1,828	7
Rates & Charges Coonamble Water	3,005	0	0	0	0	3,005	2,262	743	75	Coonamble Water User Pays Water	983,540	0	0	0	0	983,540	1,126,426	(142,886)	11
Water Treatment & Misc Expenses	311,120	0	0	146,000	146,000	457,120	519,473	(62,353)	114	Sundry Sales - Coonamble Water	7,110	0	0	0	0	7,110	6,258	852	8
Repairs & Mntce Coonamble Water	560,810	0	0	100,000	100,000	660,810	698,892	(38,082)	106	Grant Op (State) Cmble Wtr Pens Subs	9,630	59	278	0	337	9,967	9,967	0	100
Coonamble Water - Contract Services	2,000	0	0	0	0	2,000	0	2,000	0	Interest on Invests Coonamble Water	73,920	0	(25,000)	0	(25,000)	48,920	91,255	(42,335)	12
Coonamble Water Meter Reading	69,400	0	0	0	0	69,400	84,853	(15,453)	122										
Administration - Engineering	125,580	0	0	0	0	125,580	101,061	24,519	80	Grant Funds - Develop IWCM	121,051	(51,667)	0	(69,384)	(121,051)	0	23,956	(23,956)	
Development of IWCM Coonamble Shire Council	199,165	0	0	(100,000)	(100,000)	99,165	84,027	15,138	85	Grant Funds - Advance Operational Support	0	100,000	0	0	100,000	100,000	100,000	0	100
Advance Operational Support - Grant Funded	0	150,000	0	0	150,000	150,000	0	150,000	0										
Depreciation - Coonamble Water	342,296	33,812	0	0	33,812	376,108	410,751	(34,643)	109										
Total Coonamble Water Operations	1,788,601	182,569	0	171,500	354,069	2,142,670	2,088,371	54,299	97	Total Coonamble Water Operations	1,947,411	44,516	(25,081)	(60,369)	(40,934)	1,906,477	2,115,631	(209,154)	11
Quambone Water Operations										Quambone Water Operations									
Insurance Quambone Water Supply	365	(6)	0	0	(6)	359	359	0	100	Annual Charges Quambone Water Access	50,470	3,700	0	(1,010)	2,690	53,160	53,160	0	100
Electricity - Quambone Water Supply	2,335	0	0	500	500	2,835	3,078	(243)	109	Less: Pensioner Subsidy - Quambone	(705)	180	0	(88)	92	(613)	(613)	0	100
Other Expenses Quambone Water	31,500	0	0	0	0	31,500	8,269	23,231	26	Quambone Water Extra Charges	1,520	0	0	450	450	1,970	1,880	90	9
Repairs & Mntce Quambone Water	45,100	0	0	0	0	45,100	29,772	15,328	66	Quambone Water User Pays Water	29,120	0	0	0	0	29,120	35,985	(6,865)	12
Quambone Water Meter Reading	2,300	0	0	0	0	2,300	916	1,384	40	Sundry Sales - Q'Bone Water	450	0	0	100	100	550	607	(57)	11
Depreciation - Quambone Water	21,790	2,050	0	0	2,050	23,840	25,889	(2,049)	109										
Total Quambone Water Operations	103,390	2,044	0	500	2,544	105,934	68,283	37,651	64	Total Quambone Water Operations	80,855	3,880	0	(548)	3,332	84,187	91,019	(6,832)	10
Gulargambone Water										Gulargambone Water									
Insurance Gular Water Supply	2,000	(27)	0	0	(27)	1,973	1,973	0	100	Annual Charges Gular Water Access	180,800	800	0	0	800	181,600	181,600	0	100
Electricity - Gular Water Supply	17,185	0	0	2,000	2,000	19,185	19,304	(119)	101	Less: Pension Rebate	(2,740)	115	0	0	115	(2,625)	(2,625)	0	100
Gular Wtr Cont to Training Costs	3,025	0	0	0	0	3,025	3,025	0	100	Gular Water Extra Charges	7,150	0	0	3,300	3,300	10,450	10,519	(69)	100
Other Expenses Gular Water	28,290	0	0	(15,000)	(15,000)	13,290	12,710	580	96	Gular Water User Pays Water	76,720	0	0	0	0	76,720	99,566	(22,846)	13
Repairs & Mntce Gular Water	46,600	0	0	10,000	10,000	56,600	57,592	(992)	102	Sundry Sales - Gular Water	500	0	0	3,300	3,300	3,800	3,440	360	9
Gular Water Meter Reading	1,200	0	0	0	0	1,200	1,178	22	98	Grant Op (State) Gular Water Pens Subs	1,480	(37)	42	0	5	1,485	1,485	0	100
										Interest on Invests Gular Water	31,680	0	0	0	0	31,680	39,109	(7,429)	12
Depreciation - Gulargambone Water	56,964	5,211	0	0	5,211	62,175	68,722	(6,547)	111										
Total Gulargambone Water Operations	155,264	5,184	0	(3,000)	2,184	157,448	164,504	(7,056)	104	Total Gulargambone Water Operations	295,590	878	42	6,600	7,520	303,110	333,094	(29,984)	11
WATER SUPPLY TOTAL	2,047,255	189,797	0	169,000	358,797	2,406,052	2,321,158	84,894	96	WATER SUPPLY TOTAL	2,323,856	49,274	(25,039)	(54,317)	(30,082)	2,293,774	2,539,744	(245,970)	11

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	%
SEWERAGE SERVICES OPERATIONS																			
Coonamble Sewerage Operations										Coonamble Sewerage Operations									
Insurance - Coonamble Sewer	1,215	(21)	0	0	(21)	1,194	1,194	0	100	Annual Charges Coonamble Sewer Access	875,770	4,450	0	(622)	3,828	879,598	879,598	0	100
Electricity - Coonamble Sewer	48,180	0	0	(15,000)	(15,000)	33,180	34,397	(1,217)	104	Less: Pension Rebate	(15,920)	0	0	365	365	(15,555)	(15,555)	0	100
Telephone & Comms - Coonamble Sewer	2,140	0	0	0	0	2,140	2,290	(150)	107	Coonamble Sewer Extra Charges	15,010	0	0	7,500	7,500	22,510	23,458	(948)	100
Coonamble Sewer Cont to Training	20,185	0	0	0	0	20,185	20,185	0	100	Coonamble Sewer - Connection Fees	4,000	0	0	(2,000)	(2,000)	2,000	3,850	(1,850)	190
Rates & User Charge Coonamble Sewer	14,175	0	0	0	0	14,175	29,861	(15,686)	211	Coonamble Sewer User Pays Charges	180,100	0	0	0	0	180,100	210,247	(30,147)	111
Other Expenses - Coonamble Sewer	10,100	0	0	0	0	10,100	7,724	2,376	76	Interest on Invests Coonamble Sewer	73,920	0	(25,000)	0	(25,000)	48,920	140,835	(91,915)	280
Repairs & Mntce - Coonamble Sewer	383,900	33,000	0	15,000	48,000	431,900	571,911	(140,011)	132	Sundry Sales - Coonamble Sewer	12,855	0	0	0	0	12,855	6,722	6,133	50
Coonamble Sewer - Contract Services	20,000	0	0	0	0	20,000	0	20,000	0	Grant Op (State) Cmble Swr Pens Subs	8,645	0	0	33	33	8,678	8,678	0	100
Administration - Engineering	61,850	0	0	0	0	61,850	54,236	7,614	88										
Depreciation - Coonamble Sewerage Services	294,555	23,890	0	0	23,890	318,445	344,363	(25,918)	108										
Total Coonamble Operations	856,300	56,869	0	0	56,869	913,169	1,066,161	(152,992)	117	Total Coonamble Operations	1,154,380	4,450	(25,000)	5,276	(15,274)	1,139,106	1,257,833	(118,727)	110
Gulargambone Sewerage Operations										Gulargambone Sewerage Operations									
Insurance - Gular Sewer	1,650	180	0	0	180	1,830	1,830	0	100	Annual Charges Gular Sewer Access	168,950	(3,560)	0	0	(3,560)	165,390	165,390	0	100
Electricity - Gular Sewer	8,965	0	0	0	0	8,965	11,521	(2,556)	129	Less: Pension Rebate	(2,555)	0	0	231	231	(2,324)	(2,324)	0	100
Gular Sewer Cont to Training	7,180	0	0	0	0	7,180	7,180	0	100	Gular Sewer Extra Charges	6,870	0	0	2,800	2,800	9,670	9,986	(316)	100
Other Expenses - Gular Sewer	3,875	0	0	0	0	3,875	2,485	1,390	64	Gular Sewer - Connection Fees	250	0	0	0	0	250	0	250	0
Repairs & Mntce - Gular Sewer	77,500	0	0	0	0	77,500	60,688	16,812	78	Gular Sewer User Pays Charges	31,970	0	0	0	0	31,970	32,567	(597)	100
										Interest on Invests Gular Sewer	31,680	0	0	0	0	31,680	60,358	(28,678)	190
Depreciation - Gulargambone Sewerage Services	49,345	32,078	0	0	32,078	81,423	87,921	(6,498)	108	Grant Op (State) Gular Sewer Pens Subs	1,385	0	0	28	28	1,413	1,413	0	100
Total Gulargambone Operations	148,515	32,258	0	0	32,258	180,773	171,625	9,148	95	Sundry Sales - Gulargambone Sewer	1,000	0	0	200	200	1,200	1,236	(36)	100
SEWERAGE SERVICES OPERATIONS TOTAL	1,004,815	89,127	0	0	89,127	1,093,942	1,237,786	(143,844)	113	Total Gulargambone Operations	239,550	(3,560)	0	3,259	(301)	239,249	268,626	(29,377)	110
										SEWERAGE SERVICES OPERATIONS TOTAL	1,393,930	890	(25,000)	8,535	(15,575)	1,378,355	1,526,459	(148,104)	110

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
RECREATION & CULTURE																			
PUBLIC LIBRARIES										PUBLIC LIBRARIES									
Library Staff Salaries & Allowances	152,745	0	0	(7,000)	(7,000)	145,745	143,006	2,739	98	Sundry Sales - Library	750	0	0	150	150	900	1,010	(110)	112
Library Staff Travel Expenses	1,000	0	0	0	0	1,000	570	430	57	Grant Op (State) - Per Capita Grant	73,875	0	5,129	0	5,129	79,004	79,004	0	100
Insurance - Library	19,580	(852)	0	0	(852)	18,728	18,728	0	100										
Electricity - Library	10,465	0	0	0	0	10,465	9,393	1,072	90										
Library Telephone & Comms Charges	4,460	0	0	0	0	4,460	2,871	1,589	64										
Contributions - North West Library	71,440	0	0	(2,228)	(2,228)	69,212	69,212	0	100										
Rates & User Charges - Libraries	4,802	0	0	0	0	4,802	4,203	599	88										
Printing and Stationary - Libraries	5,925	0	0	1,500	1,500	7,425	1,573	5,852	21										
Library Postage	1,000	0	0	(500)	(500)	500	589	(89)	118										
General Expenses - No GST	1,000	0	0	0	0	1,000	19	981	2										
General Expenses - Library	6,000	0	0	0	0	6,000	3,252	2,748	54										
Repairs and Mntce - Libraries	16,200	0	0	0	0	16,200	20,798	(4,598)	128										
Subscriptions and M'ships & Licences	2,320	0	0	0	0	2,320	1,188	1,132	51										
Library - Contract Services	25,745	0	0	0	0	25,745	24,515	1,230	95										
LSP Grant Expenditure - Library	11,400	1,250	0	0	1,250	12,650	10,416	2,234	82										
Dolly Parton Imagination Library	9,000	0	0	0	0	9,000	5,307	3,693	59										
Public Libraries Total =	343,082	398	0	(8,228)	(7,830)	335,252	315,640	19,612	94	Public Libraries Total =	74,625	0	5,129	150	5,279	79,904	80,014	(110)	100
Museums Operations										Museums Operations									
Insurance - Museum	7,080	(310)	0	0	(310)	6,770	6,770	0	100	Sundry Sales & Services	200	0	0	(200)	(200)	0	0	0	0
Electricity - Museum	785	0	0	100	100	885	1,000	(115)	113										
Telephone & Comms - Museum	500	0	0	(100)	(100)	400	139	261	35										
Rates & User Charges - Museum	1,700	0	1,065	0	1,065	2,765	2,765	0	100										
Operations & Maintenance - Museum	13,530	0	(5,608)	1,000	(4,608)	8,922	8,696	226	97										
Temporary Museum re-location establishment	0	0	15,608	1,500	17,108	17,108	15,608	1,500	91										
General Expenses	200	0	0	0	0	200	0	200	0										
Museum Total =	23,795	(310)	11,065	2,500	13,255	37,050	34,978	2,072	94	Museum Total =	200	0	0	(200)	(200)	0	0	0	0
Public Hall Operations										PUBLIC HALLS									
Insurance - Public Halls	5,917	(254)	0	0	(254)	5,663	5,663	0	100										
Electricity - Public Halls	821	0	0	0	0	821	1,828	(1,007)	223										
Repairs & Maintenance - Public Halls	27,500	0	(10,000)	0	(10,000)	17,500	8,103	9,397	46										
Public Halls Total =	34,238	(254)	(10,000)	0	(10,254)	23,984	15,594	8,390	65	Public Halls Total =	0	0	0	0	0	0	0	0	0
Other Cultural Services										Other Cultural Services									
Contributions - Arts Council	12,535	(355)	0	0	(355)	12,180	12,180	0	100										
General Exps - Other Cultural Services	2,200	0	0	0	0	2,200	1,945	255	88										
Other Cultural Services Total =	14,735	(355)	0	0	(355)	14,380	14,125	255	98	Other Cultural Services Total =	0	0	0	0	0	0	0	0	0

EXPENDITURE	ORIGINAL	Sept	Dec	Mar	Total	REVISED	ACTUAL	Remaining	%	INCOME	ORIGINAL	Sept	Dec	Mar	Total	REVISED	ACTUAL	Remaining	%
	BUDGET										BUDGET								
	2024/25	Review	Review	Review	Budget	Budget	YTD	Budget	EXPEND		2024/25	Review	Review	0	Budget	Budget	YTD	Budget	EXPEND
RECREATION & CULTURE																			
Sporting Grounds Operations										Sporting Grounds Operations									
Electricity - Sporting Grounds	10,000	0	0	0	0	10,000	8,880	1,120	89	User Charges - Sportsgrounds	20,700	0	0	0	0	20,700	18,441	2,259	89
Rates & User Charges Sports Grounds	61,150	0	0	0	0	61,150	19,976	41,174	33										
Repairs & Mntce - Sporting Grounds	150,510	0	(26,309)	10,000	(16,309)	134,201	147,141	(12,940)	110										
Sportsground - Specific Works	20,000	0	31,309	0	31,309	51,309	51,322	(13)	100										
Sporting Grounds Total =	241,660	0	5,000	10,000	15,000	256,660	227,319	29,341	89	Sporting Grounds Total =	20,700	0	0	0	0	20,700	18,441	2,259	89
Swimming Pools										Swimming Pools									
Salaries and Wages- Swimming Pool	80,860	0	0	(9,000)	(9,000)	71,860	75,720	(3,860)	105	Swimming Pools User Fees	11,000	0	0	(2,762)	(2,762)	8,238	8,134	104	99
Insurance - Swimming Pools	46,845	0	0	(2,109)	(2,109)	44,736	44,736	0	100										
Electricity - Swimming Pools	41,020	0	0	10,000	10,000	51,020	45,431	5,589	89										
Telephones - Swimming Pools	1,545	0	0	(600)	(600)	945	914	31	97										
Rates & User Charges - Swim Pools	43,625	0	0	0	0	43,625	32,830	10,795	75										
Pool- EPA Licence Fees	3,000	0	0	0	0	3,000	2,267	733	76										
Repairs & Mntce - Swimming Pools	205,765	0	0	40,000	40,000	245,765	230,873	14,892	94										
Contractor fees - Swimming Pool Operations	160,000	0	0	40,000	40,000	200,000	199,606	394	100										
Swimming Pools Total =	582,660	0	0	78,291	78,291	660,951	632,377	28,574	96	Swimming Pools Total =	11,000	0	0	(2,762)	(2,762)	8,238	8,134	104	99
Parks & Gardens Operations										Parks & Gardens Operations									
Insurance & Electricity- Parks and Gardens	16,325	0	0	(1,000)	(1,000)	15,325	15,794	(469)	103	Parks & Reserves Fees	1,250	0	0	0	0	1,250	1,205	45	96
Rates & User Chgs - Parks & Gardens	70,470	2,000	0	6,040	8,040	78,510	95,673	(17,163)	122	Other Income	0	0	19,991	6,041	26,032	26,032	26,032	0	100
Repairs & Mntce - Parks & Gardens	349,370	0	0	0	0	349,370	361,227	(11,857)	103										
Parks & Gardens Total =	436,165	2,000	0	5,040	7,040	443,205	472,694	(29,489)	107	Parks & Gardens Total =	1,250	0	19,991	6,041	26,032	27,282	27,237	45	100
Showground Operations										Showground									
Insurance - Showground	22,500	(32)	0	0	(32)	22,468	22,468	0	100	Rents & Fees	26,250	0	0	0	0	26,250	21,893	4,357	83
Electricity - Showground	13,525	0	0	0	0	13,525	11,363	2,162	84	Donations - RV Camping	1,500	1,000	500	0	1,500	3,000	2,529	471	84
Rates & User Chgs - Showgrounds	34,020	0	0	0	0	34,020	13,300	20,720	39										
General Exps - Event Preparation	27,560	0	(10,500)	0	(10,500)	17,060	57,112	(40,052)	335										
Repairs & Maintenance - Showground	115,920	0	0	0	0	115,920	88,056	27,864	76										
Rodeo Arena/Showground Total =	213,525	(32)	(10,500)	0	(10,532)	202,993	192,299	10,694	95	Rodeo Arena/Showground Total =	27,750	1,000	500	0	1,500	29,250	24,422	4,828	83
Other Sport & Recreation										Other Sport & Recreation									
Insurance - Other Sport and Rec	25,035	(1,164)	0	0	(1,164)	23,871	23,871	0	100										
Electricity - Other Sport and Rec	700	0	0	0	0	700	1,001	(301)	143										
Contributions - Coonamble Racecourse	5,000	0	0	0	0	5,000	0	5,000	0										
Rates & User Charges Other Sport & Rec	5,920	0	0	0	0	5,920	4,765	1,155	80										
Repairs & Mntce Other Sport and Rec	2,570	1,164	0	0	1,164	3,734	9,720	(5,986)	260										
Town Approaches Maintenance	60,840	0	(5,000)	10,000	5,000	65,840	62,442	3,398	95										
Other Sport & Recreation Total	100,065	0	(5,000)	10,000	5,000	105,065	101,799	3,266	679	Other Sport & Recreation Total	0	0	0	0	0	0	0	0	0
Recreation & Culture Depreciation																			
Depn - Plant & Equipment	164,554	0	0	4,831	4,831	169,385	176,930	(7,545)	104										
Depn - Furniture & Fittings	7,260	0	0	0	0	7,260	10,848	(3,588)	149										
Depn - Buildings Specialised	242,108	0	0	0	0	242,108	309,928	(67,820)	128										
Depn - Buildings Non Specialised	450	0	0	0	0	450	0	450	0										
Depn - Other Structures	246,700	0	0	0	0	246,700	424,148	(177,448)	172										
Recreation & Culture Depreciation Total	661,072	0	0	4,831	4,831	665,903	921,854	(255,951)	138										
RECREATION & CULTURE TOTAL	2,650,997	1,447	(9,435)	102,434	94,446	2,745,443	2,928,679	(183,236)	107	RECREATION & CULTURE TOTAL	135,525	1,000	25,620	3,229	29,849	165,374	158,248	7,126	96

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
MINING, MANUFACTURING & CONSTRUCTION																			
Building Control										Building Control									
General Exps - Building Control	5,000	0	0	0	0	5,000	320	4,680	6	Fees General- Building Control	35,000	0	0	(10,000)	(10,000)	25,000	31,808	(6,808)	127
										Commissions - Building Control	500	0	0	0	0	500	60	440	12
										Building Control - Regulatory Fines	5,000	0	0	(3,000)	(3,000)	2,000	0	2,000	0
Building Control Total =	5,000	0	0	0	0	5,000	320	4,680	6	Building Control Total =	40,500	0	0	(13,000)	(13,000)	27,500	31,868	(4,368)	116
Other Mining, Manufacturing & Construction										Other Mining, Manufacturing & Construction									
Quarries, Pits & Crusher Operations										Quarries, Pits & Crusher Operations									
Salaries and Wages - Quarry & Pits and Crusher	726,369	0	(50,000)	(320,000)	(370,000)	356,369	303,220	53,149	85	Fees - Quarry Public Sales	1,861,582	0	100,000	(200,000)	(100,000)	1,761,582	1,798,633	(37,051)	102
Quarry - Housing Subsidy	10,400	0	0	(9,193)	(9,193)	1,207	0	1,207	0	Fees - Quarry Internal Sales	1,660,665	0	50,000	(300,000)	(250,000)	1,410,665	1,593,521	(182,856)	113
Royalties - Quarry & Crusher Ops	119,710	0	0	2,000	2,000	121,710	116,514	5,196	96										
Insurance - Quarry Operations	3,912	0	0	(879)	(879)	3,033	4,495	(1,462)	148										
Electricity - Quarry Operations	40,720	0	0	(25,000)	(25,000)	15,720	14,007	1,713	89										
Telephone & Comms Quarry Operations	1,555	0	0	0	0	1,555	1,553	2	100										
Rates & User Charges - Quarry Ops	1,845	(90)	0	0	(90)	1,755	312	1,443	18										
General Exps - Quarry & Crusher Ops	469,680	(100,000)	200,000	0	100,000	569,680	424,567	145,113	75										
Printing & Stationery - Quarry Ops	500	0	0	0	0	500	174	326	35										
Quarry & Crusher Operating Costs	388,450	100,000	0	(100,000)	0	388,450	247,551	140,899	64										
Repairs & Mntce Quarry & Crush Ops	149,785	0	0	(30,000)	(30,000)	119,785	73,580	46,205	61										
Contractors - Quarry Operations	1,149,930	0	0	0	0	1,149,930	1,094,396	55,534	95	Diesel Fuel Tax Credit	0	0	296,190	0	296,190	296,190	296,190	0	100
Plant and equipment - Quarry Ops	125,000	0	0	(20,000)	(20,000)	105,000	65,462	39,538	62										
Quarry Loam Pit Operations	20,000	0	0	0	0	20,000	0	20,000	0										
Business Case -Quarry Optimization	125,000	0	0	0	0	125,000	0	125,000	0										
Quarry - EOFY Closing Stock movement	0	0	0	0	0	0	824,348	(824,348)	0										
Quarries, Pits & Crusher Operations	3,332,856	(90)	150,000	(503,072)	(353,162)	2,979,694	3,170,179	(190,485)	106	Quarries, Pits & Crusher Operations	3,522,247	0	446,190	(500,000)	(53,810)	3,468,437	3,688,344	(219,907)	106
Mining & Const Depreciation																			
Depn - Plant & Equipment	166,693	0	0	(121,898)	(121,898)	44,795	35,748	9,047	80										
Depn - Buildings Specialised	5,790	0	0	0	0	5,790	10,210	(4,420)	176										
Depn - Other Structures	5,880	0	0	0	0	5,880	7,424	(1,544)	126										
Mining & Const Depreciation Total	178,363	0	0	(121,898)	(121,898)	56,465	53,382	3,083	95										
MINING, MANUFACTURING & CONSTRUCTION TOTAL	3,516,219	(90)	150,000	(624,970)	(475,060)	3,041,159	3,223,881	(182,722)	106	MINING, MANUFACTURING & CONSTRUCTION TOTAL	3,562,747	0	446,190	(513,000)	(66,810)	3,495,937	3,720,212	(224,275)	106

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
TRANSPORT & COMMUNICATION																			
Urban Roads - Local										Operating Grants									
Sealed Urban Roads Maintenance	99,292	0	0	0	0	99,292	84,171	15,121	85	Financial Assist Grant- Roads	2,170,130	(1,837,414)	0	0	(1,837,414)	332,716	1,465,999	(1,133,283)	441
Unsealed Urban Roads Maintenance	69,561	0	0	0	0	69,561	58,137	11,424	84	Roads to Recovery Grant Funds	929,818	706,667	0	0	706,667	1,636,485	1,208,768	427,717	74
Regional Emergency Road Repair Fund program	100,000	0	0	(100,000)	(100,000)	0	0	0	0										
Urban Roads M'tce Total =	268,853	0	0	(100,000)	(100,000)	168,853	142,308	26,545	84	Operating Grant Funds Total =	3,099,948	(1,130,747)	0	0	(1,130,747)	1,969,201	2,674,767	(705,566)	136
Sealed Rural Roads - Local										Sealed Rural Roads - Local									
Sealed Rural Roads Maintenance	309,000	0	0	0	0	309,000	252,765	56,235	82										
Regional Emergency Road Repair Fund program	450,000	140,000	0	(350,000)	(210,000)	240,000	94,522	145,478	39										
Sealed Rural Roads - Local	759,000	140,000	0	(350,000)	(210,000)	549,000	347,287	201,713	63	Sealed Rural Roads - Local	0	0	0	0	0	0	0	0	0
Unsealed Rural Roads - Local										RURAL ROADS - UNSEALED									
Unsealed Rural Roads Maintenance	739,952	0	0	0	0	739,952	650,821	89,131	88	Flood Damage Funding	4,839,955	0	0	(2,000,000)	(2,000,000)	2,839,955	1,244,917	1,595,038	44
Roads to Recovery Maintenance	0	500,000	124,522	(522,901)	101,621	101,621	101,621	0	100										
Regional Emergency Road Repair Fund program	300,000	0	0	(300,000)	(300,000)	0	0	0	0										
Unsealed Rural Roads - Local	1,039,952	500,000	124,522	(822,901)	(198,379)	841,573	752,442	89,131	89	Unsealed Rural Roads - Local	4,839,955	0	0	(2,000,000)	(2,000,000)	2,839,955	1,244,917	1,595,038	44
Local Bridges - M & R																			
Local Bridges Maintenance	25,750	0	0	0	0	25,750	0	25,750	0	Bridges - Rural Roads Total =	0	0	0	0	0	0	0	0	0
Bridges - Rural Roads Total =	25,750	0	0	0	0	25,750	0	25,750	0	Regional Roads									
Regional Roads										Regional Roads									
Sealed Rural Roads - Regional										Regional Roads Block Funding	1,403,900	41,100	0	0	41,100	1,445,000	1,445,000	0	100
Reg Roads Sealed Maintenance	458,107	0	112,540	0	112,540	570,647	816,381	(245,734)	143										
Regional Emergency Road Repair Fund program	300,000	140,000	0	(300,000)	(160,000)	140,000	63,645	76,355	45										
Unsealed Rural Roads - Regional																			
Reg Roads Unsealed Maintenance	63,000	41,100	33,145	15,000	89,245	152,245	38,055	114,190	25										
Bridges SRR - Regional																			
Reg Roads Bridges Maintenance	40,000	0	0	(15,000)	(15,000)	25,000	11,170	13,830	45										
Main Roads Total =	861,107	181,100	145,685	(300,000)	26,785	887,892	929,251	(41,359)	105	Main Roads Total =	1,403,900	41,100	0	0	41,100	1,445,000	1,445,000	0	100

EXPENDITURE										INCOME									
	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND		ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
TRANSPORT & COMMUNICATION																			
Aerodromes										Aerodromes									
Aerodrome Insurances	5,212	(236)	0	0	(236)	4,976	4,976	0	100	Lease Rental Income	2,515	0	0	713	713	3,228	4,596	(1,368)	142
Aerodrome Electricity	5,456	0	0	(2,500)	(2,500)	2,956	2,142	814	72										
Aerodrome Telephones & Comms	665	0	0	0	0	665	387	278	58										
Aerodrome Rates & Charges	15,785	0	0	0	0	15,785	14,283	1,502	90										
Aerodrome Maintenance	85,000	0	0	40,000	40,000	125,000	121,293	3,707	97										
Aerodrome Contractors Costs	5,000	0	0	3,216	3,216	8,216	8,262	(46)	101										
Aerodromes Total =	117,119	(236)	0	40,716	40,480	157,599	151,343	6,256	96	Aerodromes Total =	2,515	0	0	713	713	3,228	4,596	(1,368)	142
Ancillary Services										Ancillary Services									
Kerb & Guttering																			
Kerb & Gutter Maintenance	23,815	0	0	0	0	23,815	6,632	17,183	28	Sundry Roads Income	0	0	0	0	0	0	12,211	(12,211)	0
Footpaths																			
Footpaths Maintenance	139,285	0	0	20,000	20,000	159,285	197,455	(38,170)	124										
Street Tree Maintenance	50,000	0	0	5,000	5,000	55,000	72,356	(17,356)	132										
Street Tree - Replacement Program	35,000	0	0	(5,000)	(5,000)	30,000	35,806	(5,806)	119										
Ancillary Services Total =	248,100	0	0	20,000	20,000	268,100	312,249	(44,149)	116	Ancillary Services Total =	0	0	0	0	0	0	12,211	(12,211)	0
Bus Shelters & Parking										BUS SHELTERS & SERVICE									
Other Transport Maintenance	5,300	0	0	4,000	4,000	9,300	7,791	1,509	84	Bus Shelters & Service Total =	0	0	0	0	0	0	0	0	0
Bus Shelters & Service Total =	5,300	0	0	4,000	4,000	9,300	7,791	1,509	84										
State Roads - M & R										State Roads - M & R									
State Roads Maintenance & Ordered Works	3,677,100	0	608,000	338,180	946,180	4,623,280	6,017,468	(1,394,188)	130	State Highways Routine Maint	587,285	0	0	0	0	587,285	707,070	(119,785)	120
										State Highway 11 - Work Orders	3,777,774	0	608,000	338,180	946,180	4,723,954	5,501,654	(777,700)	116
State Roads Total =	3,677,100	0	608,000	338,180	946,180	4,623,280	6,017,468	(1,394,188)	130	State Roads Total =	4,365,059	0	608,000	338,180	946,180	5,311,239	6,208,724	(897,485)	117
Transport & Communication Depreciation																			
Depn - Sealed Urban Roads	237,359	0	0	0	0	237,359	256,454	(19,095)	108										
Depn - Unsealed Urban Roads	14,499	0	0	0	0	14,499	22,197	(7,698)	153										
Depn - Sealed Rural Roads	794,145	0	0	0	0	794,145	821,985	(27,840)	104										
Depn - Unsealed Rural Roads	1,040,844	0	0	0	0	1,040,844	1,192,889	(152,045)	115										
Depn - Local Bridges	99,187	0	0	0	0	99,187	98,813	374	100										
Depn - Sealed Regional Roads	1,112,591	0	0	0	0	1,112,591	1,203,823	(91,232)	108										
Depn - Unsealed Regional Roads	37,500	0	0	0	0	37,500	88,152	(50,652)	235										
Depn - Regional Bridges	55,428	0	0	0	0	55,428	75,197	(19,769)	136										
Depn - Aerodrome Buildings	27,518	0	0	0	0	27,518	36,312	(8,794)	132										
Depn - Aerodrome Other Structures	78,461	0	0	0	0	78,461	60,125	18,336	77										
Depn - Kerb & Gutter	84,636	0	0	0	0	84,636	77,280	7,356	91										
Depn - Footpaths	29,164	0	0	0	0	29,164	54,538	(25,374)	187										
Depn - Transport Other Structures	20,269	0	0	0	0	20,269	25,650	(5,381)	127										
Transport & Communication Depreciation Total	3,631,601	0	0	0	0	3,631,601	4,013,415	(381,814)	111										
TRANSPORT & COMMUNICATION TOTAL	10,633,882	820,864	878,207	(1,170,005)	529,066	11,162,948	12,673,554	(1,510,606)	114	TRANSPORT & COMMUNICATION TOTAL	13,711,377	(1,089,647)	608,000	(1,661,107)	(2,142,754)	11,568,623	11,590,215	(21,592)	100

EXPENDITURE										INCOME									
	ORIGINAL				Total									Total					
	BUDGET	Sept	Dec	Mar	Budget	REVISED	ACTUAL	Remaining	%		BUDGET	Sept	Dec	Mar	Budget	REVISED	ACTUAL	Remaining	%
	2024/25	Review	Review	Review	Changes	Budget	YTD	Budget	EXPEND		2024/25	Review	Review	Review	Changes	Budget	YTD	Budget	EXPEND
ECONOMIC AFFAIRS																			
Farming										Farming									
Rates & User Charges - Farming	4,610	0	0	0	0	4,610	3,896	714	85	Lease Rental - Farming lease	37,660	0	0	0	0	37,660	37,581	79	100
General Expenses - Farming	4,000	0	0	0	0	4,000	0	4,000	0								0	0	
Farming Total =	8,610	0	0	0	0	8,610	3,896	4,714	45	Farming Total =	37,660	0	0	0	0	37,660	37,581	79	100
Commons - Trust										Commons - Trust									
Commons Rates & Charges	2,650	112	0	2,000	2,112	4,762	4,123	639	87	Sundry Income - Common Fees	3,530	0	0	0	0	3,530	4,324	(794)	122
Repairs & Mntce - Common Operations	42,800	(112)	0	(2,000)	(2,112)	40,688	12,712	27,976	31	Lease Rental - Common Farming	41,920	0	0	0	0	41,920	39,584	2,336	94
Commons - Trust	45,450	0	0	0	0	45,450	16,835	28,615	37	Commons - Trust	45,450	0	0	0	0	45,450	43,908	1,542	97
Caravan Parks										Caravan Parks									
Caravan Park Insurance	10,370	(481)	0	0	(481)	9,889	9,889	0	100	Caravan Park Site Fees	27,460	0	15,000	3,000	18,000	45,460	51,234	(5,774)	113
Caravan Park Mntce & Repairs	50,000	0	0	0	0	50,000	17,885	32,115	36										
Caravan Parks Total =	60,370	(481)	0	0	(481)	59,889	27,774	32,115	46	Caravan Parks Total =	27,460	0	15,000	3,000	18,000	45,460	51,234	(5,774)	113
Tourism & Area Promotion										Tourism & Area Promotion									
Salaries & Wages - Visitor Centre	215,245	(6,000)	(14,963)	0	(20,963)	194,282	188,301	5,981	97	Sundry Sales	500	0	200	0	200	700	400	300	57
Tourism Staff Travel Expenses	4,000	0	0	(2,000)	(2,000)	2,000	918	1,082	46	Tourism Sale of Merchandise	12,500	0	800	0	800	13,300	12,840	460	97
Tourism Electricity Charges	5,645	0	0	0	0	5,645	6,435	(790)	114	Tourism - Real Country Cont	0	0	0	0	0	0	11,580	(11,580)	0
Tourism Telephones	1,000	0	0	(500)	(500)	500	125	375	25										
Tourism Insurance	7,445	(320)	0	0	(320)	7,125	7,125	0	100										
Tourism Rates & Charges	2,775	0	0	0	0	2,775	8,893	(6,118)	320										
Tourism Advertising & Promotion Exps	49,453	0	0	0	0	49,453	47,248	2,205	96										
Tourism Printing and Stationery	2,780	0	0	0	0	2,780	97	2,683	3										
Tourism Sundry Expenses	14,160	0	1,000	0	1,000	15,160	15,628	(468)	103										
Tourism VIC Maintenance	10,000	6,000	0	2,500	8,500	18,500	17,764	736	96										
Tourism - Wayfinding Signage package	50,000	0	0	0	0	50,000	0	50,000	0										
Tourism - Contract Services	10,000	0	0	0	0	10,000	11,641	(1,641)	116										
Vision Splendid	0	0	164,963	0	164,963	164,963	168,082	(3,119)	102	Grant Funding - Vision Splendid	0	0	150,000	0	150,000	150,000	150,000	0	100
Hello Coonamble	0	0	10,300	0	10,300	10,300	10,712	(412)	104										
Community Event - A Night on the Town	0	0	10,500	0	10,500	10,500	7,079	3,421	67										
Tourism & Area Total =	372,503	(320)	171,800	0	171,480	543,983	490,048	53,935	90	Tourism & Area Total =	13,000	0	151,000	0	151,000	164,000	174,820	(10,820)	107
Economic Development										Economic Development									
Salaries and Wages - Economic Development	556,323	(50,000)	0	(275,000)	(325,000)	231,323	180,356	50,967	78										
Edo Travel Expenses	5,000	0	0	0	0	5,000	4,458	542	89										
Economic Promotion Expenses	23,500	40,000	0	0	40,000	63,500	55,341	8,159	87										
Economic Development - General Expenses	27,500	0	0	0	0	27,500	13,070	14,430	48										
Financial Support for Local Business Groups	7,000	0	0	0	0	7,000	7,000	0	100										
Sponsorship of local events and initiatives	12,000	0	0	0	0	12,000	9,962	2,038	83										
Hosting and facilitating events and initiatives	15,000	0	0	0	0	15,000	20,958	(5,958)	140										
Coonamble CBD - Activation / Revitalisation	20,000	0	(10,300)	0	(10,300)	9,700	0	9,700	0										
Coonamble CBD - SOTS Prelim & maint costs	75,000	(51,566)	0	0	(51,566)	23,434	18,089	5,345	77										
CBD - Business Incentive / Activation Fund	35,000	0	0	0	0	35,000	0	35,000	0										
Subscriptions and Memberships	10,575	0	0	0	0	10,575	12,916	(2,341)	122										
Economic Development - Contract Services	20,000	50,000	0	20,000	70,000	90,000	53,636	36,364	60										
Winter Festival	50,000	0	(50,000)	0	(50,000)	0	0	0	0	Grant Funding - Winter Festival	50,000	0	(50,000)	0	(50,000)	0	0	0	0
Economic Development Total =	856,898	(11,566)	(60,300)	(255,000)	(326,866)	530,032	375,786	154,246	71	Economic Development Total =	50,000	0	(50,000)	0	(50,000)	0	0	0	0

EXPENDITURE	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	INCOME	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
Industrial Development										Industrial Development									
Rates & User Chgs - Indust Estate	4,260	0	0	(2,504)	(2,504)	1,756	1,756	0	100										
Industrial Promotion Expenses	2,100	0	0	0	0	2,100	0	2,100	0										
Industrial Estate Maintenance Exps	5,410	0	0	0	0	5,410	0	5,410	0										
Industrial Develop Total =	11,770	0	0	(2,504)	(2,504)	9,266	1,756	7,510	19	Industrial Develop Total =	0	0	0	0	0	0	0	0	0
Saleyards										Saleyards									
Saleyards Insurances	13,815	0	0	0	0	13,815	13,177	638	95	Saleyards Fees & Charges - Casual	4,500	0	0	(3,500)	(3,500)	1,000	27	973	3
Saleyards Electricity Charges	8,000	0	0	0	0	8,000	9,006	(1,006)	113	Saleyards Fees & Charges - Sale	55,000	0	35,000	35,000	70,000	125,000	120,653	4,347	97
Saleyards Telephone Expenses	645	0	0	0	0	645	390	255	60										
Saleyards Rates & Charges	11,700	0	0	0	0	11,700	7,190	4,510	61										
Saleyards Operating Expenses	12,360	0	0	5,000	5,000	17,360	15,271	2,089	88										
Saleyards Maintenance Expenses	69,250	0	0	0	0	69,250	79,534	(10,284)	115										
Saleyards Total =	115,770	0	0	5,000	5,000	120,770	124,568	(3,798)	103	Saleyards Total =	59,500	0	35,000	31,500	66,500	126,000	120,680	5,320	96
TRUCKWASH										TRUCKWASH									
Truck wash Insurance	90	0	0	(4)	(4)	86	86	0	100	Truck Wash User Fees	34,000	0	0	22,000	22,000	56,000	69,557	(13,557)	124
Truck Wash Electricity Charges	3,060	0	0	1,000	1,000	4,060	4,444	(384)	109										
Truck wash Rates and User Charges	10,000	0	0	7,500	7,500	17,500	40,713	(23,213)	233										
Truck Wash Mntce & Repairs	18,580	0	0	0	0	18,580	16,044	2,536	86										
Truck wash Total =	31,730	0	0	8,496	8,496	40,226	61,287	(21,061)	152	Truck wash Total =	34,000	0	0	22,000	22,000	56,000	69,557	(13,557)	124
Service NSW Agency										Service NSW Agency									
Salaries & Wages Service NSW Agency	92,417	0	0	0	0	92,417	90,137	2,280	98	Agency Commissions	110,460	0	0	0	0	110,460	114,618	(4,158)	104
RMS General Expenses GST	5,500	0	0	0	0	5,500	6,292	(792)	114										
Service NSW Agency Total =	97,917	0	0	0	0	97,917	96,429	1,488	98	Service NSW Agency Total =	110,460	0	0	0	0	110,460	114,618	(4,158)	104
Council Property NEI -										Council Property NEI -									
Other Building Mntce & Repairs	5,600	0	0	4,000	4,000	9,600	10,074	(474)	105	Council Leases	1,900	0	4,500	(2,000)	2,500	4,400	3,783	617	86
Council Property NEI Insurances	9,510	11,566	9,460	0	21,026	30,536	37,194	(6,658)	122										
Council Property NEI Rates & Charges	42,470	1,236	0	0	1,236	43,706	51,651	(7,945)	118										
Council Property NEI Maintenance	3,620	0	0	(2,500)	(2,500)	1,120	498	622	44										
Council Properties N.E.I. Total =	61,200	12,802	9,460	1,500	23,762	84,962	99,417	(14,455)	117	Council Properties N.E.I. Total =	1,900	0	4,500	(2,000)	2,500	4,400	3,783	617	86
Economic Affairs Depreciation										Economic Affairs Depreciation									
Depn - Caravan Park Buildings Spec	22,720	0	0	0	0	22,720	29,025	(6,305)	128										
Depn - Caravan Park Other Structures	1,000	0	0	0	0	1,000	9,081	(8,081)	908										
Depn - Tourism Buildings Non Spec	30,100	0	0	0	0	30,100	22,610	7,490	75										
Depn - Saleyards Buildings Spec	11,038	0	0	0	0	11,038	20,206	(9,168)	183										
Depn - Saleyards Other Structures	2,744	0	0	0	0	2,744	2,721	23	99										
Depn -Truck Wash Other Structures	10,400	0	0	0	0	10,400	17,062	(6,662)	164										
Depn - Council Property NEI Other Structures	24,105	0	0	0	0	24,105	166	23,939	1										
Economic Affairs Depreciation	102,107	0	0	0	0	102,107	100,871	1,236	99	TOTAL ECONOMIC AFFAIRS	379,430	0	155,500	54,500	210,000	589,430	616,181	(26,751)	105
TOTAL ECONOMIC AFFAIRS	1,764,325	435	120,960	(242,508)	(121,113)	1,643,212	1,398,667	244,545	85										

EXPENDITURE	ORIGINAL	Sept	Dec	Mar	Jun	Total	REVISED	ACTUAL	Remaining	%	INCOME	ORIGINAL	Sept	Dec	Mar	Jun	Total	REVISED	ACTUAL	Remaining	%
	BUDGET	Review	Review	Review	Review	Budget	Budget					BUDGET	Review	Review	Review	Review	Budget	Budget			
	2024/25					Changes		YTD	Budget	EXPEND		2024/25					Changes		YTD	Budget	EXPEND
GENERAL FUND NON-OPERATING																					
Corporate Support Services											Corporate Support Services										
Computer Purchase / Operating System	47,300	0	0	0	0	0	47,300	0	47,300	0	Tfr Reserve - General Reserve	0	1,560,000	0	0	0	1,560,000	1,560,000	1,560,000	0	100
Installation of Electronic Document Management System	60,000	0	25,000	0	0	25,000	85,000	126,882	(41,882)	149	Tfr Reserve - Corporate Reserve	107,330	(107,330)	670,786	0	(660,162)	(96,706)	10,624	10,624	0	100
Tfr Reserve - Governance Reserve	0	275,000	(275,000)	275,000	0	275,000	275,000	275,000	0	100	Tfr Reserve - Governance Reserve	0	0	104,258	0	0	104,258	104,258	104,258	0	100
Tfr Reserve - General Reserve	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000	0	100											
Tfr Reserve - Community	0	0	0	0	27,073	27,073	27,073	27,073	0	100											
Environment											Environment										
Coonamble Waste Depot - Depot Improvements	200,000	0	0	0	0	0	200,000	119,201	80,799	60	Tfr Reserve - Domestic Waste Management Reserve	411,520	(140,248)	0	0	(42,487)	(182,735)	228,785	228,785	0	100
Coonamble Waste Depot - Training Facility and Carpark	350,000	0	0	0	0	0	350,000	0	350,000	0	Loan Funds	550,000	0	0	0	0	0	550,000	0	550,000	0
Levee Land - Land Matters	10,000	0	0	0	0	0	10,000	0	10,000	0	Tfr Reserve - Transport	0	0	0	0	11,015	11,015	11,015	11,015	0	100
Stage 4A - Levee program	455,000	0	0	0	0	0	455,000	77,029	377,971	17	Grant - Stage 4A Levee Program	390,000	0	0	0	0	0	390,000	66,014	323,986	17
Stage 5 - Levee program	0	0	135,123	0	0	135,123	135,123	0	135,123	0	Grant - Stage 5 Levee Program	0	0	135,123	0	0	135,123	135,123	0	135,123	0
Public Order & Safety											Public Order & Safety										
Security Camera Upgrade	20,000	0	0	0	0	0	20,000	0	20,000	0											
Coonamble SES Station Project	0	130,000	5,764	0	0	135,764	135,764	135,764	0	100											
Cemetery											Cemetery										
Cemetery - Capital Improvement Program	30,000	0	0	0	0	0	30,000	23,119	6,881	77											
LRCI P4 - Columbarium	52,632	(52,632)	0	0	0	(52,632)	0	0	0	0											
Housing											Housing										
Housing Development - Planning & Establishment Hickey St.	30,000	0	0	0	0	0	30,000	9,067	20,933	30	Sale of Land - Core & Cluster (Calga St)	0	0	0	100,000	0	100,000	100,000	0	100,000	0
Housing - River Road Demolition & Asbestos remediation	0	0	0	0	0	0	0	122,467	(122,467)	0											
Residential Development Yarran St - Crisis Accommodation	75,000	(75,000)	0	0	0	(75,000)	0	0	0	0											
Residential Development Yarran St - Establish Subdivision	0	500,000	0	0	0	500,000	500,000	40,243	459,757	8											
Tfr Reserve - Unspent Grant Funds Rgional Housing Strategy	0	0	0	0	69,916	69,916	69,916	69,916	0	100											
Plant Acquisitions											Plant Acquisitions										
Plant Acquisitions Nett	905,980	0	0	0	0	0	905,980	700,795	205,185	77	Tfr Reserve - Transport Reserve	1,065,980	0	0	0	346,902	346,902	1,412,882	1,412,882	0	100
Plant Acquisitions - Waste Facilities	1,260,000	0	0	0	0	0	1,260,000	712,087	547,913	57	Loan Funds	1,100,000	0	0	0	0	0	1,100,000	0	1,100,000	0
Tfr Reserve - Transport Reserve	1,378,470	93,174	0	225,821	0	318,995	1,697,465	1,697,465	0	100											
Loan Repayments											Loan Repayments										
Principal on Loans (Current)	48,663	0	0	0	0	0	48,663	48,663	0	100											
Council Buildings											Council Buildings										
Specific Works - Operational Buildings	75,000	40,394	0	0	0	40,394	115,394	61,175	54,219	53	Tfr Reserve - Building and Premises.	0	40,394	50,000	0	(29,219)	61,175	61,175	61,175	0	100
Library LSP Grant Funds - Upgrades	16,000	27,929	0	0	0	27,929	43,929	0	43,929	0	Tfr Reserve - Unspent Grant Funds	30,000	29,179	0	0	0	29,179	59,179	0	59,179	0
Renovations / Repairs - Crusher Plant and Change Room (Quarry)	30,000	0	0	0	0	0	30,000	16,917	13,083	56	Tfr Reserve - Mines Reserve	30,000	0	0	0	16,917	16,917	46,917	16,917	30,000	36
Renovations / Repairs - Residential Premises	200,000	0	0	0	0	0	200,000	59,440	140,560	30											
Grant Program - RYIP Provision of Crisis Accommodation	954,050	1,035,570	0	0	0	1,035,570	1,989,620	416,793	1,572,827	21	Grant Program - RYIP Provision of Crisis Accommodation	954,050	960,570	0	0	0	960,570	1,914,620	416,793	1,497,827	22
Sport and Recreation											Sport and Recreation										
SCCF4 -0492 Grant Program - Construction of Women's Changerooms	450,000	58,196	0	0	0	58,196	508,196	530,366	(22,170)	104	SCCF4 - 0492 Ladies Changerooms	450,000	(41,804)	0	0	0	(41,804)	408,196	408,196	0	100
Coonamble Showground - Facilities Renewal	0	0	0	0	0	0	0	34,879	(34,879)	0	Tfr Reserve - Unspent Loan funds	0	200,000	0	0	(74,968)	125,032	125,032	125,032	0	100
Coonamble Sportsground - Irrigation Upgrades	0	0	0	0	0	0	0	16,827	(16,827)	0	Tfr Reserve - Recreation	0	0	0	0	34,879	34,879	34,879	34,879	0	100
LRCI P4 - facilities upgrades/renewal various	0	144,227	0	15,000	0	159,227	159,227	171,705	(12,478)	108	Grant Funds - LRCI P4 - facilities upgrades/renewal various	0	144,227	0	0	0	144,227	144,227	156,773	(12,546)	109
Coonamble Pool - Capital Renewal / Upgrade Program	100,000	0	0	0	0	0	100,000	38,595	61,405	39											
Grant Program (SCCF 5) - Gulargambone Sportsground Amenities Upgrade	550,000	61,109	0	0	0	61,109	611,109	506,141	104,968	83	Grant Funds (SCCF 5) - Gulargambone Sportsground Amenities	520,000	(38,891)	0	0	0	(38,891)	481,109	481,109	0	100
Grant Program (SCCF 5) - Coonamble Tennis Court Upgrades	236,728	0	0	0	0	0	236,728	231,687	5,041	98	Grant Funds (SCCF 5) - Coonamble Tennis Court Upgrades	236,728	0	0	0	0	0	236,728	231,687	5,041	98
Quambone Tennis Courts - Upgrade to facilities (Joint Project)	45,000	0	0	0	0	0	45,000	44,144	856	98	Tfr Reserve - General Reserve	20,000	(20,000)	0	0	0	(20,000)	0	0	0	0
Installation of Pioneer Park - Fence & Signage	48,000	0	0	0	0	0	48,000	49,414	(1,414)	103	Community contributions towards court upgrade	20,000	0	0	0	(20,000)	(20,000)	0	0	0	0
Update Library Computers	15,000	0	0	0	0	0	15,000	0	15,000	0	Tfr Reserve - Youth and Community Development	15,000	0	0	0	(15,000)	(15,000)	0	0	0	0

EXPENDITURE	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Jun Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND	INCOME	ORIGINAL BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Jun Review	Total Budget Changes	REVISED Budget	ACTUAL YTD	Remaining Budget	% EXPEND
Transport & Communication											Transport & Communication										
Urban Roads - Capital Renewal Program	125,000	0	0	0	0	0	125,000	0	125,000	0	Tfr Reserve - Transport Reserve	125,000	0	163,409	0	(187,413)	(24,004)	100,996	100,996	0	100
Unsealed Rural Roads - Reconstruction program	350,000	0	0	0	0	0	350,000	0	350,000	0	Tfr Reserve - Transport Reserve	350,000	0	459,156	0	(809,156)	(350,000)	0	0	0	0
Sealed Rural Local - Heavy Patch and Resealing program	100,000	0	0	0	0	0	100,000	0	100,000	0	Tfr Reserve - Transport Reserve	100,000	0	393,595	0	(493,595)	(100,000)	0	0	0	0
Regional Roads - Capital Renewal Program	842,793	(637,600)	(145,685)	460,871	0	(322,414)	520,379	180,135	340,244	35											
Regional Roads - Capital Renewal Program - Warren Road upgrade	0	814,329	0	0	0	814,329	814,329	799,405	14,924	98	Grant Funds - Fixing Country Roads Program	0	340,149	0	0	0	340,149	340,149	319,320	20,829	94
											Grant Funds - R.O.S.I. - MR7515 Warren Road	0	336,492	0	0	0	336,492	336,492	317,472	19,020	94
Roads to Recovery - Local Roads Renewal	929,818	814,615	(124,522)	522,901	0	1,212,994	2,142,812	1,389,092	753,720	65	Tfr Reserve - Unspent Roads to Recovery Grant Funds	0	607,948	0	0	0	607,948	607,948	607,948	0	100
L.R.C.I. - P3 Grant Program - Box Ridge Rd and Gulargambone Rd	0	500,203	0	0	0	500,203	500,203	500,203	0	100	Grant Funds - Local Roads & Community Infrastructure -(LRCI-P3)	0	500,203	0	0	0	500,203	500,203	499,871	332	100
L.R.C.I. - P4 Grant Program - Transport Infrastructure Renewal	0	536,339	0	0	0	536,339	536,339	536,339	0	100	Grant Funds - Local Roads & Community Infrastructure -(LRCI-P4)	0	536,339	0	0	0	536,339	536,339	536,339	0	100
NSW Local Govt Recovery Grant Program - Pilliga Road - Installation of Culverts	0	946,944	0	0	0	946,944	946,944	32,300	914,644	3	NSW Local Government - Recovery Grant	0	946,944	0	0	0	946,944	946,944	32,300	914,644	3
Regional Emergency Road Repair Fund - Capital Works	0	164,698	176,101	129,554	0	470,353	470,353	647,142	(176,789)	138	Grant Funds - Regional Emergency Road Repair Fund	0	164,698	176,101	129,554	0	470,353	470,353	553,034	(82,681)	118
FLR R3 - SR86 Carinda Rd HP & Culverts	0	167,000	(167,000)	0	0	0	0	0	0	0	Grant Funds - Fixing Local Roads Rd 3	0	167,000	0	0	0	167,000	167,000	180,451	(13,451)	108
FLR R4 - McCullough St Rehab	0	0	8,521	0	0	8,521	8,521	8,521	0	100	Grant Funds - Fixing Local Roads Rd 4	0	176,870	0	0	0	176,870	176,870	171,781	5,089	97
FLR R3/R4 - Carinda Rd	0	0	335,349	0	0	335,349	335,349	374,615	(39,266)	112											
Stormwater Drainage - Improvement Program for Coonamble	100,000	0	0	0	0	0	100,000	0	100,000	0											
Tooraweenah Road - Extension of Sealed length	13,000,000	0	0	0	0	0	13,000,000	716,118	12,283,882	6	Grant Funds - Tooraweenah Road	13,000,000	0	0	0	0	0	13,000,000	716,118	12,283,882	6
Flood Damage - Restoration of Roads Network	4,839,955	0	0	(2,000,000)	0	(2,000,000)	2,839,955	2,385,885	454,070	84											
Radio communications network upgrade	200,000	0	0	0	0	0	200,000	39,332	160,668	20											
											Tfr Reserve - Unspent Grant Funds (RERRF)	1,150,000	280,000	0	(1,050,000)	0	(770,000)	380,000	252,276	127,724	66
											Grant Funds - Receipt of Prior Year Transport Grant Debtors	0	4,164,795	0	600,000	0	4,764,795	4,764,795	4,358,086	406,709	91
Mining, Manufacturing & Const.											Mining, Manufacturing & Const.										
Tfr Reserve - Mines Reserve	131,000	0	0	0	0	0	131,000	131,000	0	100	Tfr Reserve - Mines Reserve	530,000	14,564	0	0	(323,490)	(308,926)	221,074	221,074	0	100
Tfr Reserve - Quarry Remediation	28,345	0	0	0	0	0	28,345	28,345	0	100											
Installation of Fuel Pod	30,000	14,564	0	0	0	14,564	44,564	44,564	0	100											
Fixed Plant - Refurbishment / Upgrades	500,000	0	0	0	0	0	500,000	176,510	323,490	35											
Ancillary Road Facilities																					
Kerb & Gutter Construction WIP	50,000	0	0	0	0	0	50,000	38,720	11,280	77											
Footpaths Construction WIP	50,000	0	0	0	0	0	50,000	0	50,000	0											
Active Transport - Construction of Limerick St	0	92,183	0	0	0	92,183	92,183	96,419	(4,236)	105	Grant Funds - Active Transport Program	0	92,183	0	0	0	92,183	92,183	96,419	(4,236)	105
Economic Services											Economic Services										
Coonamble Caravan Park Upgrade	200,000	(200,000)	0	0	0	(200,000)	0	0	0	0	Tfr Reserve - Unspent Loan Funds	200,000	(200,000)	0	0	0	(200,000)	0	0	0	0
Coonamble CBD - Activation / Revitalisation Design Costs	100,000	0	0	0	0	0	100,000	0	100,000	0											
SOTS - Preliminary project works	500,000	(500,000)	0	0	0	(500,000)	0	0	0	0											
Grant Program (SCCF5) - Coonamble Region Art Trail	235,035	0	0	0	0	0	235,035	0	235,035	0	Grant Funds (SCCF 5) - Coonamble Region Art Trail	235,035	0	0	0	0	0	235,035	0	235,035	0
Coonamble Saleyards - Renewal of facilities	50,000	0	0	0	0	0	50,000	6,864	43,136	14											
Land Development - River Road Coonamble	0	0	0	59,474	0	59,474	59,474	59,474	0	0											
Grant Funds - Artesian Bathing Experience	2,475,000	0	0	0	0	0	2,475,000	18,004	2,456,996	1	Grant Funds - Artesian Bathing Experience	2,475,000	0	0	0	0	0	2,475,000	0	2,475,000	0
Grant Funded Project - Electric Display - GrainCorp Silo	40,000	0	0	(40,000)	0	(40,000)	0	0	0	0	Grant Funds - Tourism Projects	140,000	0	0	(140,000)	0	(140,000)	0	0	0	0
Grant Funded Project - Uncle Sootie Light Forrest	80,000	0	0	(80,000)	0	(80,000)	0	0	0	0											
Grant Funded Project - Development Old Sheep Yards and industrial Land	20,000	0	0	(20,000)	0	(20,000)	0	0	0	0											
Museum - Project Works	50,000	0	0	0	0	0	50,000	0	50,000	0	Grant Funds - Receipt of Prior Year Economic Development Grant Debtors	0	500,919	0	0	0	500,919	500,919	500,919	0	100
General Fund Non Operating Total	32,669,769	4,951,242	(26,349)	(451,379)	1,596,989	6,070,503	38,740,272	16,012,367	22,727,905	41	Total Capital General Fund	24,205,643	11,215,201	2,152,428	(360,446)	(2,245,777)	10,761,406	34,967,049	14,790,543	20,176,506	42

EXPENDITURE	ORIGINAL						REVISD	ACTUAL YTD	INCOME			ORIGINAL						REVISD	ACTUAL YTD	Remaining Budget	% EXPEND
	BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Jun Review	Total Budget Changes			Budget	Budget	% EXPEND	BUDGET 2024/25	Sept Review	Dec Review	Mar Review	Jun Review	Total Budget Changes				
WATER FUND NON-OPERATING																					
Coonamble Water Supply Capital Works											Coonamble Water Supply Capital Works										
Mains Replacement Program - Coonamble											Tfr Reserve - Water Fund										
- Wingadee St	300,000	(100,000)	0	(13,571)	0	(113,571)	186,429	48,803	137,626	26	294,649	54,300	0	313,863	(505,855)	(137,692)	156,957	156,957	0	100	
- Blueys Lane	0	0	0	12,575	0	12,575	12,575	12,575	0	100	0	51,667	0	0	0	51,667	51,667	51,667	0	100	
- Limmerick St	0	0	0	0	6,600	6,600	6,600	1,217	5,383	18											
- Park St	0	0	0	0	0	0	0	8,848	(8,848)	0											
Coonamble - Meter replacement program (100 meters)	25,000	0	0	0	0	0	25,000	0	25,000	0	0	50,000	0	0	0	50,000	50,000	50,000	0	100	
Bore Meter Replacement	0	22,445	0	0	0	22,445	22,445	14,879	7,566	66											
Mains - Yarran Street Subdivision Extension	0	100,000	0	0	0	100,000	100,000	19,301	80,699	19											
Coonamble Water Treatment Plant - Capital Renewal	0	0	0	50,000	70,000	120,000	120,000	40,221	79,779	34											
Bulk Flow Meter Replacement	0	0	1,761	0	0	1,761	1,761	1,761	0	100											
Bore No 4 - Refurbishment / Renewal	0	0	0	150,000	0	150,000	150,000	5,429	144,571	4											
Coonamble WTP - AOS Upgrade (Grant Funded)	0	0	0	0	0	0	0	94,635	(94,635)	0											
Tfr Reserve - Unspent Grants Operational Support	0	0	0	0	55,365	55,365	55,365	55,365	0	100											
Quambone - WATER SUPPLY CAPITAL WORKS											GULARGAMBONE - WATER SUPPLY CAPITAL WORKS										
Mains Replacement - Quambone											Tfr Reserve - Water Fund										
- Gidgerah Street	200,000	0	0	(200,000)	0	(200,000)	0	0	0	0	187,500	14,734	0	0	(202,234)	(187,500)	0	0	0	0	
Quambone - Chlorine Residual Monitors	20,000	0	0	0	0	0	20,000	0	20,000	0											
Reservoir Improvements - Lockable Access water	20,000	0	0	0	0	0	20,000	0	20,000	0											
Quambone - Meter replacement program (25 meters)	6,250	0	0	0	0	0	6,250	0	6,250	0											
Bore Meter Replacement	0	31,855	0	0	0	31,855	31,855	22,187	9,668	70											
Water Filtration Plant upgrade	0	0	24,890	996	0	25,886	25,886	25,886	0	100											
GULARGAMBONE - WATER SUPPLY CAPITAL WORKS											GULARGAMBONE - WATER SUPPLY CAPITAL WORKS										
Mains Replacement Program - Gulargambone											Tfr Reserve - Water Fund										
- Breelong Street	100,000	0	0	0	0	0	100,000	0	100,000	0	187,500	14,734	0	0	(202,234)	(187,500)	0	0	0	0	
Gulargambone - Chlorine Residual Monitors	35,000	0	0	0	0	0	35,000	0	35,000	0											
Gulargambone - Chlorine Scales and Auto changeover	40,000	0	0	0	0	0	40,000	13,133	26,867	33											
Gulargambone - Meter replacement program (50 meters)	12,500	0	0	0	0	0	12,500	0	12,500	0											
Bore Meter Replacement	0	14,734	0	0	0	14,734	14,734	7,667	7,067	52											
Loan Repayments											Loan Repayments										
Principal on Loans	0	0	0	0	0	0	0	0	0	0											
Total Water Fund Non-operating program	758,750	69,034	26,651	0	131,965	227,650	986,400	371,907	614,493	38	Total Water Fund Non-operating program	482,149	170,701	0	313,863	(708,089)	(223,525)	258,624	258,624	0	100
SEWER FUND NON-OPERATING																					
Coonamble Sewerage Capital Works											Coonamble Sewerage Capital Works										
Mains relining											Tfr Reserve - Sewer Fund										
STP Replacement Option Report and Concept Design	77,300	179,737	0	0	0	179,737	257,037	18,824	238,213	7	1,093,185	497,345	0	57,061	(629,563)	(75,157)	1,018,028	1,018,028	0	100	
STP Step Screen	130,000	40,000	0	0	0	40,000	170,000	104,962	65,038	62	0	161,763	0	0	0	161,763	161,763	18,824	142,939	12	
STP Building Improvements	0	20,000	0	5,000	0	25,000	25,000	23,314	1,686	93											
Convert two Sewer Pump Stations to a wet config including electric upgrade	200,000	232,608	0	0	0	232,608	432,608	345,266	87,342	80											
Coonamble Sewer Treatment Plant - Equipment Renewal	25,000	20,000	0	0	0	20,000	45,000	27,372	17,628	61											
Pump Station - Yarran St	700,000	(293,300)	0	0	0	(293,300)	406,700	389,924	16,776	96											
Installation of mains & service Connections - Yarran St	150,000	293,300	0	0	0	293,300	443,300	172,317	270,983	39											
Purchase remote controlled slasher	0	65,000	0	0	0	65,000	65,000	62,768	2,232	97											
Installation of mains - Limmerick St	0	0	0	0	33,000	33,000	33,000	25,539	7,461	77											
Gulargambone Sewerage Capital Works											Gulargambone Sewerage Capital Works										
Gular Mains - Relining	300,000	(90,000)	0	0	0	(90,000)	210,000	0	210,000	0	765,000	27,167	0	0	(792,167)	(765,000)	0	0	0	0	
Gulargambone Sewer Treatment Plant - Tertiary Ponds	250,000	0	0	(20,000)	0	(20,000)	230,000	0	230,000	0											
Gulargambone Sewer Pumps Station - Capital Renewal	0	0	0	20,000	0	20,000	20,000	17,177	2,823	86											
Gulargambone Sewer Treatment Plant - Equipment Renewal	25,000	0	0	0	0	0	25,000	0	25,000	0											
Gulargambone Sewer Pump Station No 1 - Refurbishment	190,000	27,167	0	0	0	27,167	217,167	0	217,167	0											
Installation of Laboratory Building & dual tank pressure pump system	0	90,000	0	0	0	90,000	90,000	44,879	45,121	50											
Loan Repayments											Loan Repayments										
Principal on Loans	0	0	0	0	0	0	0	0	0	0											
Total Sewer Fund Non-operating program	2,247,300	524,512	0	0	33,000	557,512	2,804,812	1,291,941	1,512,871	46	Total Sewer Fund Non-operating program	1,858,185	686,275	0	57,061	(1,421,730)	(678,394)	1,179,791	1,036,852	142,939	88

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Meeting	Officer/Director	Section	Subject
Council 14/06/2023	Quarmby, Bruce Quarmby, Bruce	Reports to Council	Management of Crown Reserve 96390 - Lot 244 DP44910

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**RESOLUTION 2023/109**

Moved: Cr Pat Cullen

Seconded: Cr Terence Lees

1. That Council notes the information contained within this report.
2. That Council resolves to formally request that the Department of Crown Lands formally appoint Coonamble Shire Council as the Crown Reserve Manager for the Reserve 96390.
3. That Council resolves that as the purpose for the Crown Reserve is for the provision of Emergency Services, that the Reserve is to be classified as Operational Land.
4. That following the appointment of Council as the Crown Reserve Manager for the Reserve 96390. That Council resolves to proceed with the compulsory acquisition of the Reserve 96390, being Lot 244 DP 44910 for the purpose of the provision of emergency services in accordance with sections 186 and 187 of the Local Government Act 1993 and in accordance with the Land Acquisition (Just Terms Compensation) Act 1991.
5. That Council makes an application to the Minister and the Governor for approval to acquire the land described as part Lot 244 by compulsory process under section 186(1) and 187 of the Local Government Act 1993 of provision of emergency services in accordance with the requirements of the *Land Acquisition (Just Terms Compensation) Act 1991*.
6. That Council does not acquire the mineral rights over the land to be acquired.
7. That Council resolves that the land is to be classified as operational land in accordance with section 31 (2) of the *Local Government Act 1993*.
8. That Council resolves for the purposes of section 30 of the *Land Acquisition (Just Terms Compensation) Act 1991*, that Council agrees to the land being acquired for compensation, set at the market value of the land, as agreed by the General Manager and the Department of Planning, Industry and Environment – Crown Lands.
9. That Council resolves.
 - a) to delegate to the General Manager or his delegate the power to do anything further as necessary to give effect to the compulsory acquisition including obtaining any necessary approvals and publishing any necessary notices in the Gazette.

**Action - Resolutions
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b) That authority be granted to the General Manager to affix the Common Seal of the Council to any documentation required to give effect to this resolution.

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

Against: Nil

CARRIED 9/0

25 Aug 2023 11:52am Quarmby, Bruce

Letter written to crown lands seeking appointment as crown reserve manager. Public works to be engaged to acquire the land

18 Mar 2024 8:02pm Quarmby, Bruce

Council has been appointed Crown Land Manager, acquisition of land to proceed.

04 Jul 2024 9:25am Quarmby, Bruce

NSW Public Works have been approached to handle the acquisition of the land

17 Jan 2025 10:20am Quarmby, Bruce

Made follow up contact with public works to progress the issue.

25 Apr 2025 9:46pm Quarmby, Bruce

Following advice of staffing changes at the NSW Public Works, management have been in contact with NSW Public Works to restart/progress the required works.

03 Jun 2025 6:26pm Quarmby, Bruce

Further contact has been made with the NSW Public Works. From these discussions the process has been restarted with Council staff following recommended course of action. For Council's information this action focuses on finalising the proposed road closures currently sitting with the NSW Public Works.

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 13/11/2024	Broe, Barry Duncan, Lesley	Notices of Motions/Questions with Notice/Rescission	Notice of Motion - Heritage Study 2008-2010 (Cr Churchill)
RESOLUTION 2024/268 Moved: Cr Karen Churchill Seconded: Cr Margaret Garnsey That: 1. Engages a suitably qualified consultant in line with Council's procurement processes to review the Coonamble Shire Community Based Heritage Study 2008-2010 with the aim of amending the Local Environmental Plan to reflect the recommendations of a contemporary Heritage Study. 2. Writes to the property owners regarding the recommended heritage status of their property based on the findings of the revised Heritage Study. 3. Notes that owners of historic buildings of State significance have an option to register their property with the State. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Ahmad Karanouh <u>Against:</u> Nil CARRIED 8/0 28 Nov 2024 9:08am Broe, Barry - Target Date Revision Target date changed by Broe, Barry from 27 November 2024 to 05 November 2025 - This is subject to funding being allocated in the 25/26 budget, Grant application for \$25,000 has been submitted, as suggested at the December Council meeting 25 Mar 2025 4:56pm Broe, Barry We await the decision on our grant application 29 Jul 2025 4:50pm Duncan, Lesley The Heritage Grant application was successful.			

**Action - Resolutions
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Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 11/12/2024	Broe, Barry Duncan, Lesley	Notices of Motions/Questions with Notice/Rescission	Notice of Motion - Untidy House Blocks within the village of Quambone
RESOLUTION 2024/296			
Moved: Cr Margaret Garnsey			
Seconded: Cr Phillipa Goldsmith			
1. That Council resolves to request the General Manager to give higher priority to the cleaning up of untidy properties across the Local Government area. 2. That priority areas and properties be addressed in the first half of 2025, with Quambone a priority within the overall program.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse			
<u>Against:</u> Nil			
<u>Absent:</u> Cr Ahmad Karanouh			
CARRIED 8/0			
04 Feb 2025 12:24pm Broe, Barry - Target Date Revision			
Target date changed by Broe, Barry from 25 December 2024 to 30 June 2025 - The target date in the resolution to complete this is by the end of the first half of 2025			
04 Feb 2025 12:25pm Broe, Barry - Email			
Action Item - Notice of Motion - Untidy House Blocks within the village of Quambone			
04 Feb 2025 1:28pm Broe, Barry			
An audit of Quambone properties has been done, and letters will be sent to relevant property owners in accordance with Local Order No 21			
06 May 2025 11:29am Broe, Barry			
10 properties have received letters, 2 have responded and 1 block has been tidied up			

Action - Resolutions
Report

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Meeting	Officer/Director	Section	Subject
Council 12/02/2025	Broe, Barry Duncan, Lesley	Set Item	Motion Margaret Garnsey/Paul Fisher
RESOLUTION 2025/16			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Fisher			
That Quambone waste transfer station to be provided with additional bins to allow the waste to be sorted at the time the waste is deposited.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
28 Feb 2025 9:42am Broe, Barry			
This is being actioned, funding for the bins first has to be sourced. Council has a limited number of skip bins			
31 Mar 2025 12:04pm Broe, Barry			
An additional large blue skip bin has been placed at Quambone			

**Action - Resolutions
Report**

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 12/02/2025	Quarmby, Bruce Quarmby, Bruce	Notices of Motions/Questions with Notice/Rescission	Notice of Motion - Incentive to Ratepayers for Maintaining Public Footpaths - Cr P Wheelhouse
RESOLUTION 2025/28			
Moved: Cr Paul Wheelhouse			
Seconded: Cr Karen Churchill			
That Council notes the information provided and seeks a further report following investigation into the options available to achieve the outcome of better maintaining public footpaths.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
04 Mar 2025 7:52pm Quarmby, Bruce			
Initial investigations have commenced into similar policies / programs being offered by Council's to achieve this goal			
26 Mar 2025 10:44am Quarmby, Bruce			
Progress in enacting this resolution has been temporarily delayed due lack of availability of key staff.			
03 Jun 2025 6:25pm Quarmby, Bruce			
Investigations remain ongoing.			

**Action - Resolutions
Report**

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 12/02/2025	Quarmby, Bruce Quarmby, Bruce	Reports to Council	project proposal - Hello Coonamble
RESOLUTION 2025/24 Moved: Cr Ahmad Karanouh Seconded: Cr Paul Wheelhouse That Council notes the information contained within this report. That Council requests that Coonamble Shire Council be granted all copyrights to the Hello Coonamble Project and its collateral. That conditional on Council being granted copyright to the production and collateral, Council resolves to agree to fund the “Hello Coonamble Project” to the value of \$50,000. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Cr Karen Churchill CARRIED 8/1 04 Mar 2025 7:49pm Quarmby, Bruce The necessary budget adjustments have been made as per Council resolution. Staff to write to the Hello Coonamble co-ordinators and commence discussions with regards to the copyright for the production. 25 Apr 2025 9:56pm Quarmby, Bruce Communications between Council and Outback Arts have continued with a meeting to discuss the Hello Coonamble Project schedule to occur in early May 2025. 03 Jun 2025 6:23pm Quarmby, Bruce A follow up meeting was held in early May 2025 to work through the logistics of the event. The 2024/2025 contribution has been paid.			

Action - Resolutions Report

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 12/03/2025	Broe, Barry Duncan, Lesley	Reports to Council	Notice of Motion - Land Acquisition for Bore Bath Project - Cr S. Butler
RESOLUTION 2025/62			
Moved: Deputy Mayor Steven Butler			
Seconded: Cr Paul Fisher			
That:			
1. Council resolves to start a new project on the golf course site. 2. The process recommended in the related Council report be adopted, starting with a project plan that includes defining the objectives, scope and budget for the project. 3. Subject to funding being available, preliminary site investigations start, to input into the REF, project planning, land acquisition and bore license application. 4. The land requirements for the project be identified based on the project definition and scope. 5. Council begins the process of land acquisition and become Crown Land Manager of this site.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 8/0			
31 Mar 2025 12:17pm Broe, Barry Items 1-5 have begun 06 May 2025 12:09pm Broe, Barry 1-3 done. 4 started. 5 started			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 12/03/2025	Duncan, Lesley Duncan, Lesley	Set Item	Motion Ahmad Karanouh/Margaret Garnsey
RESOLUTION 2025/52 Moved: Cr Ahmad Karanouh Seconded: Cr Margaret Garnsey That Council Endorse Planning Proposal PP001/2025 for the reclassification of land known as 20-40 Calga Street, Coonamble and forward it to the Minister for Planning seeking an amendment to the Coonamble Local Environmental Plan 2011 and request that a Gateway Determination be issued, excluding the delegation Plan making powers, to enable public exhibition of the Planning Proposal Pursuant to the <i>Environmental Planning and Assessment Act 1979</i>. Upon receipt of a Gateway Determination for PP001/2025 under Section 3.34 of the <i>Environmental Planning and Assessment Act 1979</i>, places the Planning Proposal and any supporting material on public exhibition pursuant to any requirements of the Gateway Determination and Schedule 1, Clause 4 of the <i>Environmental Planning and Assessment Act 1979</i>. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 8/0 27 Mar 2025 4:59pm Broe, Barry The planning proposal has been submitted 06 May 2025 1:45pm Broe, Barry The NSW Planning Department told us on 4 May that it was a very good planning proposal 03 Jun 2025 1:18pm Colwell, Marina - Reallocation Action reassigned to Duncan, Lesley by Colwell, Marina - Assigned to Director for Update 15 Jul 2025 12:17pm Duncan, Lesley The Planning Proposal for the reclassification of land was placed on public exhibition. 15 Jul 2025 4:46pm Duncan, Lesley A gateway determination has been received. Staff are now working on completing some of the actions required prior to public exhibition.			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 12/03/2025	Broe, Barry Duncan, Lesley	Reports to Council	Signage Update
RESOLUTION 2025/58 Moved: Cr Phillipa Goldsmith Seconded: Cr Margaret Garnsey That Council: 1. Receives and notes the information in the signage update report. 2. Rationalise and remove redundant signage across the Local Government Area. 3. Commission a wayfinding and interpretation audit and develop a package to optimise active travel and tourism opportunities, as identified by the Coonamble Shire Masterplan, to be funded in the 2025-26 budget. 4. Continue in the interim to improve the Shire Local boundary signs and clean up the town entry signs. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 8/0 At 11:02am, Cr Paul Fisher left the meeting. At 11:04am, Cr Paul Fisher returned to the meeting prior to voting on item 10.13			

**Action - Resolutions
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Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 12/03/2025	Broe, Barry Duncan, Lesley	Reports to Council	Economic Development & Growth - Progress Report
RESOLUTION 2025/55 Moved: Cr Phillipa Goldsmith Seconded: Cr Ahmad Karanouh That Council: - Notes the Economic Development and Growth report. - Agrees to submit an application under the Open Streets Program to fund events in Coonamble's main street, continuing the Vision Splendid theme. - Agrees to submit applications under the Landfill Consolidation and Environmental Improvements program for the Quambone waste facility upgrade and the Coonamble Waste facility upgrade. - Commits \$105,000 in the FY25-26 Budget as a cash co-contribution for the Landfill Consolidation and Environmental Improvement, should the application be successful. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 8/0 31 Mar 2025 12:07pm Broe, Barry 2 and 3 have been completed, applications were submitted, 1 is just a noting			

**Action - Resolutions
Report**

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 12/03/2025	Broe, Barry Duncan, Lesley	Reports to Council	Formalising criteria for merchandise sold through the Coonamble District Store
RESOLUTION 2025/57 Moved: Cr Ahmad Karanouh Seconded: Cr Margaret Garnsey That Council: Endorse the draft Coonamble District Store application and evaluation forms that include the suitability criteria for new merchandise. Endorse the public exhibition of the draft Coonamble District Store application and evaluation forms for a period of 28 days, providing interested stakeholders at least 42 days in which to comment on the forms. Receive a further report, following the exhibition and submission period, including any submissions made on the draft forms, and a recommendation that addresses any concerns raised within the submissions received. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 7/0 03 Apr 2025 1:46pm Broe, Barry Items 1 and 2 completed, Council endorsed them at the March meeting. Item 3 is underway, the policy has been advertised			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/04/2025	Broe, Barry Duncan, Lesley	Reports to Council	Coonamble Shire Masterplan
RESOLUTION 2025/93			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Karen Churchill			
1. That a further workshop be held to allow Council to review all the actions in the Coonamble Shire Masterplan and decide on which actions should remain a priority. 2. That the agreed priority actions of the Coonamble Shire Masterplan be incorporated into the draft Delivery Program 2025-2028. 3. That the draft Operational Plans and Budgets for FY25-26, FY26-27 and FY27-28 include funding for the development of business plans and costings for priority actions of the Delivery Program 2025-2028. 4. That Council pursues grant funding for preparation of business plans and costings for significant priority actions of the Coonamble Shire Masterplan. These priorities will be recommended to Council in a further report for approval.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/04/2025	Broe, Barry Duncan, Lesley	Reports to Council	Communications and Marketing Strategy
RESOLUTION 2025/88			
Moved: Cr Margaret Garnsey			
Seconded: Cr Phillipa Goldsmith			
That Council:			
1. Revitalises and keeps the Weekly Connect newspaper advertisement and works with the local newspaper proprietor to better engage with the community.			
2. Approves the re-introduction of a quarterly Community Connect newsletter to be mailed out with rates notices, starting in July 2025.			
3. Resubscribes to the Western Plains App.			
4. Utilises community engagement opportunities with the local radio station.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
06 May 2025 12:15pm Broe, Barry 1 started, 3 done, 4 started			
10 Jul 2025 1:48pm Kelly, Sally - Email Action Item - Communications and Marketing Strategy			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/04/2025	Broe, Barry Duncan, Lesley	Reports to Council	Bore Bath Project
RESOLUTION 2025/86 Moved: Cr Ahmad Karanouh Seconded: Deputy Mayor Steven Butler That Council: - Notes the status of the Bore Bath Project. - Notes the project plan. - Notes the work already done to get the project progressing on the new site. - Approves the continuation of the process to become Crown Land Managers and seek an interim tenure licence. - Approves the process to submit an application to acquire the land. - Notes the intention to submit a grant variation to the grant body and its scope. - Notes that a further report will be provided on the strategic opportunities available and potential disposal of the land owned by council on River Road. - Forms a Bore Bath Committee at the next project workshop comprising of three councillors to work with Council staff on the project moving forward. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 8/0 06 May 2025 12:13pm Broe, Barry 1-6 done or ongoing. 7 & 8 yet to be done			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Abrahall, Louise Duncan, Lesley	Reports to Council	DA004/2025 - Yarran Street Subdivision

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**RESOLUTION 2025/122**

Moved: Cr Margaret Garnsey

Seconded: Cr Adam Cohen

That Council approves DA004/2025 for the Yarran Street subdivision of two (2) lots into twenty (20) lots in two (2) stages, on Lot 85 DP 3693 and Lot 87 DP 3693, being 70 and 78 Yarran Street, Coonamble, subject to the following conditions:

PART A – ADMINISTRATIVE CONDITIONS**General**

- 1) **The development must be carried out in accordance with the following plans and documentation listed below and as endorsed by Council, except where amended by other conditions of this development consent:**

Plan No	Issue	Prepared by	Date
Plan of Subdivision - Sheet 001	1	RAP Surveying	8/6/2024
Plan of Subdivision – Sheet 002	1	RAP Surveying	10/4/2024
Plan of Subdivision – Sheet 003	1	RAP Surveying	10/4/2024
Staging Plan			

Notes:

- ☐ *Any material alteration to the plans and/or documentation shall be submitted for the approval of Council. Such alterations may require the lodgement of an application to amend the consent under s4.55 of the Environmental Planning and Assessment Act 1979, or a new development application. No works other than those approved under this consent, shall be carried out without the prior approval of Council.*
- ☐ *Where there is an inconsistency between the documents lodged with this application and the following conditions, the conditions shall prevail to the extent of that inconsistency.*

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**Erection of signs**

- 2) **A sign must be erected in a prominent position on any site on which subdivision work is being carried out:**
- a) **Showing the name, address and telephone number of the principal certifying authority for the work, and**
 - b) **Showing the name of the principal contract (if any) for any building work and a telephone number on which that person may be contacted outside working hours, and**
 - c) **Stating that unauthorised entry to the work site is prohibited.**

Any such sign is to be maintained while the subdivision work is being carried out but must be removed when the work has been completed.

PART B – REQUIREMENTS BEFORE COMMENCEMENT OF ANY WORK**Before You Dig Australia**

- 3) **Prior to carrying out any works, an enquiry shall be undertaken with Before You Dig Australia for any relevant infrastructure plans.**

Traffic and Pedestrian Management Plan

- 4) **The applicant is to prepare and implement a Traffic Management Plan that provides necessary direction to traffic or pedestrian movement through or past the work site. The Traffic Management Plan is to be prepared by a suitably qualified person in accordance with the provisions of the relevant Australian Standards and is to be submitted to Council for approval PRIOR to its implementation.**

Soil and Water Management Plan

- 5) **The developer is to submit a Soil and Water Management Plan for the site. No building, engineering, or excavation work, or topsoil stripping or vegetation removal, is to be carried out in relation to this development until such time as the plan has been approved by Council and the measures detailed in the plan are in place prior to works commencing.**

The measures detailed in the plan are to remain in place until all landscaping is completed.

PART C – REQUIREMENTS BEFORE THE ISSUE OF A SUBDIVISION WORKS CERTIFICATE

Subdivision Works Certificate

6) The applicant is to obtain a Subdivision Works Certificate for each stage of the development.

Engineering Plans

- 7) The applicant is required to submit engineering plans and specifications relating to each stage of the development in relation to conditions 5, 9, 10 and 13.
- 8) The electrical detail design is to demonstrate compliance with NSW Planning publication: *Dark Sky Planning Guideline*.

PART D – REQUIREMENTS DURING WORKS

Engineering Inspections

9) The applicant is to arrange an inspection of the development/subdivision works by Council’s Infrastructure Services Department, at the following stages of the development. This condition applies notwithstanding any private certification of the engineering works.

A	Road Construction	☐ Following site regrading, and prior to installation of footway services ☐ Excavation and trimming of subgrade ☐ After compaction of sub-base ☐ After compaction of base, and prior to sealing ☐ Establishment of line and level for kerb and gutter placement ☐ Subsoil drainage ☐ Road pavement surfacing ☐ Pavement test results (compaction, strength)

**Action - Resolutions
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B	Drainage	☐ After laying of pipes and prior to backfill ☐ Pits after rendering openings and installation of step irons
C	Erosion and Sedimentation Control	☐ Prior to installation of erosion measures
D	All Development and/or Subdivision Works	☐ Practical completion
E	Road Openings	☐ Upon completion of works.

Design New Road to Engineering Standard

10) The proposed new road in Stage 2 of the development is to be designed in accordance with the requirements of *Coonamble Shire Council*.

Construct Road Shoulder, Kerb and Gutter

11) The road shoulder along the Yarran and Reid Street (proposed lots 7 and 20), and lots 13 - 19) frontages are to be constructed and sealed, and the barrier kerbing and guttering is to be constructed, to include the provision of street drainage where necessary for the full frontage of Stage One works.

12) The road shoulder along the Reid Street (proposed lot 6) is to be constructed and sealed, and the barrier kerbing and guttering is to be constructed, to include the provision of street drainage where necessary for the full frontage of Stage Two works.

Site Management

13) The site shall be managed so that:

- No additional filling shall be placed on the land which may impede the flow of flood waters,
- Any clearing or drainage activities shall not alter the drainage patterns across the site
- No landscaping or similar type structures shall be installed which will inhibit the flow of flood waters
- Any plant or goods stored upon the site shall be stored in a manner which will not allow pollution of flood waters

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- e) All actions shall be taken upon the site which will minimise the effect of the property upon the flood waters.

Reticulation – Subdivision

- 14) The construction of water and sewer reticulation is to take place to service each residential lot and, where required the open space lot.

Easement for Sewer

- 15) The final plan of survey is to show an easement for sewer over all lots affected and in favour of Council. The easement is to be a minimum of 3 metres wide.

Environmental Site Management

- 16) There is to be no burning of waste material, felled trees or other material on the site.

Erosion and Sedimentation Control

- 17) Erosion and sediment control measures are to be established prior to commencement of construction for each stage of the development and maintained to prevent silt and sediment escaping the site or producing erosion. This work must be carried out and maintained in accordance with the Dept Housing – Soil and Water Management for Urban Development (The Blue Book).

Note: All erosion and sediment control measures must be in place prior to earthworks commencing.

Approved Hours of Construction

- 18) Construction work may only be undertaken in accordance with the provisions of the Environmental Protection Authority – Draft Construction Noise Guideline as identified below:

Monday to Friday	0700 to 1800
Saturday	0800 to 1300
Sunday or Public Holiday	No Work

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Dust Suppression

- 19) The applicant will ensure that all machinery and traffic movement areas are continually watered down when in use in order to prevent raised dust from becoming a nuisance to neighbouring properties.

Waste

- 20) All waste associated with the construction works is to be appropriately collected, stored and disposed of at an approved waste facility.

PART E – REQUIREMENTS PRIOR TO ISSUE OF SUBDIVISION CERTIFICATE

Subdivision Certificate Required

- 21) A Subdivision Certificate, pursuant to section 6.3 of the *Environmental Planning and Assessment Act 1979*, as amended must be obtained from Council for each stage of the development, prior to its lodgement with Land Registry Services.

The Final Plan of Survey must be submitted to Council via the NSW Planning Portal.

Note: Council will only consider issuing a Subdivision Certificate in relation to this subdivision when it is satisfied that all conditions of development consent relevant to each stage have been complied with.

The development (each lot) shall be serviced with electricity, water and telecommunications and prior to the issue of a subdivision certificate the following documents shall be submitted to Council to demonstrate that the requirements of the public utility services have been met:

- a) Essential Energy: Notification of Arrangement OR Certificate of Acceptance
- b) Relevant Communications Authority: Notification of Arrangement OR Certificate of Acceptance

Electrical and Telecommunication Authorities – Subdivision

- 22) The developer is to furnish Council with documentary evidence that arrangements have been made, satisfactory to the appropriate electrical authority and the appropriate telecommunications authority, for the provision of street lighting and/or for the provision of electrical power and/or telephone lines, respectively, to serve each lot.

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Works As Executed Plan

- 23) The applicant is to submit to Council an electronic copy of the works as executed plan for works for each stage of the subdivision. The plans are to be in .DWG format.

Note: The provision of a table of works as executed plan which details: the distance from the centre of the downstream manhole/pit to each sideline, house connection, and dead end; the depths to invert; and the length of such sidelines.

Note: The provision of information on the works as executed plans which details: road levels, road crossfalls and longitudinal grades.

Creation of Easements

- 24) The development will require the creation of an easement under Section 88B of the *Conveyancing Act 1919*:

- a) Stage 1: For drainage of sewage through proposed Lots 7, 14, 15, 16, 17, 18, 19 & 20.
- b) Stage 2: For drainage of sewage through proposed Lots 2, 3, 4, 5 & 6.

Access

- 25) Designated access/egress driveways are required to be installed to service all proposed allotments prior to the release of the relevant subdivision certificate for each stage. All access/egress driveways shall be a minimum of 6 metres wide and constructed as concrete vehicular access. The driveways shall be constructed to the satisfaction of Council for the life of the development and must be constructed in accordance with Council requirements.

Reasons for Conditions:

Development Application No: 031/2024 was assessed using current procedures developed by the Coonamble Shire Council and other resource information. This includes:

- ☐ The requirements of Section 4.15 of the *Environmental Planning and Assessment Act 1979* which states:

Section 4.15 Matters for consideration – general

In determining a development application, a consent authority is to take into consideration such of the following matters as are of relevance to the development the subject of the development application:

- (a) the provisions of:*

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(i) any environmental planning instrument, and

(ii) any draft environmental planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority, and

(iii) any development control plan, and

(iv) any matters prescribed by the regulations that apply to the land to which the development application relates

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

☐ **The requirements of the Coonamble Local Environmental Plan 2011.**

☐ **Field inspection and liaison between officers of the Coonamble Shire Council.**

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

Against: Nil

CARRIED 8/0

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Abrahall, Louise Duncan, Lesley	Reports to Council	Planning, Regulatory & Compliance Progress Report
RESOLUTION 2025/121			
Moved: Cr Paul Wheelhouse			
Seconded: Deputy Mayor Steven Butler			
1. That the Planning, Regulatory and Compliance Progress Report for May be received and noted. 2. That Council resolve to request the acting General Manager to undertake the necessary actions to make safe and operational loading ramp 5 at the Coonamble Saleyards.			
CARRIED			

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Whitehead, Janelle Duncan, Lesley	Reports to Council	Waste Management Report May 2025
RESOLUTION 2025/123			
Moved: Cr Paul Wheelhouse			
Seconded: Cr Margaret Garnsey			
1. That the monthly report on waste management activities be received and noted.			
That council investigate the options of bulk waste collection including costings.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
03 Jun 2025 12:18pm Colwell, Marina			

Action - Resolutions Committee: Council Printed: 5 August 2025 8:26 AM Report

A service review of the waste division will commence in June 2025 to ensure bulky waste and curbside will be reviewed along with fees, charges and waste operations. A full report will be presented to Council at the July 2025 Ordinary Council Meeting.

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Broe, Barry Duncan, Lesley	Reports to Council	Bore Bath Project
Resolution 2025/125			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Adam Cohen			
That Council:			
1. Notes the status of the Bore Bath Project and the work already done to get the project progressing on the new site.			
2. Notes the grant variation request submitted.			
<u>Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Cr Phillipa Goldsmith			
CARRIED 7/1			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Broe, Barry Duncan, Lesley	Reports to Council	Youth Accommodation Project
RESOLUTION 2025/124			
Moved: Cr Paul Fisher			
Seconded: Cr Margaret Garnsey			
That Council:			
1. Receives and notes the status of the youth accommodation project.			
2. Request the operating plan and funding implications be brought back to Council at the June meeting.			
			CARRIED

Action - Resolutions Report	Committee: Council	Printed: 5 August 2025 8:26 AM
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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Murphy, Kerrie Murphy, Kerrie	Reports to Council	Notice of Motion - Tooraweenah Road

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**RESOLUTION 2025/111**

Moved: Deputy Mayor Steven Butler

Seconded: Cr Paul Wheelhouse

That Council:

- 1. Receives a briefing in June from the Project Manager consultant (Projence) engaged by Council on the project delivery plan which will include but not limited to:**
 - a) Methodology**
 - b) Procurement**
 - c) Project budget and forecasts**
 - d) Key risk**
- 2. Receives a briefing from the ecologist in June regarding the REF to discuss the threatened Ecological Communities (Weeping Myall Woodlands, hollow bearing trees, blaze trees, large and old trees that have historical significance and scarred trees across the project site.**
- 3. Receives a bi-monthly workshop to be conducted with council by the Project Manager (Projence) and relevant expert as required (eg: ecologist) for a briefing on the progress of the project.**
- 4. Continues to receive a monthly progress report on the Tooraweenah Road project.**
- 5. The report from the Project Manager consultant (Projence) be presented to ARIC with respect to managing the risks associated with the project.**
- 6. The Gateway reviews be considered as part of each stage of the project.**

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

Against: Nil

CARRIED 9/0

03 Jun 2025 1:16pm Colwell, Marina - Reallocation

Action reassigned to Murphy, Kerrie by Colwell, Marina - Assigned to Director for Update

Action - Resolutions Report

Committee: Council

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05 Jun 2025 10:46am Murphy, Kerrie

Workshop to be held with Councillors on 11 June 2025, which will involve presentations by Project Manager (Projence) and Business Principal of Access Environmental (Accredited Biodiversity Assessor).

25 Jun 2025 11:16am Murphy, Kerrie

Items 1, 2 and 4 complete.

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Quarmby, Bruce Quarmby, Bruce	Reports to Council	Notice of Motion - Water and Sewer
RESOLUTION 2025/110 Moved: Deputy Mayor Steven Butler Seconded: Cr Paul Wheelhouse That Council: Undertake the process for the water and sewerage infrastructure asset revaluation and condition rating through 2025 / 26 financial year in accordance with industry best practice and financial reporting for water and sewerage. Note that the process takes 12 months to undertake the revaluation and condition rating and will be required for the 2025 / 26 financial audit and reporting. Note that the revaluation is based on a sample of the assets across various conditions and not the entire network due the cost. Hold a workshop once the revaluation and condition assessment process are completed. Request the General Manager to give approval for the Manager Water and Sewer to attend the June Ordinary Meeting to be available to answer any questions and give any updates. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Nil CARRIED 9/0 03 Jun 2025 1:14pm Colwell, Marina - Reallocation Action reassigned to Murphy, Kerrie by Colwell, Marina - Assigned to Director for Update 05 Jun 2025 10:47am Murphy, Kerrie Quotations are being sought for the revaluation of the water and sewer assets. Manager Utilities is not available to attend the June Meeting. A draft presentation has been prepared and will be finalised upon the Manager's return to work. The Acting General Manager is working with the Mayor to co-ordinate the timing of the presentation. 29 Jun 2025 6:58pm Murphy, Kerrie Quotations are being sought for the revaluation of the water and sewer assets. A draft presentation has been prepared and will be finalised upon the Manager's return to work. The Interim General Manager is working with the Mayor to co-ordinate the timing of the presentation. 29 Jul 2025 10:25am Colwell, Marina - Reallocation Action reassigned to Quarmby, Bruce by Colwell, Marina - for budget comments			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**29 Jul 2025 10:26am Colwell, Marina - Reallocation**

Action reassigned to Quarmby, Bruce by Colwell, Marina - For budget comment

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Murphy, Kerrie Murphy, Kerrie	Reports to Council	Notice of Motion - Quarry
RESOLUTION 2025/112 Moved: Deputy Mayor Steven Butler Seconded: Cr Paul Fisher That Council seeks an independent report from a suitable qualified consultant with quarry experience on the future operation of the Quarry that includes: a) Develop an operating management plan for operation of the complex, life expectancy of material, plant requirement, investment costs, overall performance and key risks. b) The brief to include analysis of the options for the site to be operated by Council run or privately operated, or a combination of both. c) The brief to include consideration and benefits of fixed plant v's mobile plant. d) A workshop to be conducted with council once the report is received. e) Note that the quarry committee will convene late May. f) That staff obtain costings / viability and availability of Council purchasing a Mobile Crushing plant. g) That Council receive a status update on management actions taken to address the regulators improvement notices and future planned engagements. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse <u>Against:</u> Cr Paul Fisher CARRIED 8/1			
03 Jun 2025 1:15pm Colwell, Marina - Reallocation Action reassigned to Murphy, Kerrie by Colwell, Marina - Assigned to Director for Update			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM**05 Jun 2025 11:47am Murphy, Kerrie**

Quarry Committee met on 28 May 2025 and discussed the scope of works required to being undertaken by the suitably qualified consultant. Once this scope is drafted, a further meeting of the Committee will be held to finalise to enable it to be taken to the market., A report regarding the management actions taken to address the Regulators will be tabled at the July 2025 Council meeting.

25 Jun 2025 11:20am Murphy, Kerrie

Items (a), (b), (c) and (d) to be incorporated into Scope of Works for suitably qualified consultant which is still being finalised. Item (e) is complete. Item (f) to be incorporated into item (c) of the scope of works as per Quarry Committee Minutes from meeting held on 28 May 2025 that were adopted at Council's 18 June 2025 meeting. Due to the close proximity of meetings, the report regarding the management actions taken to address the Regulators will be tabled at the August Council meeting.

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Levick, David Duncan, Lesley	Reports to Council	Regional Art Trail
RESOLUTION 2025/119			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Fisher			
1. That Council receives and notes the status of the Regional Art Trail project. 2. That Council appoints Mr Mat Boney, Ms Nina Sands, Ms Jamie-Lea Trindall and Uncle Sooty Welsh to the Public Art advisory panel. 3. That Council seeks expressions of interest for suitably qualified and interested community members to join the Public Art advisory panel.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
<u>Abstained:</u> Cr Margaret Garnsey			
CARRIED 8/0			
03 Jun 2025 11:43am Colwell, Marina - Reallocation			
Action reassigned to Levick, David by Colwell, Marina - Director B Broe on leave			
27 Jun 2025 9:31am Levick, David			
Expressions of Interest to serve on the Public Advisory Art Panel advertised in the Coonamble Times in June 2025 and on Council's Facebook page. Expressions of Interest accepted until 3 July 2025.			

**Action - Resolutions
Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Murphy, Kerrie Murphy, Kerrie	Reports to Council	Notice of Motion - Emergency Coonamble Airport Procedures
RESOLUTION 2025/113			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Wheelhouse			
That Council:			
1. Conducts a risk assessment in consultation with the Royal Flying Doctor Service, NSW Air Ambulance and the Civil Aviation Safety Authority on night-time emergency medical evacuations from the Coonamble Aerodrome.			
2. Engages with National Parks and Wildlife Service to manage the kangaroo population adjacent to the Coonamble Aerodrome.			
3. Continue to investigate grant funding opportunities for fencing the perimeter of the Coonamble Aerodrome.			
4. Receives a report to the June Ordinary Meeting outlining the scope of works, design and compliance requirements for a new exclusion / security fence at the Coonamble aerodrome.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Cr Phillipa Goldsmith on point 4 of the recommendation			
CARRIED 8/1			
03 Jun 2025 1:16pm Colwell, Marina - Reallocation			
Action reassigned to Bell, Mick by Colwell, Marina - Assigned to Director for Update			
03 Jun 2025 1:19pm Colwell, Marina - Reallocation			
Action reassigned to Murphy, Kerrie by Colwell, Marina - Assigned to Director for Update			
05 Jun 2025 1:45pm Murphy, Kerrie			
Contact has been made with RFDS, NSW Air Ambulance and CASA regarding a joint risk assessment. A response is yet to be received. Options on kangaroo control are currently being discussed with Environment and Heritage. CASA has also been contacted regarding the animal exclusion fence, with discussions still underway regarding the compliance requirements. A further report will be provided to Council when this information is to hand.			
29 Jun 2025 6:55pm Murphy, Kerrie			
Advice has been received from Senior Base Pilot of NSW Ambulance regarding their risk assessment process. Communications are ongoing., Advice has also been received regarding impact of raising height of fence on OLS - see Infrastructure Progress Report for additional information.			

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Meeting	Officer/Director	Section	Subject
Council 18/06/2025	Whitehead, Janelle Duncan, Lesley	Reports to Council	Waste Management Report June 2025
RESOLUTION 2025/160			
Moved: Cr Paul Fisher			
Seconded: Cr Margaret Garnsey			
That the monthly report on waste management activities be received and noted.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
			CARRIED 9/0

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Report****Committee:** Council**Printed:** 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 18/06/2025	Quarmby, Bruce Quarmby, Bruce	Reports to Council	Applications for Financial Assistance under Council's Donations Policy
RESOLUTION 2025/165			
Moved: Cr Ahmad Karanouh			
Seconded: Cr Paul Fisher			
1. That Council notes the information in this report. 2. Council resolves to agree to provide financial assistance in accordance with the recommendations from the Donations Committee as follows: i) Eleanor Bryant Memorial Scholarship Fund \$ 2,000.00 ii) St Barnabas Anglican Parish of Coonamble \$ 2,000.00 iii) MTMFM Coonamble Community Radio \$ 10,000.00 iv) Coonamble Clay Target Club \$ 10,000.00 v) Meals on Wheels \$ 2,000.00 vi) Coonamble Theatrical Society \$ 2,000.00 vii) Coonamble Royal Far West \$ 2,000.00 viii) Gulargambone Showground Trust \$ 4,000.00 ix) Quambone Resources Committee \$ 2,000.00			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
30 Jun 2025 7:28pm Quarmby, Bruce ESO has written to the organisations receiving funding, donations to be paid as soon as possible			

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Meeting	Officer/Director	Section	Subject
Council 18/06/2025	Maundrell, Jenni Perram, Phillip	Reports to Council	Pecuniary Interest Returns
RESOLUTION 2025/154			
Moved: Cr Margaret Garnsey			
Seconded: Cr Phillipa Goldsmith			
That all Councillors and designated persons provide completed disclosure of interest forms to the General Manager by 30 September 2025, for these returns to be publicly tabled at the next Council meeting.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 9/0			
23 Jun 2025 2:21pm Maundrell, Jenni			
Forms distributed to all councillors and designated persons, noting returns are due by 30 September 2025.			

Action - Resolutions Report

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 18/06/2025	Sobhani, Azita Duncan, Lesley	Reports to Council	Community Development Monthly Report
RESOLUTION 2025/157			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Fisher			
That Council receives and notes the information in the May 2025 Community Development Report.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith, Ahmad Karanouh and Paul Wheelhouse			
<u>Against:</u> Nil			
			CARRIED 9/0

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Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Tatton, Deborah Quarmby, Bruce	Reports to Council	Review of Records Management Policy
RESOLUTION 2025/193			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Paul Fisher			
That Council			
1. Note the report.			
2. Place the draft Records Management Policy on public exhibition for a period of 28 days for the purpose of inviting submissions from the community and prepare a further report to Council if any submissions are received.			
3. If no submissions are received, adopt the Records Management Policy as a policy of Council.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 8/0			

Action - Resolutions Report

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Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Tatton, Deborah Quarmby, Bruce	Reports to Council	Review of Debt Recovery Policy
RESOLUTION 2025/194			
Moved: Cr Phillipa Goldsmith			
Seconded: Cr Adam Cohen			
That Council:			
1. Note the report			
2. Adopts the revised Credit Management and Debt Recovery Policy, as attached to this report, noting that the revised Policy is not required to be placed on Public Exhibition.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 8/0			

Action - Resolutions Report

Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Sobhani, Azita Duncan, Lesley	Reports to Council	Community Development Monthly Report
RESOLUTION 2025/195			
Moved: Cr Paul Wheelhouse			
Seconded: Cr Karen Churchill			
That Council receives and notes the information in the June 2025 Community Development report.			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 8/0			

**Action - Resolutions
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Committee: Council

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Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Maundrell, Jenni Perram, Phillip	Reports to Council	Agency Information Guide
RESOLUTION 2025/190 Moved: Cr Phillipa Goldsmith Seconded: Cr Paul Wheelhouse That Council: 1. Notes the draft Agency Information Guide 2025-2026 has been submitted to the Information and Privacy Commission for review. 2. Receive a further report should variations been proposed. 3. In the event that no variations are proposed by the Information and Privacy Commission, adopt the Agency Information Guide 2025-2026. 4. Change 4.1 paragraph 4 from “Quambone (October)” to “Quambone (August)”. <u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse <u>Against:</u> Nil CARRIED 8/0 30 Jul 2025 9:59am Maundrell, Jenni Council meeting times and locations updated. Awaiting feedback from IPC before finalising.			

**Action - Resolutions
Report**

Committee: Council

Printed: 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Quarmby, Bruce Quarmby, Bruce	Section A - Matters for Consideration by Council	2024-2025 Related Party Disclosure returns and review of Council's adopted Related Party Disclosure Policy
RESOLUTION 2025/182			
Moved: Cr Margaret Garnsey			
Seconded: Deputy Mayor Steven Butler			
That Council			
1. Note the report.			
2. Note that all Councillors and designated persons are required to provide the General Manager with their duly completed “Related Party Disclosure by Key Management Personnel” forms by the 31 August 2025.			
3. Place the draft Related Party Disclosure Policy on public exhibition for a period of 28 days for the purpose of inviting submissions from the community and if any submissions are received, a report be prepared for Council’s further consideration and adoption of the Related Party Disclosure Policy (with or without change).			
4. Adopt the Related Party Disclosure Policy without any changes, if no submissions are received.			
<u>In Favour:</u>	Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse		
<u>Against:</u>	Nil		
			CARRIED 8/0

**Action - Resolutions
Report**

Committee: Council

Printed: 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Duncan, Lesley Duncan, Lesley	Reports to Council	Notice of Motion - 2025/26 Quambone and Gulargambone Transfer Station Operational Hours
RESOLUTION 2025/186			
Moved: Cr Margaret Garnsey			
Seconded: Cr Paul Wheelhouse			
That Council:			
1. Reinstate the Gulargambone and Quambone 2024/25 waste transfer station service levels until 31 December 2025. 2. Fund the provision of these services by transferring \$7,000 from the Bulk Waste Kerbside Budget. 3. Place on public exhibition a clear and concise explanation of the proposed Gulargambone and Quambone Transfer Stations reduced hours and report back to Council in September.			
Against: <u>Nil</u> In Favour: Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey and Paul Wheelhouse			
<u>Against:</u> Cr Phillipa Goldsmith			
CARRIED 7/1			
15 Jul 2025 4:52pm Colwell, Marina - Target Date Revision			
Target date changed by Colwell, Marina from 23 July 2025 to 10 September 2025 - Additional report to Council at the September ordinary meeting			
29 Jul 2025 4:07pm Colwell, Marina - Reallocation			
Action reassigned to Duncan, Lesley by Colwell, Marina - For your action			

Action - Resolutions
Report

Committee: Council

Printed: 5 August 2025 8:26 AM

Meeting	Officer/Director	Section	Subject
Council 9/07/2025	Duncan, Lesley Duncan, Lesley	Reports to Council	Changes to Waste Facilities Hours of Operation
RESOLUTION 2025/187			
Moved: Cr Adam Cohen			
Seconded: Cr Margaret Garnsey			
That Council:			
1. Thank the Quambone community for their representations, and			
2. Advise these community members of the outcome of the Notice of Motion			
<u>In Favour:</u> Crs Daniel Keady, Steven Butler, Karen Churchill, Adam Cohen, Paul Fisher, Margaret Garnsey, Phillipa Goldsmith and Paul Wheelhouse			
<u>Against:</u> Nil			
CARRIED 8/0			

250724 SH.MB

By your side

**UNITED
SERVICES
UNION**

24 July 2025

The General Manager/CEO & The Mayor
Coonamble Shire Council
PO Box 249
COONAMBLE NSW 2829

Email: council@coonambleshire.nsw.gov.au

Dear Sir/Madam

Re NSW GOVERNMENT RESPONSE TO REPORT INTO LOCAL GOVERNMENT RATING SYSTEM

As you are no doubt aware, the NSW Government released its response to the Upper House Inquiry into *the Ability of Local Governments to Fund Infrastructure and Services*.

Consistent with our past practice, the Union has commissioned independent analysis of the Government's response, which we have shared with the Government.

We have since had a productive discussion with Government Officials and are awaiting further points of clarification from them on the direction of reform.

Following receipt of those further points of clarification we anticipate being able to share with the industry the Union's view on the direction of reform, with the intention of continuing to work productively with the Government and Councils to help grow skill and capacity within Local Government.

Yours sincerely



Steve Donley
Acting General Secretary

Per: SH

UNITED SERVICES UNION

**NSW LOCAL GOVERNMENT, CLERICAL,
ADMINISTRATIVE, ENERGY, AIRLINES
AND UTILITIES UNION**

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Tamworth, Wagga Wagga

**A Critical Assessment
of the NSW
Government
Response to the
*Inquiry into the
Ability of Local
Governments to Fund
Infrastructure and
Services (2024)***

Contact:

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Disclaimer

This Report was prepared by Brian Dollery on behalf of New England Education and Research Proprietary Limited for the United Services Union (USU). This Report was produced for the USU as a strictly independent Report. The opinions expressed in the Report are thus exclusively the views of its author and do not necessarily coincide with the views of the USU or any other body. The information provided in this Report may be reproduced in whole or in part for media review, quotation in literature, or non-commercial purposes, subject to the inclusion of acknowledgement of the source and provided no commercial use or sale of the material occurs.

1. Introduction

Following a request from the NSW Minister for Local Government in March 2024, the NSW Legislative Council's State Development Committee undertook an inquiry into the ability of NSW local councils to fund local infrastructure and local service provision. In November 2024, the Committee presented its report entitled *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services (2024)*, in which it made seventeen recommendations. In April 2025, the NSW Government responded to these recommendations in its *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services: NSW Government Response*. This Report provides a critical assessment of the *NSW Government Response (2025)*.

The Report is divided into three main parts:

- Section 2 critically examines the introduction to the NSW Government's (2025) *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services: NSW Government Response*
- Section 3 critically evaluates the NSW Government response to each of the seventeen recommendations advanced by the NSW Legislative Council State Development Committee in its *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services*, as well as the composition of the proposed Expert Advisory Panel set out in an Appendix.
- Section 4 provides a brief conclusion to the Report.

2. Critical Evaluation of the Introduction in the NSW Government Response

In the introduction to its *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services: NSW Government Response*, the NSW Government observed that it proposes 'five key responses':

1. 'Maintaining control of council rates by the Independent Pricing and Regulatory Tribunal (IPART) to ensure council's rates revenue keeps pace with forecast changes in costs'.
2. 'Requiring councils that want to permanently adjust their revenue to undertake a Comprehensive Spending Review that forensically examines their expenditure as well as their revenue'.
3. 'Simplifying the Special Variations process to focus only on specific council projects or programs'.
4. 'Streamlining local government financial statements, which unnecessarily complicate local government financial reporting'.
5. 'Drawing on the knowledge and experience of general managers, finance directors and other experts in the local government sector, to establish an Expert Advisory

Panel to provide technical support for the delivery of reform based on the recommendations of the Committee’.

The purported objective of these ‘five key responses’ is to ‘enhance the reputation of local government as a robust, independently elected, third tier of government’. To this end, the NSW Government’s proposed reforms seek to ensure the financial sustainability of all NSW local councils, where ‘councils will be sustainable if they can ensure expenditure is matched to both revenue and their community’s service delivery expectations’.

Given that ‘elected councillors are in the best position to do this work as they can understand and balance competing community perspectives’, it is vital that councillors have ‘accurate information and be empowered to make decisions about what services their communities want and can afford’. The NSW Government thus proposes reforms to ‘ensure that councillors receive timely, appropriate, and accurate financial information to be visibly in control of their councils’. Moreover, ‘this information will also be made transparent and public to maximise scrutiny over decisions being made in the local government sector’.

In fiscal terms, the NSW Government proposes that if a local council believes it requires additional income to meet community expectations, it must demonstrate to both IPART and the local community that it has ‘closely considered its operations prior to increasing its rates’. Moreover, ‘councils in financial distress should be assisted to build structured financial recovery plans, and sustainable services and infrastructure, rather than resorting to reactive rate hikes’. In essence, it argues that ‘the role of IPART is not to take away council’s autonomy but rather to ensure that councils are efficient and have reasonably considered alternative plans, prior to seeking to increase rates’.

We now consider the ‘five key responses’ in more detail:

1. Maintaining control of council rates by IPART, to ensure council’s rates keep pace with forecast changes in costs.

Since its introduction, rate-capping has undoubtedly played a critical role in the performance of NSW local councils. After five decades, the empirical evidence is beyond dispute that rate-capping is the cause of most of the problems in NSW local government (see, for example, Dollery, Crase and Johnson, 2006; Dollery and Wijeweera, 2010; Yarram, Tran and Dollery, 2021). Moreover, recent significant changes to the rate-cap methodology represent a tacit admission of past failure. The new process is only a slight improvement on its predecessor. In particular, it relies on projections of future Consumer Price Index (CPI) movements when the Reserve Bank itself has reservations about the predictive capacity of future CPI estimates. Moreover, the CPI is entirely the wrong measure of cost inflation for local government.

2. Requiring councils that want to permanently adjust their revenue to undertake a Comprehensive Spending Review that forensically examines their expenditure as well as their revenue.

This approach is already undertaken by many local councils. ‘Forensically examine their expenditure’ is a loaded term and it is likely to indicate an expensive administrative process.

Furthermore, it is entirely unrealistic to expect councils to undertake a complete review of all service levels. In addition, there is no mention of avenues for a permanent increase to rates arising directly from the deleterious consequences of the ill-conceived 2016 forced amalgamation program. Compulsorily consolidated councils are still under severe fiscal stress and must be able to increase their rates to survive sustainably. Nor is there mention of other expenses induced by the NSW Government, such as the Audit, Risk and Improvement Committees (ARIC), Auditor-General costs and the NSW Emergency Services Levy (ESL). Should these not also be ‘forensically’ reviewed?

3. Simplifying the Special Variations process to focus on specific council projects or programs

In general, public finance is fungible across individual local governments (see, for instance, Drew 2022). Accordingly, if a Special Rate Variation (SVR) process must be undertaken for specific council programs, it will not only be prohibitively expensive, but also extraordinarily complex, involving *inter alia* costings, willingness to pay, and potentially pitting groups of residents against one another. Moreover, the costs of individual programs are inextricably part of the larger problem of overall financial sustainability of local councils.

4. Streamlining local government financial statements which unnecessarily complicate local government financial reporting

In principle, reducing the information in local government financial statements is most unlikely to result in better decision making. Indeed, dropping legitimate accounting expenses from surplus/deficit calculations runs contrary to the International Financial Reporting Standards. It may amount to a cynical political ploy to disguise the fact that local government assets are deteriorating prior to state elections. In reality, assets will still be deteriorating. Why not also drop staff expenses or materials expenses?

5. Drawing on the knowledge and experience to establish an Expert Advisory Panel to provide technical support for the delivery of reform based on the recommendations of the Committee.

With respect to the proposed Expert Advisory Panel, the devil is clearly in the detail as it has always been with previous ‘expert panels’. Experience has demonstrated most appointees are typically ‘political stooges’ of the government of the day, often with little actual expertise.

3. Critically Evaluation of the NSW Government’s Response to the Seventeen Specific Recommendations

In section 3, we critically evaluate the NSW Government’s response to each of the seventeen recommendations made by the NSW Legislative Council’s State Development Committee in its report entitled *Inquiry into the Ability of Local Governments to Fund Infrastructure and Services* (2024).

Recommendation 1

That the NSW Government conduct a comprehensive review of the rate exemptions and concessions under the Local Government Act 1993 to:

- *better target the eligibility criteria for rate exemptions and concessions*
- *achieve a better balance between local council financial sustainability, community benefits and principles of equity.*

NSW Government Response

In its response to Recommendation 1 of the Inquiry, the NSW Government indicated it would reconsider the detailed recommendations offered by IPART in its 2016 *Review of the Local Government Rating System* regarding exemptions, concessions, financial sustainability and equity considerations.

Commentary

At least two categories of activity should be reconsidered by the NSW Government. Firstly, numerous religious and charitable entities are *de facto* businesses. While profits generated are sometimes employed to subsidise *bona fide* charitable and religious activities, which offer benefits to local communities, this is often not the case in practice. Indeed, non-profits are frequently also businesses established with the founder receiving a large salary, but largely avoiding tax liabilities, including council rates. Ratepayers are thus subsidising these entities, which is inequitable.

Secondly, state forest land is currently non-rateable in NSW local government, despite it representing a substantial cost problem for many rural local councils. Many state forests are used in part for logging, tourism and apiary business activities. These businesses pay the NSW Government to use state forest land. Given their activities, they often inflict considerable damage to roads in state forests and should thus contribute by way of rates to local councils. This problem is especially acute in local government areas, like Walcha and Snowy Valleys local councils, which are burdened by logging truck activity with no corresponding financial compensation.

In sum, if the land is being used for activities where business is conducted, then it should be regarded as a business and should pay rates accordingly. The common legal definition of a business is activities engaged in for the purpose of profit on a continuous and repetitive basis. It is noteworthy that no profit need be made, simply that a surplus is intended.

Recommendation 2

That the NSW Government redesign the local government rating system, including reassessing council base rates, and seek to:

- *implement measures, such as greater use of the Integrated Planning and Reporting framework and rates benchmarking, to provide local government greater flexibility and latitude to set their own rates*
- *emphasise the importance of continual evaluation and service delivery*

- *keep rates affordable and maintain safeguards to ensure rates meet community needs*
- *examine the use of capital improved value, rather than unimproved land value, to set the variable component of rates.*

NSW Government Response

In its response, the NSW Government fully agreed that ‘financial sustainability is a serious concern for many councils, particularly in regional and remote areas’. However, it contends that given the cost-of-living crisis afflicting many households, the NSW Government ‘must ensure council rates remain affordable’.

Moreover, the NSW Government argued that ‘the rate peg has historically undercalculated the increases in costs borne by councils’, notably by using ‘a cost index formula since 2010’. However, it stressed this was addressed in 2022 when a ‘population factor’ was added to the methodology to ‘adjust the total income that a council may receive by any population increase in that council area’.

Furthermore, the NSW Government argued that ‘a redesign of the rate peg methodology was implemented by IPART in 2023, which applies from the 2024/25 financial year onwards’. This enables IPART to ‘adjust for the individual circumstances of a council rather than apply the same indexation across the state’. The NSW Government is thus ‘confident that the new rate peg methodology is robust’ and ‘provides a good starting position for councils in matching revenue to expenditure’. Where (a) ‘communities may agree an increase above indexation is acceptable to provide for better service standards’ or (b) ‘where local councils may need additional income to maintain existing service standards due to circumstances the rate peg cannot account for’, the ‘Special Variation process is not suited for this form of permanent rating uplift’ and a ‘new pathway is necessary to allow for permanent rate increases above the rate peg’.

To address this requirement, the NSW Government will prepare a formal procedure to enable ‘the review of council income and expenditure through a Comprehensive Spending Review process which will be separate to the Special Rate Variation process’.

The Comprehensive Spending Review process requires local councils to submit the following information to IPART:

- ‘What they plan to build as infrastructure and provide as services.
- What their estimated rates, grants, fees and charges will be.
- Whether they require additional rating income and how it compares to the rate peg.
- Evidence of community engagement’.

IPART will then determine:

- ‘Whether the council has adequately estimated the cost of delivery.
- Whether the community has the capacity to pay the rates and fees proposed.

- Whether the council is effectively spending their present funds for the betterment of local communities.
- Whether the delivery program and resourcing strategy are reasonable’.

Finally, the proposed Comprehensive Spending Review methodology will be ‘developed in consultation with IPART and the Expert Advisory Panel’.

Commentary

The NSW Government response to Recommendation 2 is seriously deficient in several respects. Firstly, the new rate methodology is demonstrably not robust. For instance, it employs the wrong inflation index and compounds this error by employing Reserve Bank of Australia (RBA) predictions, which even the RBA has shown to be often inaccurate. Similarly, the population factor is incorrect. For example, does a married couple that has their first child cost local government 33% more to service? When one spouse dies, does an elderly couple cost 50% less to service? Moreover, the population factor provides an advantage to urban councils, but makes financial sustainability even harder for rural councils.

For example, for the financial year 2024-25, the NSW rate peg was 4.5%-5.5% according to IPART (<https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Reviews/Special-Variations-Minimum-Rates/Special-Variations-and-Minimum-Rates-2024>). However, the CPI for the March 2024-25 period was 2.4% according to the ABS (<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/mar-quarter-2025>). We do not have the full financial year CPI, which is the wrong measure anyway, but it is nonetheless likely that the NSW Government confidence will be warranted when the next three months of data are released.

It is thus clear that the new IPART methodology is badly flawed and not fit for purpose. This is starkly at odds with the NSW Government’s (2025, p.6) claim that ‘the Government is confident that the new rate peg methodology is robust’.

Secondly, the proposed Comprehensive Spending Review will take financial control away from local councils and effectively hand control to IPART. For instance, depreciation is typically around 30% of the municipal budget, but it will be decided by the Auditor General (AG) rather than the council in question. The net result will be that local authorities will be left with a single policy lever to reduce current expenditure and that will be a reduction in staff numbers.

The net outcome of these constraints will inevitably be fewer council workers. With less staff in future and more outsourcing, this will mean lower local government capacity. Thus, when the cost of outsourcing rises in future, local residents and municipal employees alike will be worse off (Brown and Potoski, 2003).

Thirdly, the fact that the NSW Government has raised the prospect of the proposed Comprehensive Spending Review, which has yet to be designed or legislated, represents a

dangerous degree of recklessness by the NSW Government, which poses significant risks to NSW local government. In this regard, it should be borne in mind that local councils typically start work on their SRV applications in late July when their draft financial statements have been completed, and they thus know how dire their finances may be. At present, local councils do not know if the new Comprehensive Spending Review regulations will be in place for the next round. This places financially struggling councils in an invidious position.

Finally, the costs of conducting a Comprehensive Spending Review will be substantial and far exceed the costs accompanying a standard SRV application. Consultants in the field have informally indicated that a Comprehensive Spending Review would cost more than double a standard SRV!

Recommendation 3

That the NSW Government seek to improve the special variation process, should the rate peg be retained in its current form, to:

- *make it less resource and time-intensive for local councils*
- *streamline the process for the assessment of special variation applications*
- *consider alternatives to special variations that allow councils to raise additional rates to maintain existing service levels.*

NSW Government Response

In its response, the NSW Government noted that the 'Special Variation framework has been historically used for time-limited special projects that a council needed additional resources to complete', with 'successful examples' including the Gundagai Main Street Upgrade and the Randwick Special Environmental Levy.

Moreover, the NSW Government stressed that 'many recent Special Variations are not time-limited or targeted but are used to permanently increase a council's rate base to address broader financial sustainability concerns. Following its response to Recommendation 2 above, the NSW Government observes that 'a Comprehensive Spending Review is necessary before a council applies for higher permanent rating income,' while nonetheless conceding that 'councils may still require additional income for special projects or programs on a short-term basis without seeking a permanent increase in their rates'. The NSW Government has concluded that the current Special Variation process thus requires modification to 'focus on funding for specific places, projects or programs'.

To this end, the NSW Government has undertaken to 'review the existing Special Variation Guidelines to ensure these variations are focused on specific, time-limited projects where additional spending is necessary'. However, the NSW Government has conceded that 'for the Special Variation process to be effective, it must be worthwhile for a council to pursue'. Accordingly, the NSW Government intends to 'remove bureaucratic

requirements in the Special Rate Variation process that make the current system onerous for councils'. However, it stipulates that local communities 'must also be able to easily determine the benefit of a specific project or improvement when being asked to consider a temporary Special Variation'.

Commentary

The NSW Government response to Recommendation 3 is problematic on various grounds. For example, the NSW Government places emphasis on 'specific, time-limited projects'. However, in the local government context, money is fungible (Dollery *et al.*, 2006; Dollery *et al.*, 2020). Moreover, specific time-limited projects do not provide the requisite forward assurance around income required to maintain staff numbers or to appoint staff permanently. The net losers in this process are thus current and future staff. By contrast, the winners are those companies undertaking outsourced work from local councils given that General Managers (GMs) and Chief Financial Officers (CFOs) will not have the confidence to employ staff for in-house operations anymore. This is detrimental for the local economy, council staff and long-run financial sustainability.

In addition, the proposed removal of 'bureaucratic requirements in the SRV process' will merely put local communities at risk of more temporary SRVs that may not be warranted. In essence, councils may simply shift from permanent planning to a series of temporary contingencies, especially if the latter system is 'less bureaucratic'. Moreover, projects that are politically appealing to the NSW Government and its agencies, like IPART, will be nominated for temporary SRVs, while the resultant funds are shuffled by councils to fund standard service requirements and help secure financial sustainability.

Furthermore, determining the 'benefit of a specific project or improvement' may well serve to divide local communities by pitting people in favour of a project against those paying for most of it, such as the business community. It could cause much division and add to the kind of vitriol already observed in some communities. In sum, SRVs of this kind are likely to cause division and impose human costs on council staff and local communities.

Recommendation 4

That the NSW Government conduct an audit of, and seek to update, the statutory fees and limits that apply to local government annual charges and user fees and charges to better reflect and account for increases in market costs and pressures, including inflation.

NSW Government Response

In its response, the NSW Government accepted 'the evidence received from the Inquiry that many annual charges and user fees, such as the Stormwater Levy, have legislated caps that have not changed in many years'. Furthermore, the NSW Government accepted that 'inflation has reduced the value of these charges over time, limiting councils' ability to use them to fund services'. Accordingly, the NSW Government indicated that it will 'review these fees so that they better reflect the cost of delivering that service efficiently'.

However, the NSW Government argued that ‘the level of other statutory charges, such as the fees relating to development applications, serve important policy goals and may need to be kept low to incentivise efficiency and positive policy outcomes’. In addition, it noted that ‘many fees charged by councils to ratepayers are not legally fixed and may be set by the council at its discretion’. The NSW Government will employ the proposed Comprehensive Spending Review process to ‘encourage councils to consider whether their discretionary fees and charges reflect the cost-effective delivery of council services, so that any subsidies are deliberate and explicitly considered in the budget-setting process’.

In sum, the NSW Government agreed to ‘undertake an audit of statutory fees and charges and user fees to align them, where appropriate, with reasonable service costs and index these costs with CPI (Consumer Price Index) where applicable’.

Commentary

The NSW Government response to Recommendation 4 is deficient in several respects. Firstly, using the CPI index as the basis for the calculation of fees and charges is problematic. The CPI has *inter alia* a 17.44% weighting for food, 6.58% for alcohol and tobacco, 3.25% for clothing and 4.69% for education, etc., which have little bearing on the cost of local government service and/or infrastructure provision (<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/annual-weight-update-cpi-and-living-cost-indexes/latest-release>). Accordingly, using the CPI as the basis for increasing fees and charges is bound to prove erroneous.

Secondly, lowering or constraining increases in some fees and charges may be economically deleterious. For example, keeping developer fees lower is economically inefficient. The harsh reality of municipal arithmetic is that if a developer does not pay the full costs of its money-making activities, then struggling local residents will have to subsidise their profit-making operations.

Finally, full council discretion on other fees should be approached with caution. It may simply incentivise gaming the rate cap!

Recommendation 5

That the NSW Government advocate to the Australian Government to increase the federal taxation revenue distributed via Federal Financial Assistance Grants from 0.5 per cent to 1 per cent and amend the current commonwealth grant guidelines per capita distribution method, that disproportionately benefits inner city councils.

NSW Government Response

In its response to Recommendation 5, the NSW Government concedes that ‘the councils most exposed to financial pressures are smaller rural and remote councils that cannot adequately fund services through rates alone’. It noted that it provided a submission to the Commonwealth House of Representatives Standing Committee on Regional Development, Infrastructure and Transport inquiry into local government sustainability on

21 March 2024. In this submission, it noted that ‘the relative value of the Financial Assistance Grants has declined over the last few decades’. This had adversely affected local councils, especially rural and regional councils, which have a limited capacity to raise their own revenue through fees and charges. The submission also noted ‘the ongoing challenge for the NSW Local Government Grants Commission in allocating a fairer share of the general purpose component of the Financial Assistance Grants to councils with the greatest relative need when a fixed 30% of the general purpose component must be allocated based on population’.

The NSW Government has undertaken to ‘continue to regularly and strongly advocate to the Australian Government to increase its Financial Assistance Grants (FAGs) to local government to 1% of GDP to assist those smaller councils’. Moreover, ‘in recognition of the financial challenges faced by smaller rural and remote councils, a continual review of the Federal Assistance Grants distribution model will also be part of the ongoing process of the NSW Local Government Grants Commission in its allocation of grants to NSW councils’.

Commentary

In general, the response of the NSW Government is sound. However, it seems most unlikely the Australian Government will increase FAGs in the foreseeable future. Accordingly, the NSW Government request simply amounts to ‘blame-shifting’ device by the NSW Government.

Recommendation 6

That the NSW Government consider grant models that:

- *provide a more secure and sustainable source of funding to local councils to achieve more equitable distribution of grants funding and provide councils with greater discretion in relation to how funding is spent*
- *take into account the preference of local councils for predictable grants that are determined in a timely manner and assist councils to receive grants within appropriate timeframes to support the delivery of infrastructure programs.*

NSW Government Response

The NSW Government has indicated that it supports ‘continual innovation and improvement to the local government grant framework and has updated the Grant Administration Guidelines to underpin this commitment’. Moreover, the NSW Government has undertaken to ‘examine options to create a greater proportion of needs-driven grants, including Community Service Obligations, with notional allocations, as well as to incorporate whole-of-life costing, where appropriate, including depreciation and maintenance’. Furthermore, in future, it will ‘continue to explore new models for grants to be provided to councils’

Commentary

At present, in NSW local government grants are being provided more on a co-contribution basis than in the past. An unfortunate aspect of this approach is that financially struggling local councils often containing vulnerable local communities now frequently cannot secure much needed grants. In essence, all grants should be 'needs-driven' and not merely for desired outcomes. The harsh reality of contemporary fiscal arithmetic in NSW local government is that every grant provided for 'wants' represents funds that a financially struggling local councils with vulnerable community misses out on for its often dire 'needs'.

Secondly, the embodiment of 'whole-of-life' costings in grant applications are long overdue and welcome, but the detail is specified simply as 'where appropriate'. Finally, the NSW Government has provided no details on when and/or how these changes will be made.

Recommendation 7

That the NSW Government implement changes to the developer contributions framework to better financially support local councils to fund the ongoing costs at the completion of new infrastructure and works deemed essential to support development, including community facilities as determined by the council on behalf of the local community.

NSW Government Response

In its response, the NSW Government contends that it 'encourages councils to plan for the ongoing costs of new infrastructure funded by contributions to ensure whole of life cycle costs are considered when identifying and adopting projects'.

However, it added the caveat that 'any changes to current policy settings that would lead to increased contributions payable by developers needs to be balanced against feasibility risks and delivery' of its recent housing targets for NSW over the next few years.

Commentary

At present, in its grant regulation regime the NSW government has essentially decided to prioritise the profits of developers over the existing struggling residents who will have to pay the difference for implicit discounts provided to developers. Quite apart from equity considerations, this is economically inefficient.

It is a harsh reality of municipal accounting that if the developers are accorded explicit or implicit discounts by local councils, then the residents will have to meet the budgetary shortfall, or alternatively, the next generation through explicit or implicit council debt. If the NSW Government is determined to continue with its generous discount policy for the development lobby, then it will need to change the rate peg methodology so that any discounts to developers are explicitly included in rate pegs. Given that discounts must be financed locally, the local community must thus pay. If no payment is made, then it will generate lower financial sustainability and intergenerational inequity.

Recommendation 8

That, as part of the process of redesigning the local government rating system as outlined in Recommendation 2, the NSW Government have regard to the findings and recommendations of Portfolio Committee No. 8 – Customer Service’s Pounds in New South Wales report and ensure councils are able to properly fund pounds and companion animal services.

In its response, the NSW Government noted that it had already reacted to the findings and recommendations of the *Pounds in New South Wales Report* on 16th January 2025. It had made clear that it was ‘reviewing the Companion Animals Fund, looking at the most effective ways to utilise revenue from companion animal registrations and annual permits to best support councils in meeting their management responsibilities towards dogs and cats’.

Regarding the fiscal aspects of pounds, the NSW Government observed that ‘over the past three financial years, an average of \$10 million per year was collected in registration fees through the Companion Animals Fund. Councils, until the end of 2023/24, received 80 per cent of all fees paid for companion animal registrations in their LGA’. However, considerable inequities existed in the distribution of these fees across councils. The NSW Government pointed out that ‘in Quarter 4 2022/23, 97 councils (76 per cent) received less than 1 per cent of registration fees. In dollar terms, 75 councils (60 per cent) received less than \$10,000 in quarterly payments’.

Finally, the NSW Government undertook to ‘consider how the use of this money can be improved as part of the Government’s election commitment to review the Companion Animals Act 1998’.

Commentary

In the realm of municipal finance in NSW local government, the cost of pounds is comparatively trivial compared with roads, stormwater, sewage and other mainstream local services. However, the fiscal principle at stake is clear: when councils collect monies on behalf of the NSW Government, then all funds should accrue to the council in question if they are bearing the full costs. In this regard, it is noteworthy that the NSW Government seldom makes recommendations that it must fund!

Recommendation 9

That the NSW Government continue to improve the timeliness of disaster recovery assistance funding to local councils by utilising funding agreements, such as tripartite arrangements, which have provided councils with faster access to the funds they require to cover the cost of natural disaster recovery efforts.

NSW Government Response

In its response, the NSW Government contended that ‘the principles of the advanced funding model for disaster recovery works developed through new Tripartite Agreements have provided support for councils to deliver recovery works in a timely manner’. Moreover, it claimed ‘the advanced funding model is strongly supported at all levels of

government and is proposed to continue to ensure councils are not disadvantaged when delivering recovery works and remain cash flow positive throughout delivery’.

However, the NSW Government noted that ‘the methodology for providing advanced funding is being reviewed as part of the Statewide Review of Disaster Funding’. Furthermore, it conceded that it is currently ‘investigating additional ways to streamline the administration of funding for essential public asset restoration’.

Commentary

What is not stated in the NSW Government response are the details of the funding methodology employed. A number of local councils have reported that after long delays they only receive sufficient funds to restore their roads and other infrastructure back to a minimal level. The NSW Government obliges them to provide evidence of the pre-disaster condition of affected infrastructure, which is often difficult or even impossible to provide. The net effect is that councils receive less funds than are required. Moreover, it is also typically a false economy in the long run because what is usually required is to spend more money so that the infrastructure asset in question is disaster resistant in the future. Needless to add, it is futile and wasteful to simply replicate the original asset, which then will not survive the next flood or other natural disaster.

Finally, to date the process for advanced funding has not been streamlined. Indeed, the process has steadily become more complex and expensive for local councils.

Recommendation 10

That the NSW Government centralise disaster recovery funding within the NSW Reconstruction Authority to assist in improving expenditure on mitigation and preparedness and create dedicated and ongoing funding streams for communities, councils and community organisations to support their work on mitigation and preparedness.

NSW Government Response

In response, the NSW Government supported Recommendation 10 in principle. Moreover, the NSW Government undertook to continue to implement its review of Disaster Funding.

Despite supporting ‘the concept of centralising disaster recovery funding and a dedicated funding stream’, the NSW Government stressed that this support is contingent on ‘identifying an appropriate funding source and building capability to deliver’.

The NSW Government emphasised that it had ‘established the Disaster Recovery Funding Arrangements (DRFA) Management Board to strengthen the oversight of DRFA funded programs’. The DRFA Board now has ‘senior representatives from the Premier’s Department, NSW Treasury, Reconstruction Authority (RA) and key delivery agencies as well as the Office of Local Government (OLG)’. Moreover, the Board will ‘recommend options to streamline the management of disaster recovery in NSW’.

The NSW Government stressed that its Disaster Adaptation Plan (DAP) Guidelines are nearing completion. Furthermore, the RA is presently delivering 'pilot DAPs in the Northern Rivers and Hawksbury/Nepean regions to identify and prioritise future investment in mitigation and preparedness'.

Commentary

While the 'in-principle' support for Recommendation 10 offered by the NSW Government should be welcomed, there are at least two obvious problems at present.

Firstly, the NSW Government has established a DRFA Board replete with NSW Government executives. By contrast, what is required are numerous specialist representatives from NSW local government; general managers, engineers, chief financial officers, as well as mayors, from urban, regional and rural local councils.

Secondly, any substantive improvement is obviously subject to adequate funding. At this point, the NSW Government has not offered additional financial support.

Recommendation 11

That the NSW Government continue to advocate to the Commonwealth Government to incorporate betterment funding into disaster recovery funding arrangements.

NSW Government Response

In its response, the NSW Government noted that it had 'provided input into the independent review of the DRFA (the Colvin Review), as well as a review led by the National Emergency Management Agency (NEMA)'. Moreover, the NSW Government observed that 'feedback on both reviews articulated the need for greater opportunity for funding support for the betterment of essential public asset infrastructure under the DRFA'. Furthermore, it undertook to 'use the Colvin Review and subsequent reform processes being led by NEMA to advocate for betterment funding as part of Disaster Funding arrangements'.

In addition, the NSW Government stressed that on 25 October 2024 the Australian Government released the final report of an independent review of Commonwealth disaster funding, which proposed 47 recommendations to improve the existing Commonwealth disaster funding arrangements.

Commentary

At face value, the NSW Government's response should be welcomed. However, it offered no clear view on when additional funding might arrive and/or the magnitude of such funding. It would thus seem that once again the NSW Government is simply involved in 'blame-shifting'.

Recommendation 12

That the NSW Government seek amendment to the Rural Fires Act 1997 such that Rural Fire Service assets are vested in the Rural Fire Service, with consequential amendment to

the duties of councils as public authorities to prevent the occurrence of bushfires on, and to minimise the danger of the spread of a bush fire on or from land under its control or management.

NSW Government Response

In its response, the NSW Government stated that ‘on 30 January 2024 this matter was referred to the NSW Parliament’s Public Accounts Committee Inquiry into Assets, premises and funding of the NSW Rural Fire Service’, adding that to date ‘the inquiry has held two public hearings and has received 78 submissions’. The Committee has yet to report.

Commentary

The NSW Rural Fire Service (RFS) uses firefighting vehicles – known colloquially as the ‘red fleet’ - that it has been asserted are legally owned and operated by NSW local councils. However, NSW local councils have argued that the RFS should assume full responsibility for red fleet ownership, maintenance and repair, as Recommendation 12 seeks.

Current arrangements have long been criticised by NSW councils, with LGNSW suggesting it is an ‘accounting rort’ that makes municipal accounting statements look bad. At present, the RFS contributes approximately \$25 million annually to council budgets for maintenance and repair of red fleet vehicles and other firefighting equipment, which is far less than the actual costs involved.

The red fleet is clearly not controlled by councils, yet they bear a great deal of the costs involved. Two aspects of controversy are noteworthy. Firstly, current financial arrangements show clearly that the NSW Government is engaged in cost shifting onto local councils. Secondly, given the requisite accounting standards are clear, the NSW Auditor-General is not properly applying the relevant Auditing Standards.

Recommendation 13

That the NSW Government review the depreciation methodology that applies to depreciation rates.

Recommendation 14 *1*

That the NSW Government consider excluding depreciation expenses from the calculation of the Operating Performance Ratio.

NSW Government Response

Given they cover the same area in municipal finance, it is appropriate to consider Recommendation 13 and Recommendation 14 together.

In its response, the NSW Government supported ‘reviewing the depreciation methodology, noting that this methodology stems from the requirements of Accounting Standard AASB 116 - Property, Plant and Equipment’. Moreover, the NSW Government

noted that other state and territory local government jurisdictions in Australia are also engaged in a review of asset valuation.

The NSW Government stressed that it supported 'ensuring that council financial reports provide councillors and the public a workable understanding of a council's assets, liabilities and cash flow to support good budget-setting'. It noted that 'many of the challenges outlined in submissions and by the Committee relate to the impact of fair value asset accounting, particularly for non-realisable assets in a local government context'. The NSW Government undertook 'to continue to explore options to address these challenges'.

In terms of concrete action, the NSW Government undertook to consult closely with the Expert Advisory Panel to 'consider alternative valuation methodologies and how they can be best incorporated into council accounts'. Moreover, the Panel will 'also provide advice on how councils could create and use asset maintenance/replacement reserves, along with how to account for the increasing risk of natural disasters'.

As an interim measure in the short term, the NSW Office of Local Government has released its *2024/25 Local Government Code of Accounting Practice and Financial Reporting*, which includes 'a sub-total in council Income Statements that excludes depreciation expenses'. Similarly, the NSW Office of Local Government has 'also removed performance ratios from the Code for the 2024/25 financial year while a broader review is conducted'. The NSW Government argued that 'these reforms will provide councillors and communities with more timely and accurate financial information, offering a clearer understanding of the overall performance of councils, particularly cash flow'.

Commentary

Recommendation 13

Following long-running practice, most local councils under-depreciate their assets. Indeed, empirical analysis has demonstrated that that this was exacerbated during the disastrous *Fit for the Future* program (see, for example, Drew 2017). However, given the fact that the NSW Auditor-General has recently been more active in the area, depreciation expenses have risen dramatically in most NSW councils. This has resulted in significant 'financial statement shock' to local councillors and local communities alike. Moreover, higher rates as well as fees and charges will be required to cover higher depreciation. However, the NSW Auditor-General sometimes gone too far and he has now over-standardised asset depreciation, ignoring critical local factors. The net result is that the figures provided in financial statements are often divorced from reality on grounds which are contrary to both AASB116 and common sense.

It should be noted that under the current NSW local government auditing regime, which has given monopoly powers to large accounting firms, working on behalf of the Auditor-General, costs have almost doubled and auditor quality and timeliness have decreased alarmingly. A negative outcome is that financial data is quickly losing relevance to the facts on the ground.

In sum, the NSW Government emphasised its commitment to the *Intergovernmental Agreement with Local Government NSW* and its promise to ‘continue to work collaboratively with councils’.

Commentary

Given the implied threat that in future cost-shifting could continue since it ‘may be most appropriate for local governments to manage new activities rather than State’, the NSW local government sector should take steps to avoid this outcome.

Perhaps the most promising step LGNSW and its member councils should take is to focus on the composition of the proposed Expert Advisory Panel. Since the Panel will play a pivotal role in future, it is critical to ensure that Panel membership draws on local council councillors and managers, who can effectively represent the local government sector, rather than simply NSW Government appointees who ‘rubber stamp’ all NSW Government policies, as noted in the Commentary on Recommendation 10. In this regard, LGNSW and councils should recall the deleterious impact of previous ‘expert’ panels, like the 2012 Independent Local Government Review Panel (ILGRP). A simple protection the NSW Government could now offer local government would be to allow local councils to nominate members of the Expert Advisory Panel and then vote for membership of the Panel.

Recommendation 16

That the NSW Government review the financial reporting guidelines and accounting model for local government.

NSW Government Response

In its response, the NSW Government stressed that it ‘supports reviewing the financial reporting guidelines and accounting model for local government’. It noted that it has requested the Office of Local Government (OLG) to ‘improve the effectiveness, timeliness and cost of financial reporting processes for councils’. However, the NSW Government cautioned that it was constrained by the fact that ‘local government financial reporting guidelines and accounting practices are required to meet the requirements of the Australian Accounting Standards Board at this point in time’.

The NSW Government noted further that the OLG had released revised *Quarterly Budget Review Statement (QBRs) Guidelines* on 6 March 2025 for consultation with the local government sector. In so doing, its aim was to ‘modernise quarterly budget statements across the local government sector’. Changes in the QBRs included (a) a ‘standardised reporting template and require councils to report on individual council funds so that councillors and the community can easily assess the performance of each council function independently’; and (b) a ‘new requirement for councils to provide the OLG with an electronic QBRs throughout the financial year.

By introducing an explicit requirement that local councils must provide ‘clear, up-to-date financial information’ the NSW Government sought to ‘increase the ability of councillors,

the public and the OLG to oversee council budgets throughout the financial year, not just when the Annual Report is published’.

In response to Recommendation 13 and Recommendation 14 outlined earlier, the OLG eliminated performance ratios from the *Code of Accounting Practice and Financial Reporting* for the 2024/25 financial year. Moreover, the NSW Government has initiated consultation with key stakeholders on the elimination of Special Purpose Financial Statements in order to reduce duplication.

In line with earlier reforms, such as adding a requirement for local councils to have an *Audit, Risk and Improvement Committee (ARIC)* to assist councillors to ‘stay informed about financial challenges and potential risks that require the council’s attention’, further measures will be taken. For instance, the NSW Government will consider how ‘alternative valuation methodologies can be best incorporated into council accounting’. Furthermore, the OLG will also employ the ‘*Your Council*’ website to publish financial data gathered from local councils through annual returns and QBRs statements. The aim of these measures is to provide local communities with ‘access to information about their council’s income and expenditure, cash reserves, long term financial outlook, and service delivery performance’.

Commentary

The NSW Government’s response to Recommendation 16 is problematic in several respects. Firstly, the Australian Accounting Standards Board (AASB) is a body enabled by federal legislation and thus does not fall under the auspices of the NSW Government. The NSW Government cannot determine the structure or powers of the AASB.

Secondly, there should certainly be some accountability around QBRs, but this should occur in democratically elected council chambers and not among the general public. Moreover, the threshold for reporting of reasons for variations in financial statements should be substantially lowered

Thirdly, the claim that the OLG would ‘oversee council budgets throughout the financial year’ is problematical. For example, how does this tally with all the previous assurances by the NSW Government on empowering democratically elected council representatives? Similarly, is the OLG now going to intervene with budget over-runs and demand disciplinary action for staff or staff lay-offs? This latter possibility raises serious risks for council employees.

Fourthly, removing Special Purpose Financial Statements (SPFS) would pose significant risks, especially since SPFS contain vital business-level data on municipal services, such as sewage, water and the like. Furthermore, while it would not reduce council costs significantly, it would make matters easier for the Auditor-General. In addition, this change would make it harder for local councillors and local communities to understand the financial circumstances of their local councils. Put differently, it would considerably weaken accountability and transparency, especially since some of the biggest financial sustainability risks are in these funds and the requisite data is thus critical.

Audit, Risk and Improvement Committees (ARIC) were established to help councillors stay informed about financial challenges and potential risks that require council attention. However, ARICs have not achieved these goals. By contrast, they have increased costs for councils and workloads for municipal staff. Moreover, they duplicate the requirements of the Auditor-General to advise councils as part of the Australian Auditing Standards framework. In sum, ARICs represent a substantial cost-shift and they are deeply unpopular amongst council staff.

Six, the *Your Council* website is almost worthless. The data is riddled with error, it uses inappropriate measures of central tendency, it has misleading data in it, such as average rates, which are meaningless because rates are paid from incomes, not averages, and its data is extremely skewed. Moreover, it enables comparison of councils with other inappropriate councils, like rural and urban councils or water-sewered councils and those with none. For example, on the website it is possible to compare Tamworth with Sydney, Albury with Brewarrina, etc. (see, for example, <https://www.yourcouncil.nsw.gov.au/compare/?category=finances&compare=tamworth-regional---albury--brewarrina--sydney>). Further, it is often misleading and generates additional work for council staff trying to explain basic matters to councillors and community members. In sum, to place QBRs on *Your Council* would serve to compound its errors and misrepresentations.

Recommendation 17

That the NSW Government review the performance measurement ratios for local councils.

NSW Government Response

In its response, the NSW Government observed that ‘performance ratios should provide a clear understanding of a council’s spending priorities and budget decisions’. It holds that performance measurement ratios should shed light on various key measures, including (a) ‘how much money is being spent against how much is being earned’; (b) ‘available cash’; and (c) ‘how much money council is spending on the maintenance and renewal of its assets’. Moreover, the NSW Government contends that in order ‘to enhance public and OLG oversight over the financial performance of councils, ratios should be provided quarterly, rather than only being included in councils’ annual audited accounts’. In essence, it argues that ‘more frequent data on a council’s liquidity, spending on major projects and service delivery is important for the community to monitor how well their council is performing’.

To these ends, the NSW Government is assessing performance ratios employed in NSW local government to determine if they are fit for purpose. In addition, municipal QBRs are currently under examination to ‘develop new performance criteria better suited to local government finances’. Finally, the NSW Government has requested the OLG to improve the functionality of its *Your Council* website to render it a ‘more effective tool for transparency between councils and their communities’.

Commentary

The approach outlined by the NSW Government in its response to Recommendation 17 is questionable on several counts. Firstly, quarterly ratios in local government performance assessment are almost entirely unsuitable primarily because local council revenues and outlays are lumpy. Moreover, it is costly to construct and maintain a matrix of quarterly ratios.

In general, in terms of municipal performance, (short-run) liquidity is usually not the main problem. By contrast, long-run financial sustainability is typically the central problem. As we have seen in both the earlier *Fit for the Future* (FFTF) forced amalgamation program and the *SRV Guidelines*, the OLG do not seem to understand basic performance monitoring theory.

As we have noted earlier, the *Your Council* website is misleading and not fit for purpose. Simply placing more information on it that requires insider knowledge to understand properly will simply generate further misapprehension in the local government sector.

Appendix: Expert Panel

In an Appendix to its submission *Inquiry into ability of local governments to fund infrastructure and services– NSW Government response*, the NSW Government briefly outlined the composition of its proposed Expert Advisory Panel. The proposed Expert Advisory Panel will include the following representatives:

- A mix of general managers from metropolitan, regional and rural councils
- A mix of Chief Financial Officers from metropolitan, regional and rural councils
- Representatives from NSW local government unions
- Representatives from Local Government NSW

The proposed Expert Advisory Panel will be ‘advised by and have observer status from’:

- The Independent Pricing and Regulatory Tribunal
- The NSW Audit Office
- The NSW Grants Commission
- Relevant NSW Government agencies (‘to advise on fees and charges or disaster funding arrangements’).

Commentary

No information is provided on how members of the proposed Expert Advisory Panel will be selected, which is a matter of concern in a liberal democracy.

In essence, it is critical that all NSW local councils must be able to nominate representatives. Moreover, all councils should be able to vote on the membership of the Panel. If these measures are not adopted, the danger exists that the Expert Advisory Panel will be stacked and become a vehicle for simply rubber-stamping NSW Government

policy and fostering misrepresentation around consultation with the local government sector. As we have sought to demonstrate in this Report, many of the NSW Government responses to the seventeen recommendations advanced by the Standing Committee on State Development are problematic and some pose significant threats to the efficient and effective functioning of the NSW local government system. An independent Expert Advisory Panel replete with *bona fide* local government expertise is thus essential.

3. Conclusion

In general, the response of the NSW Government to the *Inquiry into the ability of local governments to fund infrastructure and services*, both in terms of its ‘five key responses’ and its specific responses to each of the seventeen recommendations, is concerning. In particular, the third ‘key response’ (and aligned recommendations) call for the simplification of the ‘Special Variations process to focus only on specific council projects or programs’. Given that most local councils struggle to remain in a state of overall financial sustainability, this response misdiagnoses the major problem facing NSW local government.

While sustainability is a central theme in its responses to the seventeen recommendations, the NSW Government offers no working definition of ongoing financial sustainability, it outlines no coherent method of accurately assessing financial sustainability and it presents no empirical evidence on current trends in financial sustainability in NSW local government. Moreover, in terms of its responses, the NSW Government accepts no responsibility for the present alarming degree of fiscal stress experienced by many local councils. Furthermore, the NSW Government bears none of the financial costs of its proposed reform program. By contrast, the burden of much of the reform proposed by the NSW Government will fall squarely on local councils, especially local council employees, including United Services Union members, through staff freezes and redundancies, as well as on local communities.

This serves to highlight not only the ‘evidence-free’ nature of the NSW Government’s approach, but also its political orientation leading up to the March 2027 NSW state elections.

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SUSTAINABLE PROCUREMENT AND CONTRACTS POLICY

1. BACKGROUND

Coonamble Shire Council recognises that a procurement strategy and appropriate best practice contract and procurement principles, policies, processes and procedures, will enhance achievement of Council objectives such as promoting economic and environmental responsible procurement, value for money, achieving innovation and providing best value services to the community.

2. PURPOSE

This Policy provides an overview of the Council Procurement and Contract Framework and Principles that **MUST** be followed by all Council officers and representatives when purchasing goods and services and managing associated contracts. The Framework provides simple guidance to help you procure and manage goods, services, or projects based on an assessment of Value and Risk

3. POLICY OBJECTIVE

This Policy focuses on outcomes instead of processes and aims to balance compliance with flexibility that delivers value for money, aligns with business needs, improves service delivery, and supports a competitive local economy.

This policy supports delivery of Councils 'Community Strategic Plan' to achieve a sustainable Local Region. Sustainable procurement & contract management takes responsibility for the Economic, Environmental, Social and Governance impacts of any purchase – goods or services. These four factors are referred to as the Quadruple Bottom Line (QBL) and relate to a total lifecycle impact, and not just the upfront price.

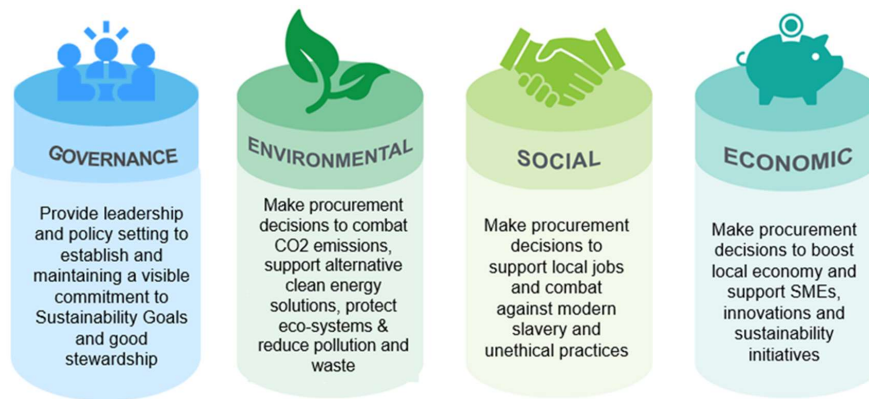
More broadly, Sustainable Procurement considers:

1. The cost and **economic** impact of the procured product or service,
2. The **environmental** impact,
3. Any **social** and ethical implications, and
4. The application of good **governance**.

Sustainability is now an essential part of procurement. A sustainability lens ensure purchasing decisions are based on sound principles that maximise the benefit to the environment, society and meets community expectations.

There is a clear duty of care to spend public funds responsibly, and in a way that protects, nurtures, and grows the environment and the economy and supports local businesses (including SMEs and minority owned), jobs and guards against modern slavery or any other unethical practices.

We embrace our responsibility to not only ensure the environmental, social, and economic sustainability of our community at a local level, but to also contribute to the overall health of the planet.



4. LEGISLATION & OTHER DOCUMENTATION

- NSW Local Government Act 1993
- NSW Local Government (General) Regulations 2021
- NSW Local Government Tendering Guide 2009
- NSW Model Code of Conduct
- Local Preference Purchasing Policy
- Credit Card Policy and Procedure
- Gifts and Benefits Policy
- Statement of Business Ethics
- Process Documentation

5. APPLICATION/SCOPE

The Policy applies to all Council officers and representatives who have delegated authority to purchase goods and services, public construction works and services, and manage the associated contracts on behalf of the Council.

It commits every individual involved in procuring and managing contracts for goods, services and works, to actively ensure that all activities are:

- legal,
- accountable and auditable,
- fair and competitive,
- ethically, environmentally, and socially responsible,
- economically effective,

- conducive to maintaining the Council's ability to exploit appropriate technological, commercial, and organisational developments as they arise,
- capable of identifying, minimising, and managing risks that may threaten projects, procurements, or contracts, and
- free of any direct or indirect conflict of interest.

The scope of the Policy commences from when Council has identified a need for procurement, continues through to the award, delivery, management and closing of the contract.

The word '**MUST**' is used throughout this Policy and Guidance to describe key principles against which Council will be audited and non-compliance identified. Non-compliance may result in disciplinary actions.

6. POLICY

PROCUREMENT AND CONTRACT MANAGEMENT FRAMEWORK

The Council Framework consists of 3 broad stages: **PLAN**, **SOURCE** and **MANAGE**.

When applying this framework and utilising the supporting templates, best practice and legislative requirements will be adhered to. This, in turn, will provide the best chance of reaching a successful procurement outcome, achieve value for money, mitigate risks and establish appropriate contract management standards.

Processes and guidance are balanced with the risk and value of projects, procurements, and contracts. Complex projects with a high risk and high value, require careful planning, stringent peer review of Requirements Documents (Specifications) prior to any approach to the market.

Conversely, for low risk and low value simple procurement requirements, there is greater flexibility to minimise indirect administrative costs and improve efficiency.

PROCUREMENT PRINCIPLES

Accountability – Council is committed to ensuring accountability and transparency in its procurement activities. Accountability means that Council officers are responsible for the actions and decisions that they take in relation to procurement and for the resulting outcomes. Council officers **MUST** be able to demonstrate the basis of all decisions that can withstand any scrutiny.

Conflicts of Interest – A conflict of interest exists when a reasonable person might perceive that a public official's personal interest(s) could be favoured over their public duties. Conflicts of interest do not, in themselves, usually constitute corrupt conduct. Corrupt conduct can, however, arise when a conflict of interest is concealed, understated, mismanaged, or abused. Staff **MUST** declare, record, and save on file all identified conflicts.

Record Keeping – The Council records are its corporate memory, provide evidence of actions and decisions and represent a vital asset to support its daily functions and

operations. Council officers **MUST** ensure appropriate documents and records are maintained in accordance with Council's Records Management Policy.

Confidentiality – Council officers **MUST** maintain the integrity and security of confidential information in their possession, or for which they are responsible. In addition to general obligations relating to the use of council information, Council officers **MUST** only access confidential information that they have been authorised to access and only do so for the purposes of exercising official functions and only release confidential information authorised to do so. Refer to the Council's or Model Code of Conduct for further information.

Risk Analysis and Management – Risk analysis and management are techniques applied to ensure that procurement processes contracts are successful. By adopting a 'what-if' mind-set it allows procurement to identify and assess the risks and prioritise them by aligning relevant resources to monitor, control and minimise or overcome the impact. Consideration of Risk should be managed in accordance with the Council's Enterprise Risk Management Policy and Procedures.

Sustainability (QBL) – Councils top priority is to procure sustainable and with positive Planetary Health outcomes a focus wherever possible (i.e., socially, environmentally, and economically sustainable results delivered through excellent governance and leadership practices). When procuring or contract managing for Council, Council officers **MUST** demonstrate that opportunities for sustainable outcomes have been adequately assessed and enacted, in accordance with Council's current procurement and contract management framework.

Emergencies – From time-to-time there may be a need to purchase goods or services due to an emergency whereby the requirements of Legislation and this Policy cannot be applied. An emergency is a situation that poses an immediate risk to health, life, property, or environment. Emergency procurement is only an option where Council must act immediately and take all reasonable and necessary action to mitigate any continuing risk associated with the emergency. This may only be used in cases of genuine emergency and not to remedy poor planning. Authorisation for emergency procurement **MUST** only be given under delegation to the General Manager (GM) / Chief Executive Officer (CEO) or elected delegate.

Spend Thresholds Requirements – The estimate value of the contract is inclusive of Goods and Services Tax (GST) for all goods and services for the life of the contract, e.g., if you plan for a contract for an initial period of 3 years with a 1-year option to extend, the contract value is based on 4 years of spend. If you are making a once only purchase, the contract value is the total quoted price. The current tender threshold is \$250,000 including GST for the life of the contract. Council officers **MUST** not split Purchase Orders or contract value estimates to avoid defined or legislative process.

Purchase Orders – Suppliers **MUST** not be engaged to supply any Goods or commence any Services without first being issued with a valid Purchase Order. Purchase Orders are required to be in place prior to a Scope of Work being performed, for invoices to be paid, except in exceptional circumstances if approved by a manager with appropriate delegation. Invoices issued by Contracted Suppliers must have a valid Council Purchase Order reference number that is referenced on their invoice, or it may not be paid.

Purchase Cards – Council provides a purchasing card facility to enable the secure purchase of goods and services in support of legitimate Council business. Purchasing cards are intended to provide an efficient method of purchasing Ad-hoc travel, accommodation and

minor expenses or urgent items where no preferred supplier agreement is in place. Council officers issued with a corporate purchasing card are in a position of trust regarding the use of public funds. Expenditure on a purchasing card **MUST** be in accordance with your financial delegation and the fundamental requirements set out in this Policy, considering specific requirements of any associated Card Policy or Procedure.

SPEND THRESHOLD

The procurement methodology is dependent on the value threshold and/or risk of the purchase as shown below. All amounts 'include' GST. The value threshold to determine the methodology is the total accumulated spend for the procurement including any anticipated variations for the procurement activity.

Council has access to a range of Common Use Arrangements (CUA's). CUA's are pre-established panels of providers that should be used for commonly purchased goods and services. These arrangements have been established by either Council (or group of councils), Local Government Procurement, Procurement Australia, NSW Procurement (State Government).

Contract Spend	Method	Description
All Spend Thresholds	Review Common Use Arrangements (CUA) and access where possible	CUA's are in place to reduce red tape and time. These should be accessed wherever possible for any spend level. Consider any opportunity to incorporate QBL initiatives.
Up to \$5,000	Credit / Purchase cards to be utilised where possible	Credit card reconciliation is the process of ensuring that the transactions made match the transactions, are complete, correct, and valid. Reconciliation is an essential part of the closing process, and it's how we ensure the integrity of our records. Council officers MUST reconcile credit cards as directed.
Up to \$5,000	1 quote	A Purchase Order with Standard Terms and Conditions MUST be issued prior to goods or services being provided.
\$5,000 - \$50,000	3 written quotes or documented evidence how Value for Money (VFM) is to be achieved	It isn't always practical to obtain quotes. If, for any reason you can't obtain the required quotes. A detailed statement as to how VFM is to be achieved MUST be recorded on file.
\$50,000 - \$250,000	Simple Request for Quote (RFQ) process including a detailed evaluation and award process. Consideration of QBL	Due to elevated spend and risk, an 'Open Market or Publicly Advertised' RFQ process MUST be conducted in line with the Council Framework guidance.
Greater than \$250,000	Public RFT including Consideration of QBL	As per Legislative Requirements and the Council Framework guidance.

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Office of Local Government



Procurement Guidelines for NSW Local Government



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1 Webpage content

**Consultation
Draft**

Procurement guidance for local government

The Procurement Guidelines for NSW Local Government (Guidelines) outline principles and processes that represent best practice in procurement. These principles and processes enable delivery of quality outcomes that provide value for money while effectively managing risks.

The Guidelines also provide clarification on the interpretation and application of the *Local Government Act 1993* (Act) and the *Local Government (General) Regulation 2021* (Regulation) as they apply to procurement activities.

Local government operates within a devolved governance structure. Ultimately, councils are responsible for managing their procurement in compliance with law, guidelines, and council's policies. Legislation and these Guidelines should inform local government policies and strategies for procurement.

How to use these Guidelines

The Guidelines are issued under section 23A of the Act. Local councils, or entities acting on behalf of local councils, are required to consider the Guidelines when conducting procurement or procurement-related activities.

Users should refer to the Guidelines together with the Act and the Regulation.



The term 'must' and 'required' denotes mandatory rules based on requirements embedded in legislation.



The terms 'should', 'may' and 'recommended' indicate good practice.

Definitions of terms specifically used in procurement and relevant legislation are listed in the Glossary.

References to further information and resources that can be used to build awareness, increase knowledge and understanding, and relevant Government agencies and industry bodies specialist guidance are listed in Resources.

When the Guidelines reference NSW Government procurement policies or processes, these can be adapted to meet the specific needs and requirements of local governments.



References to organisations that are not NSW Government agencies that may provide resources or support does not in any way constitute endorsement of those organisations.

Structure

The Guidelines begin by outlining high-level best practice principles of procurement. They then provide increasingly specific guidance tailored to the local government sector, individual councils, and the procurement process itself.

Guideline content



The content and structure of the Guidelines will be finalised following collaboration with the Procurement Working Group and consultation with the sector.

The Guidelines are proposed to be divided into the following sections:

Procurement and local government

A high-level overview of the legislative framework, principles of best-practice procurement and key governance considerations.

Procurement activities, risk management and the tendering process

An overview of various procurement activities and tenders, including procurement under the threshold, natural disaster response and recovery, public private partnerships, joint procurement, specific types of tenders and the tendering process.

Plan

Details on what councils should consider during the planning phase of a procurement activity, including guidance on the requirements of the legislative framework.

Source

Details on what councils should consider during the sourcing phase of a procurement activity, including guidance on the requirements of the legislative framework.

Manage

Details on what councils should consider during the managing phase of a procurement activity, including guidance on the requirements of the legislative framework.

Glossary and Resources

Glossary – definitions of terms specifically used in procurement and relevant legislation.

Resources – references and links to relevant available published information, procurement training resources.

2 PDF documents content

Procurement and local government

Principles of best practice procurement and key governance considerations

Glossary and resources

**Consultation
Draft**

Procurement and local government

This section provides a high-level overview of the legislative context and principles of best-practice procurement.

Contents

What is procurement for local government?

Why is procurement important?

Legislative context

Wider strategic context

Best-practice procurement (the plan, source, manage approach)

What is procurement for local government?

Procurement encompasses all activities involved in obtaining the goods, materials and services necessary to support an organisation's operations.

The process starts with identifying and defining business needs and extends through the whole life of arrangements. This includes planning for the procurement, approaching the market, selecting and engaging suppliers or service providers, monitoring and managing the contract and supplier performance, reviewing outcomes to assess the effectiveness of arrangements, and addressing any disposal or repurposing requirements. The whole lifecycle of products should be considered during the needs analysis and when developing procurement specifications.

Why is procurement important?

Councils manage significant finances on behalf of their communities and are responsible for making sure public money is directed to the assets and services most at need.

With over \$16 billion a year being spent by councils on procurement activities, the people of NSW expect councils to have in place procurement practices that led to quality outcomes, provide value for money and effectively manage risk.

The principles for local government outlined in Chapter 3 of the Act require councils to support the development of strong, healthy, and prosperous local communities. The principles also require councils to strategically plan for and responsibly provide services and assets for their communities both now and into the future.

To do this, councils need to have a robust framework in place that aligns procurement decisions with strategic planning, optimises value and minimises risk.

Legislative context

Overview

Procurement activities in local government are governed by several different legal instruments, policies and guidance, including but not limited to:

- *Local Government Act 1993*
- Local Government (General) Regulation 2021
- *Modern Slavery Act 2018*

- *Government Information (Public Access) Act 2009*
- *State Records Act 1998*
- these Guidelines.

Councils must comply with all legal obligations, as well as any NSW Government procurement policies relevant to the local government sector. If uncertain, councils should always refer directly to relevant legislation and seek their own independent legal advice.

Local Government Act 1993 and the Local Government (General) Regulation 2021

The Act and the Regulation outline the requirements for how councils should source goods, materials and services through tendering, along with other general applicable requirements.

The specific requirements applicable to the tendering process will be covered in detail in the Source section of the Guidelines.

A council's procurement activities must be carried out in accordance with sections 55 and 55A of the Act, and Part 7 of the Regulation.

Section 55 of the Act sets out the requirements for tendering and provides a value 'threshold' of \$250,000 for contracts. Contracts of this value or more, and otherwise not exempt under the Act, must follow the tendering requirements set out in Part 7 of the Regulation. These provisions also provide for some exemptions to tendering requirements in certain circumstances.

Note: This value threshold for contracts is inclusive of goods and services tax (GST).

Requirements for procurements under the regulated threshold

Procurements under the value threshold set out by section 55 of the Act are exempt from the legislated tendering requirements. However, the principles and processes outlined throughout these Guidelines apply to procurements of any value.

Councils are encouraged to refer to these Guidelines for procurements of any value and adapt to their individual circumstances and needs.

Modern Slavery Act 2018

The *Modern Slavery Act 2018* (MS Act) introduces obligations for councils relating to modern slavery. The Act requires councils to take reasonable steps to ensure that goods, materials and services procured by and for the council are not the product of modern slavery within the meaning of the MS Act (see section 438ZE of the Act).

Councils should refer to guidance issued by the NSW Anti-slavery Commissioner for more information about these requirements. Refer to the Resources section for further information and links.

Where relevant, further information about councils' modern slavery responsibilities is included throughout these Guidelines.

Annual reporting on modern slavery actions and steps

The Act references requirements, in alignment with the MS Act, for a council to publish in their annual report a statement of:

- the action taken by the council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue (see section 428(4)(c) of the Act), and
- the steps taken to ensure that goods, materials and services procured by and for the council during the year were not the product of modern slavery within the meaning of the MS Act (see section 428(4)(d) of the Act).

Government Information (Public Access) Act 2009

The requirement to publish a register of Government contracts with the private sector in a register is set out in the *Government Information (Public Access) Act 2009* (GIPA Act) (see Part 3, Division 5 of the GIPA Act). This applies to all Government agencies, including councils.

Under the GIPA Act, councils are required to:

- keep a register of contracts (its government contracts register) that records information about each government contract to which the council is a party that has (or is likely to have) a value of \$150,000 (including GST), or more (class 1 contracts) (see section 27(1) of the GIPA Act), and
- enter information about a class 1 contract into the register within 45 working days after the contract becomes effective (see section 27(2) of the GIPA Act).

Refer to the GIPA Act for further information, including specific requirements about the information to be entered in the register for class 1 contracts, confidential information not

required to be included in the register, the minimum public access period for information on the register, and publishing of the register.

State Records Act 1998

The *State Records Act 1998* (SR Act) makes provision for the creation, management and protection of the records of public offices of NSW and to provide for public access to those records. A public office includes a council, county council or joint organisation under the Act (see section 3(1) public office (a)(iii) of the SR Act).

Councils must keep, manage and protect procurement related records in accordance with the requirements of the SR Act. Refer to the SR Act and the State Records Regulation 2024 for further information about these requirements.

State Records NSW also publishes several resources for local government to help councils understand and promote recordkeeping, disposal of records, privatisation of functions, access to records and defining high risk records.

Wider strategic context

Councils should recognise that the above legislative requirements are not the only requirements applicable to their procurement activities. Councils' procurement occurs in a broader strategic context and is affected by legislation, codes, policies, and guidelines from other NSW Government agencies.

Procurement activities should also be undertaken in accordance with councils' own community strategic plan (CSP), resolutions and procurement policies and guidance.

Councils are encouraged to recognise the public value of their procurement practices and commit to fostering broader societal benefits by promoting local businesses, social enterprises, and Aboriginal businesses.

This approach ensures that councils contribute meaningfully to community development, strengthen economic resilience, and promote sustainability to achieve improved social outcomes for their communities.

Further information about relevant legislation, NSW Government requirements and consideration of broader societal benefits is included in the relevant sections of the Guidelines.

Best-practice procurement (the plan, source, manage approach)

Overview

The plan, source, manage approach to procurement provides best practice methodology to deliver value for money, align with business needs, improve service delivery, and support a competitive economy.

It consists of three broad stages: Plan, Source and Manage. While every stage is important, councils may not have to spend the same time and resources on each. Councils should make their own assessment based on the size of the procurement activity, their situation and needs.

Risk management is essential for best-practice procurement, and risk management strategies should be in place at each stage of the procurement process.

Similarly, a whole of life approach should be taken regarding supplier due diligence.

Procurement methodologies and decisions made throughout the procurement lifecycle should be documented and filed to ensure transparency, accountability, and to demonstrate defensible processes and decision-making.

Plan

It is important to do the groundwork to plan for council's procurement to ensure a strategy is formulated that best meets council's requirements and the intended outcome for the procurement. This involves:

- a needs analysis
- determining availability of funds
- developing procurement documents that clearly articulate requirements and terms
- identifying risk and management measures
- understanding community and other stakeholder needs and expectations
- market analysis and early industry engagement to test for appetite to supply, capacity, capability, factors influencing supply, and innovation, and
- formalising or documenting the procurement strategy.

Source

This stage is about approaching the market for the required goods, materials or services, and selecting the suppliers that will deliver the best value for money. It involves:

- approaching the market
- selecting suppliers
- negotiating and awarding a contract
- debriefing unsuccessful proponents, and
- contract disclosure in compliance with legislation.

Manage

Management of contracts ensures suppliers deliver what they have committed to, good supplier relationships are developed, and all other obligations between buyer and supplier are met. This stage involves:

- agreement between buyer and supplier on systems, processes, risks, and responsibilities for key tasks (i.e. a contract management plan)
- ensuring a smooth transition of services (for new suppliers)
- developing a communication plan (especially where other stakeholders may be involved)
- ensuring governance and management of contractual obligations
- tracking supplier performance and delivery
- considering strategy for any contract renewal, extension, or variation that may be required (as needed)
- reviewing processes, outcomes, and supplier performance to inform future procurement processes.

Principles of best-practice procurement and key governance considerations

This section provides guidance on the principles of effective procurement management and key governance considerations relevant to all councils.

Councils should carry out all procurement activities in accordance with the principles that underpin best-practice procurement. These activities should be supported by a strong governance framework.

Contents

What are the principles of procurement?

Internal governance

Procurement staff

Documentation, information and records management

Information, communication and technology

Council procurement strategy, policies and procedures

Risk considerations

What are the principles of procurement?

Overview

Procurement activities should be carried out in alignment with a set of general principles that reflect best practice. These principles apply to every procurement, irrespective of the value, complexity and risk level involved. These are based on the legislative requirements that councils must adhere to and their efforts to achieve the best possible outcomes for their communities through their procurement processes.

The principles are:

- Value for money
- Fair and open competition
- Probity and transparency
- Innovation
- Economic development, social outcomes, and sustainability.

Value for money



Value for money is the crucial, overarching consideration in procurement.

Councils must act in the best interests of their residents, ratepayers, and wider community when handling public money. As such, achieving value for money in procurements is essential for councils in meeting their obligations to the community.

Factors involved in assessing value for money

When determining whether a procurement represents value for money, councils should assess a range of factors, both financial and non-financial. These factors are outlined in Table 1.

Table 1: Factors and evaluation criteria to assess value for money

Factor	Evaluation criteria
Justify the procurement need	• Need
Is the procurement required?	• Alternatives
Is there an alternative option available?	• Ability to repurpose existing assets, equipment, materials or resources

Factor	Evaluation criteria
Fit for purpose Does the procurement meet council's needs?	• Quality • Quantity • Cost quoted
Supplier capability How capable is the supplier?	• Relevant experience • Performance history • Capacity • Support and service provided
Broader council and government objectives Does the contract fit with wider policies and strategies?	• Council priorities and strategy • Economic, social, environmental, and ethical objectives
Total cost of ownership What are other costs affecting the procurement?	• All costs borne by council over the lifecycle of the procurement
Timeliness How urgently is the procurement needed?	• Key dates • Urgency
Risk What uncertainties may affect or arise from the procurement?	• Risks • Controls

Key takeaways:

- All principles of procurement relate to achieving value for money.
- Value for money does not mean obtaining the lowest price for a procurement.
- A big picture view is required. This involves assessing a range of factors to get the greatest total benefit for a community.

Fair and open competition



Competition and non-discrimination are crucial for effective procurement.

Councils must promote fair and open competition by ensuring an even playing field and equal treatment for all potential suppliers or vendors. Fair and open competition is important as it promotes innovation, improves efficiency, and increases opportunities for suppliers, including those new to the market. Encouraging competition is also a way for councils to manage corruption risks when procuring.

Councils can encourage fair and open competition by thoroughly reviewing long-term contracts and contracts that need to be renewed, providing an opportunity for a variety of suppliers to compete for procurements and continue to maintain probity.

Councils should:

- **be open, transparent and fair:** take a balanced approach between contracting with reliable suppliers and considering reviewing contracts to improve accessibility for new entrants.
- **encourage new suppliers:** through the review of contracts and providing opportunities for different types of suppliers.

All suppliers to procurements must be treated (and seen to be treated) in an open, fair and transparent manner, having access to the same information about the procurement, and clear information on the procurement process, for them to be able to make submissions on equitable terms.

Key takeaways:

- Councils should procure in a fair and competitive way.
- Encourage new suppliers.
- Corruption risks are lower in competitive procurements.

Probity and transparency



Councils must always procure with probity and transparency.

Probity refers to complete honesty and integrity in a particular process, that can be confirmed and evidenced to observers. For councils, this means being able to demonstrate integrity, accountability, and fairness in a way that withstands external scrutiny in all procurement activities.

Councils with good governance are more likely to succeed in implementing strong probity practices in their procurement activities.

Probity is important as it allows councils to safeguard their procurements and achieve optimal community outcomes. It is important for managing risks, as procurement activities can be susceptible to corruption.

Key aspects of probity

While processes may vary between councils depending on the specific procurement requirements, all councils should ensure they have considered the key aspects of probity outlined in Table 2 below.

Table 2: Key aspects of probity

Key aspect	Councils must
Impartiality and fairness	- Treat all suppliers fairly and consistently during selection and evaluation. For example, market participants must all be provided with the same information at the same time, and submissions must be given fair and equal consideration in accordance with tender documents issued to the market, legislation, and council policies. - Ensure suppliers are aware of council's procurement processes. - Only approach the market with the intention, capacity, and funding to execute a procurement contract. Not engage in collusive practices or give improper advantages to certain suppliers.
Defensible documents	Ensure full and clear documentation of procurement processes, sourcing requirements, submission conditions, evaluation criteria and decisions.
Managing conflicts of interest	- Have a register of interests (for each procurement project). - Comply with conflict-of-interest obligations.
Confidentiality	- Ensure appropriate arrangements are in place to protect confidential information. - Consider the use of legally binding confidentiality agreements, such as confidentiality or non-disclosure clauses in contracts.
Management of disputes and misconduct	- Provide a mechanism for dispute resolution. - Provide a way to report misconduct. - Manage corruption and lobbying risks.

Key aspect	Councils must
General compliance	Comply with all other legal and policy obligations relevant to local government.

Probity advisors or probity auditors

Councils may consider engaging a probity advisor or probity auditor where a procurement activity is particularly complex or high-risk.

However, using an external probity advisor or auditor should be the exception and not the rule. They are not a substitute for good probity and governance practices, and do not remove the ultimate accountability for probity from council.

Probity advisors: provide advice on probity matters, and act as part of the procurement team. They can assist in finding solutions to probity issues that may arise and may be engaged just to oversee the procurement process, or to oversee the procurement contract for the life of the contract.

Probity auditors: act separately from a procurement team and check whether a procurement complies with probity-related obligations.

Councils should include the threshold of risk that triggers the involvement of a probity advisor or auditor in their risk management framework.

If electing to use a probity advisor or auditor, councils may wish to utilise the Performance and Management Services Scheme, a prequalification scheme provided by the NSW Government (see section 55(3)(g) of the Act). If using this scheme, councils must adhere to rules associated with its use.

Buyers registered with this prequalification scheme must adhere to the rules associated with its use, including rules associated with selection of listed probity services personnel (see section 55(3)(g) of the Act).

Key takeaways:

- Probity is essential at every stage of the procurement process.
- Each person involved in the procurement process is accountable for ensuring probity.
- Probity reduces council's exposure to risks (financial, legal, reputational).

Innovation



Innovation involves coming up with new ideas that result in better outcomes.

Councils should innovate where possible to drive better outcomes when procuring goods, materials, or services. Innovation can benefit councils and communities by stimulating the economy, increasing cost efficiency, and expanding supplier networks and diversity.

Innovation can occur at any stage of the procurement process. It can encourage improvements to internal procurement processes as well as strengthen and grow supplier advancement.

Councils can innovate by:

- **engaging with the market** – using the broader industry and conducting market analysis which can enable creation of better ideas. Also, finding suppliers who can deliver new and better products and services, faster and more cost-effective.
- **encouraging businesses** – that are creative and stimulate ideas that grow the economy and develop more effective supply sources. Also, make it easy to do business and understand and comply with contractual terms and requirements.
- **considering unsolicited proposals** – so long as all associated risks are managed effectively. Any unsolicited proposal should be considered with reference to these Guidelines.

Key takeaways:

- Innovation can occur at any stage of the procurement process.
- Councils should innovate where possible, but not at the expense of other principles.

Economic development, social outcomes, and sustainability



Councils are encouraged to support positive social, environmental, and economic outcomes in their procurements, especially where there are supplier options available.

Purchasing from social and sustainable enterprises supports economic and social change and positively impacts the environment. While not mandatory, it is recommended to consider these suppliers when options are available for the goods, materials, or services council needs. The key benefits of considering such suppliers are outlined in Table 3 below.

Table 3: Key benefits

Supplier type	Key benefits
Social enterprises	• Social enterprises are businesses that trade with the goal of achieving social and environmental outcomes that benefit the public, community, and environment, while addressing societal problems. • Social enterprises may benefit disadvantaged Australians by providing training and employment opportunities, community and social services, or ethical products and services, with a significant portion of profits reinvested into social causes.
Indigenous businesses and participation of Aboriginal people	• Councils are encouraged to identify Aboriginal businesses within their local areas they may source from. • The NSW Government identifies an Aboriginal business as one that has at least 50% Aboriginal ownership and that is recognised through an appropriate organisation, such as: ○ Supply Nation ○ NSW Indigenous Chamber of Commerce, or ○ Office of the Registrar of Indigenous Corporations. • These organisations maintain lists of Aboriginal businesses that are audited and undergo quality assurance. • Councils may consider adapting information from the NSW Government's Aboriginal Procurement Policy to promote opportunities, skills development, and economic participation of Aboriginal people, while valuing their social and cultural contributions.
Australian Disability Enterprises (ADEs)	• ADEs are not-for-profit organisations that employ people living with a disability, empowering them to contribute to their community. ADEs operate across several industries including hospitality, retail, manufacturing, recycling and horticulture.

Supplier type	Key benefits
	<i>Note:</i> An open tender process is not required when procuring from a person or body approved as a disability employment organisation under the <i>Public Works and Procurement Act 1912</i> where the total cost of the procurement is likely to equal or exceed \$250,000 (see section 55(3)(q) of the Act).

Councils can also choose to support Government policy initiatives that promote positive social, environmental and economic outcomes. Some of the Government policy initiatives include:

- supporting small and medium-sized enterprises (SMEs)
- supporting regional or local businesses
- encouraging groups of businesses and collaborations between smaller suppliers
- encouraging supplier diversity, Aboriginal businesses and ADEs, and
- procuring sustainably, considering environmental, human, social and economic factors.

Some optional resources and principles for social and sustainable sourcing are listed under the Resources section.

Key takeaways:

- Procuring from social and sustainable enterprises supports economic and social change as well as having a positive effect on the environment.
- Councils may choose to adapt NSW Government initiatives, strategies, policies and guidance materials where appropriate and permissible under law.

Internal governance



Sound internal governance enables better procurement outcomes.

Code of conduct

Council staff involved in the procurement process must adhere to the same ethical and behavioural standards as other council officials, including compliance with the council's adopted code of conduct.

Any concerns about breaches of the council's code of conduct by staff must be reported to the general manager, or, in the case of breaches by the general manager, to the mayor, as required by the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* (Procedures).

Conflicts of interest

Conflicts of interest can arise at any stage of the procurement process. They occur when an individual could be influenced, or a reasonable and informed person would perceive that an individual could be influenced, by a personal interest when carrying out public duties.

These interests can be of either pecuniary (financial) or non-pecuniary (non-financial), and the resulting benefit or loss may also be financial or non-financial.

All code of conduct complaints alleging a breach of the pecuniary interest provisions set out in Part 4 of the *Model Code of Conduct for Local Councils in NSW* (Model Code of Conduct) must be referred to the Office of Local Government under the Procedures.

Managing conflicts of interest

Council officials and third parties acting on behalf of councils, including suppliers engaged during the procurement process, must ensure they have no real or perceived bias or conflict of interests that could affect their ability to act independently.

If a conflict is identified, it must be promptly addressed, declared, and assessed. If necessary, alternative working arrangements or other actions should be implemented to resolve the conflict in favour of the public interest. The Independent Commission Against Corruption (ICAC) recommends identifying, disclosing, and managing all conflicts of interests (actual, perceived, or potential).

The Model Code of Conduct outlines mandatory requirements for managing pecuniary and non-pecuniary conflicts of interests.

Register of interests

Councils should keep a register of all conflict of interests that have been disclosed by staff and representatives of any contracted entities for all procurement activities.

A register helps ensure that conflicts are declared and managed as they arise and assists in managing conflicts in any subsequent procurement with a supplier.

Financial controls

Councils must implement and regularly review their financial controls related to procurement activities to minimise and mitigate risks to the council.

Segregation of duties

Ensuring clear physical and operational separation between staff responsible for each stage of a procurement activity is crucial for minimising risk. Without this separation, transparency is limited, and the council is more exposed to potential fraud.

Implementing a procurement process with appropriate segregation of duties is necessary. This may include having different staff responsible for:

- evaluating submissions and recommending potential suppliers, and
- approving the expenditure of relevant funds.

Councils should regularly review staff responsibilities and procurement processes, including liaising with internal teams, to identify each type of risk and ensure systems are in place to manage any exposures appropriately.

Delegations and approvals

Delegations are a vital part of council controls that ensure appropriately skilled staff perform key functions or tasks and provide approvals of expenditure or financial commitments. Well implemented delegations can save costs while minimising the risk of fraud or error resulting from the inappropriate approval of transactions. Delegations are also used to increase the efficiency of authorisation and decision-making.

The Act provides that a council may, by resolution, delegate certain functions to its general manager or any other person or body (not including another employee of the council). However, decisions to accept tenders to provide services currently provided by members of staff of the council, (i.e. decisions to outsource services currently provided inhouse by council staff), cannot be delegated and must be made by a resolution of the council (see section 377(1)(i) of the Act, and for joint organisations section 397K of the Regulation).

Councils should clearly document which functions of the tendering process are to be delegated, any limitations based on financial amount or resourcing impact, and to whom or the position the delegation is to be made. Each council must review all its delegations during the first 12 months of each term of office (see section 380 of the Act).

Auditing and process reviews

All councils are required to appoint an Audit, Risk and Improvement Committee that must review aspects of the council's operations including compliance, risk management, fraud control, financial management, and governance.

Including an audit of the council's procurement practices in the council's internal audit work plan and linking it to the council's strategic objectives will help to identify and mitigate current and emerging risks and challenges.

For councils with larger procurement budgets and higher risks, more frequent general reviews of procurement policies and processes, in addition to an audit, may be appropriate to ensure that purchased goods and services meet expectations. However, this may not be necessary for smaller councils with significantly lower size and risk profiles.

Procurement staff

Procurement staff may have various duties and responsibilities depending on the size of the council, the available staff supporting procurement activities, and the complexity and number of procurement activities. However, all procurement staff play a crucial role in ensuring that sourced products and services provide the best value for money and meet the needs of the council.

Councils should regularly review whether its procurement resources are adequate and appropriate for the procurement needs of the council. This may include considering:

- requirements for achieving councils' goals as set out in its CSP and operational plan.
- who is the go-to person or team for procurement?
- what are the primary responsibilities of that person or team? This may be researching key suppliers and options for delivering a desired outcome, negotiating purchase agreements, and ensuring all products and materials meet council's standards.
- does the person or team have the right knowledge and skills or is additional training required? Can this be coordinated with other councils or done online to reduce costs?
- is a specialist person or team essential and appropriate for the council's size and needs?
- does the council need to engage contingent labour or external expertise?

Specialist teams

Forming a specialist team of skilled procurement professionals can help to reduce costs, streamline processes and improve procurement outcomes. This team can handle the

purchasing of goods, materials or services while ensuring the purchases are smart, align with the council's strategic and long-term goals, and are cost-effective.

A specialist team that oversees all procurement can also improve overall efficiency by:

- consolidating purchasing activities
- developing strong relationships with other groups within council such as finance, marketing, and engineering
- developing strong relationships with other councils
- developing strong relationships with suppliers
- identifying opportunities where, for example, a joint purchasing arrangement with other councils could be entered into to maximise the councils purchasing power.

Contingent labour or external professional expertise

When a council lacks in-house expertise and resources, such as for a significant and complex project or for specific expertise like a probity advisor or probity auditor (see Probity and transparency), it may consider engaging contingent workers or external professionals to provide independent procurement services. This can include contractors, freelancers, consultants, advisors, auditors or other outsourced workers hired on a per-job or non-permanent basis.

If a council engages contingent labour or external professional expertise to enhance its procurement staff or for specific expertise, it must ensure that appropriate systems are in place to protect confidentiality and mitigate any potential risks.

Procurement training

It is crucial that staff involved in or overseeing procurement activities have the appropriate knowledge and skills to perform their duties effectively. Councils should conduct an audit of staff to assess if council has the right knowledge and skills mix across the procurement lifecycle and provide training to address any identified gaps.

Some of the key areas and topics councils may want to consider when assessing whether staff have the required knowledge or skills include:

- procurement legislation and policies
- communicating effectively, including influencing and negotiating
- analysis and implementation of improvements for better outcomes
- strategic sourcing and procurement objectives
- commercial negotiation

- contract law
- contract management
- cost management, budgeting
- supplier relationship management
- project management
- procurement risk management, including foreign exchange risk, and risk mitigation
- probity principles, including corruption prevention
- governance, including reporting, open access information, confidentiality, and records management.

Documentation, information and records management



Keeping, managing and protecting procurement related records must be done in compliance with the SR Act.

Council staff should familiarise themselves with their obligations and the standards and codes of best practice records management under the SR Act (see Part 2 of the SR Act).

The processes, requirements of what is being sourced, conditions for submission, evaluation criteria, contracts and decisions for procurement activities are examples of some relevant records that must be clear, fully documented, transparent, and defensible.

Protection of confidential information

Appropriate security and confidentiality arrangements must be put in place and any information that is intellectual property, proprietary, commercial-in-confidence or otherwise confidential must not be disclosed or made accessible without binding confidentiality agreements in place. This includes arrangements for protection from cyber-security attack.

Councils should have clear procedures controlling how all information and documents relating to a tender and the procurement of goods, material and services are stored, handled and accessed. Access to tender documents should be restricted to only those persons involved in the tender process including the tender evaluation panel. The procedures should also state how access to tenders submitted by secure electronic means would be controlled.

Tendering documents

In conducting the tendering process councils should ensure record keeping as follows:

- maintain full records of the entire tendering process. This includes:
 - the council's decision to tender
 - a copy of the public advertisement
 - a complete copy of the tender documents provided to tenderers
 - the policy or procedure regarding the operation of the tender evaluation panel including the tender evaluation plan which includes the tender evaluation methodology, criteria and weightings and the names of staff involved
 - a copy of any variation to the tender documents which should be in the form of an addendum
 - the names of all parties who received tender documents
 - a record of all subsequent dealings with tenderers and information provided to them
 - the names of all tenders submitted and their amounts
 - where a council submits a tender, any policy or procedure regarding the management of in-house tenders and the names of staff involved in an in-house tender
 - the policy or procedure regarding the operation of tender evaluation panels and the names of staff involved
 - a record of any amendments to the tender documents and the persons informed of those amendments (see section 170(2) of the Regulation)
 - a record of any extension or shortening of the tender period (see sections 171 and 172 of the Regulation)
 - a record of any variations to tenders made in accordance with section 176 of the Regulation
 - the tender evaluation methodology, criteria and weightings
 - the evaluation of tenders and the reasons for selecting the successful tender or not accepting any of the submitted tenders (see section 178 of the Regulation)
 - the notification to all tenderers of the outcome of the tendering process (see section 179 of the Regulation).
- document policies, procedures and decisions regarding risk assessment and management (Refer to 2.3 for further information regarding risk management).
- comprehensively document all communications with potential tenderers.
- separately document the recommendation, review and final approval stages to ensure the process is transparent.

- prepare an evaluation report on each tender.
- prepare a final report that documents the reasons, based on the tender criteria, for selecting the successful tender or, not accepting any of the submitted tenders.
- retain complete and comprehensive records of all tenders, evaluations and any negotiations as well as the contract itself.

Contract documents

Good contract and records management systems can help councils to organise and maintain records related to contracts, improve efficiency in tracking and monitoring executed contracts and reduce risks for the council with clear reporting and alerts.

Councils should ensure record keeping of contracts as follows:

- Initiation – needs, goals and expectations.
- Creation and negotiation – version tracking, negotiation of terms.
- Approval – ensuring alignment with initiation and other requirements.
- Execution – signatures and implementation of agreed terms.
- Monitoring and management – ongoing monitoring/auditing, compliance and deviations addressed or variation approvals.
- Renewal or termination – review of performance against terms and council needs, goals and expectations for renewal or termination.
- Reporting – supplier conformance, changes to contract requirements or needs, goals and expectations for tender for the continued requirement for the goods, materials or services.

Information, communication and technology

Councils should ensure that ICT systems they procure are compatible with the NSW Government platforms they are required to use. This requirement should be clearly stated in their tendering specifications. Additionally, councils are encouraged to incorporate this requirement into their procurement policies.

Systems purchased should also be protected from cyber-security attack (see Cyber-security Guidelines).

Council procurement strategy, policies and procedures

Procurement strategy

Councils should require a well-considered and documented procurement strategy to be approved before starting any procurement, regardless of value. This promotes a more robust process by addressing the procurement need, outlining the procurement process, conducting risk analysis, determining the sourcing approach, setting evaluation criteria, planning contract management, and considering whole-of-life factors.

Policies and procedures

Councils are encouraged to develop and maintain their own best practice policies and internal procedures to support councils' procurement strategy.

These policies should:

- reflect and align requirements of the Act, the Regulation and these guidelines, and any other legislation and policies relevant to individual procurements
- reflect councils' own requirements
- reflect councils Integrated Planning and Reporting framework and community expectations
- reflect and promote the principles of best-practice procurement
- reflect best-practice procurement – the plan, source, manage approach
- identify how council may drive public value through promotion of local business, social enterprises and Aboriginal businesses
- identify councils' policy on social, environmental and economic procurement
- identify how procurement activities will be conducted, communicated, reported, monitored and reviewed
- identify documentation, information and record management requirements, including document retention, security and confidentiality
- identify control of associated risk, including the development of containment strategies to mitigate loss/liability and contingency planning to respond to risks that may emerge
- set out what constitutes a breach, and the actions needed to be taken. It is essential that councils have in place systems and processes to avoid such breaches, and the mechanisms to report as required within their own policy, and
- identify the delegations in place for the procurement of goods, materials and services.

These policies and procedures should be routinely updated to reflect legislation and requirements and opportunities of the time. This allows processes and procedures to be continually improved without the need to amend the policy for each change.

Councils' policies should also be published as this assists in informing suppliers about council's processes, increases confidence in the council's procurement activities and thereby improves the relationship between council and their current and prospective suppliers.

Local preference policies

Procurement policies can reflect a council's local circumstances, such as an objective to support local, small to medium enterprises and regional businesses, Aboriginal and Torres Strait Islander businesses, Australian Disability Enterprises, social enterprises, or any other economic and environmental development goals and objectives.

Many councils recognise that local businesses are integral to their communities and are committed to promoting the benefits of locally sourced goods, materials or services. However, it is crucial to ensure that value for money and fair and open competition principles are upheld during procurements as part of a probity-rich process.

Councils often face challenges when implementing policies that prioritise local purchasing, particularly in defining what constitutes a 'local' supplier or product. Traditionally, 'local' has been defined by business location or employment opportunities. However, even if a business is locally based, the economic benefits may not remain within the area due to factors like business ownership, where employees reside, or where the goods are sourced from. To address this, councils should clearly define what 'local' means in their policy, aligning it with their Community Strategic Plan.

Additionally, objectives aimed at minimising whole-of-life or life-cycle costs when engaging local businesses can sometimes conflict if local businesses cannot meet the minimum cost requirements. For example, placing whole-of-life or life-cycle cost requirements for all expenses, including upfront costs, operating expenses, maintenance, and eventual disposal may create unachievable expectations for local businesses.

There may be situations that arise from unforeseen events, unpredictable maintenance needs, or difficulty in valuing long-term environmental and social impacts, where it is impossible to accurately predict or account for all expenses associated with an asset throughout its entire lifespan.

To manage these tensions, councils should:

- Clearly define what 'local' means in their context.
- Acknowledge the potential conflict between local support and life-cycle cost objectives.

- Explicitly state how they will balance these priorities in their procurement policies.

By doing so, councils can support local economic development while maintaining transparency, fairness, and financial responsibility in procurement.

Risk considerations

All procurement carries some level of risk, including a heightened risk of corruption at any stage of the process and throughout the contract's duration. It is important for councils to be aware of potential risks and to develop a risk management framework that ensures risks are identified and appropriately managed.

For general guidance on preparing a risk management framework, councils may refer to the International Organisation for Standardisation (ISO) document 'Risk Management – Guidelines (ISO 31000:2018)'.

All procurements should incorporate risk management practices proportional to their value and risk level. For low value, low risk procurements, a simple mechanism may suffice, whereas high value and high-risk procurements require a more structured plan. A council's procurement policy should establish the trigger point for when a more complex risk management plan is necessary.

ICAC's website provides guidance and various publications on corruption prevention and managing procurement related risks. Councils should consult this information for more details.

Further information on risk assessment frameworks can be found in the Glossary and resources section.

Glossary and Resources

This section includes a glossary and links to resources relevant to local government procurement practices.

Glossary – definitions of terms specifically used in procurement and relevant legislation.

Resources – references and links to relevant available published information, procurement training resources.

Contents

Glossary

Resources

Glossary

Following are definitions of terms specifically used in procurement and relevant legislation.

- **Council** – means a council, county council or joint organisation as defined under the *Local Government Act 1993*.
- **Open approach to market (OAM)** – The invitation to supply required goods, materials or services is publicly advertised and any supplier can submit a response. An open approach encourages healthy market competition and greater comparison for value for money.
- **Tendering** – A process in which an organisation invites suppliers to submit a formal written proposal, bid, or response to a set of requirements relating to the provision of goods, materials or services that match their requirements. It covers all forms of tendering, including RFT, RFQ, EOI, RFP, RFI.
- **Request for Tender (RFT)** – Inviting offers to supply goods, materials or services in response to a detailed description of requirements where the successful tenderer will be awarded a contract. Suppliers may be selected either from the open market, or from established supplier lists.
- **Limited Request for Tender** – Invitations to tender are sent to one or more suppliers that have been assessed to be most capable, rather than to the open market. Suppliers may be selected either from the open market, or from an established supplier list.
- **Selective Request for Tender** – Inviting a limited number of suppliers to submit a response. The RFT usually follows a discovery stage as part of a multi-stage procurement process. The RFT is issued to all or some of the proponents of the discovery phase when council is confident of the solution and supply need.
- **Requests for quote (RFQ)** – Requirements are simple and for fairly standardised goods, materials or services. The successful supplier will be awarded a contract (either detailed or a simple purchase order depending on the value and level of risk).
- **Expression of interest (EOI)** – The process of seeking capability and interest of service providers to undertake specific work, or to test the market to find out whether a good or service exists. It may invite a detailed proposal. Suppliers respond to a broad set of criteria which generally does not include pricing. It is useful when council is unsure of what it is procuring or not clear on the best way to supply. EOI's are usually the first stage of a multi-stage tender process and do not result in a contract being awarded.
- **Request for proposal (RFP)** – Used to elicit a detailed supplier response to a specific need, idea or business solution, or to explore multiple solutions to one problem. Requirements are specific and detailed and include indicative pricing. Can be used as the

first step in a multi-stage procurement process or to negotiate directly with a proponent of the RFP process where the proposal satisfies the buyer's needs.

- **Request for information (RFI)** – A precursory request for information to gain a more detailed understanding of the supplier market and the range of solutions and technologies available, or how a project might be undertaken. It may be used to inform a future tender.
- **Direct negotiation** – Also called direct dealing or sole sourcing. Exclusive dealing between a buyer and a supplier over a commercial proposal without first undertaking a competitive process. It may include a limited request for tender.
- **Reverse auction** – A type of auction in which sellers bid for the price they are willing to sell at, where bids reduce rather than increase.
- **Unsolicited proposal** – An approach to government from a proponent with a proposal to negotiate directly with that government entity over a commercial proposition, where council has not requested the proposal. The focus of unsolicited proposals is the proponent's claim to be able to provide a unique and innovative project or service.
- **Standing offer** – An arrangement setting out the terms and conditions, including a basis for pricing, under which a supplier agrees to supply specific goods, materials and services, to an eligible buyer for a specified period.
- **Order splitting** – Breaking up what would be a single contract with a single supplier (including purchase order contracts) into purchases of smaller quantities and amounts or dividing the award of what would be a single contract into artificial phases or smaller contracts, for the purpose of circumventing procurement or financial thresholds, competitive tendering for a single contract, or governance requirements.
- **Two envelope system** – in a two-envelope submission the first package is for tender schedules and other documents containing information responding to non-price evaluation criteria and must not include any price information. The second package is for other tender schedules and any other components of the submission which contain price information. A two-envelope system minimises the influence of cost on the evaluation of the technical response.

Resources

Any links provided in this section are current at the time of publication of these Guidelines. Links and document versions may change over time. Users will need to refer to the source agency/entity for updated links and document versions.

Published information available

Risk Management – Guidelines (ISO 31000:2018) (The International Organisation for Standardisation)

ISO 31000 is an international standard that provides principles and guidelines for risk management. It outlines a comprehensive approach to identifying, analysing, evaluating, treating, monitoring and communicating risks across an organisation.

Guidance on Reasonable Steps to Manage Modern Slavery Risks in Operations and Supply-Chains (NSW Anti-slavery Commissioner, Department of Communities and Justice)

The Guidance aims to assist covered entities in applying clear policies, consistent procedures and effective risk management strategies for modern slavery risks in their operations and supply-chains.

[https://dcj.nsw.gov.au/legal-and-justice/our-commissioners/anti-slavery-commissioner/due-diligence-and-reporting.html#:~:text=Guidance%20on%20Reasonable%20Steps%20\(GRS\),-The%20centre%20piece%20of&text=The%20Guidance%20aims%20to%20assist,their%20operations%20and%20supply%2Dchains](https://dcj.nsw.gov.au/legal-and-justice/our-commissioners/anti-slavery-commissioner/due-diligence-and-reporting.html#:~:text=Guidance%20on%20Reasonable%20Steps%20(GRS),-The%20centre%20piece%20of&text=The%20Guidance%20aims%20to%20assist,their%20operations%20and%20supply%2Dchains)

Corruption prevention publications (Independent Commission Against Corruption)

Various publications relating to corruption prevention and risks in procurement and other procurement publications.

<https://www.icac.nsw.gov.au/prevention/corruption-prevention-publications>

Model Code of Conduct for Local Councils in NSW (Office of Local Government)

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

<https://www.olg.nsw.gov.au/councils/governance/model-code-of-conduct/>

Lobbying local government councillors (Independent Commission Against Corruption)

Guidelines for councillors on the appropriate way to handle lobbying from constituents.

https://www.icac.nsw.gov.au/ArticleDocuments/631/Lobbying_local_government_councillors_-_a_guide_for_councillors_constituents_and_other_interested_parties.pdf.aspx

Cyber Security Guidelines – Local Government (Cyber Security NSW)

The Guidelines outline cyber security standards recommended for NSW Local Government by Cyber Security NSW.

The Guidelines should form the basis of an internally developed cyber security policy for NSW Councils.

<https://www.olg.nsw.gov.au/wp-content/uploads/2025/01/Cyber-Security-Guidelines-Local-Government-2024.pdf>

Procurement training resources

Procurement skills

Procurement Skills Booster (Buy NSW, NSW Government)

Free training for anyone working in, or seeking, procurement roles in the NSW public sector.

<https://www.info.buy.nsw.gov.au/training/procurement-skills-booster>

Comperio – NSW Government's procurement training platform – Secure login:

<https://training.buy.nsw.gov.au/account/login/?LP=21988>

Nationally recognised training in Procurement and Contracting (NSW Environmental Protection Authority and Local Government Procurement)

It is open to officers in NSW councils, Regional Waste Groups, Joint Organisation of Councils and Regional Organisations of Councils.

EPA also provide an online library of training and guidance material to equip councils with

the skills needed to navigate their procurement considerations regarding waste management services.

<https://www.epa.nsw.gov.au/Your-environment/Waste/local-council-operations/Joint-procurement-facilitation-service>

Corruption prevention

Independent Commission Against Corruption (ICAC)

Information about free training workshops run by ICAC, including some procurement-related, can be found on the ICAC web site.

<https://www.icac.nsw.gov.au>

Corruption Prevention Network (CPN)

CPN run regular webinars with speakers from ICAC. These are recorded and previous webinars can be viewed on the CPN web site.

<https://corruptionprevention.net/>

Resources for social and sustainable resourcing

Optional resources and principles for social and sustainable sourcing include, but are not limited to, those listed below.

Note: References to organisations that may provide support does not in any way constitute endorsement of those organisations.

Small to medium, and regional businesses

Small and Medium Enterprise and Regional Procurement Policy (NSW Government)

This policy aims to increase small and medium business enterprise participation in procurement opportunities and improve economic, ethical, environmental and social outcomes through a range of initiatives.

<https://buy.nsw.gov.au/>

Small Business Shorter Payment Terms Policy and guidance (NSW Government)

This policy aims to support the important role of small businesses in the NSW economy by promoting the faster payment of small businesses on contracts.

<https://buy.nsw.gov.au/>

Local procurement toolkit (Small Business Commissioner, NSW Government)

The toolkit contains information and tools for councils on ways to provide opportunities and encourage their local businesses to tender successfully for local Government work, and tools and templates to assist them to become 'tender ready'.

<https://www.smallbusiness.nsw.gov.au/resource-s-for-councils/local-procurement-toolkit-for-councils>

Social enterprises

Indigenous businesses and participation of Aboriginal people

Specifications and evaluation criteria may stipulate that a business must be at least 50% or 51% owned, controlled and managed by Aboriginal people, as per recognised standards for classification as an Indigenous business. In conjunction with or separate to encouraging Indigenous businesses, a council may also choose to specify a requirement for participation of Aboriginal people in the supply of the goods, materials or services to be delivered.

The following organisations maintain lists of Indigenous businesses that are audited and undergo quality assurance:

1. New South Wales Indigenous Chamber of Commerce (NSWICC) – suppliers that have been prequalified through the NSWICC Assured Program are listed on the NSW Aboriginal Business Portal. NSWICC Assured Businesses are Aboriginal owned and Contract Ready. The NSW Aboriginal Business Portal makes purchasing easy for Procurement Teams and other Buyers.
<https://nswicc.com.au/nsw-aboriginal-business-portal/>
2. Supply Nation – provides Australia's leading database of verified Indigenous businesses: search by business name, product, service, area, or category.

<https://supplynation.org.au/>

Aboriginal Procurement Policy (NSW Government)

This policy promotes opportunities, skills development and economic participation of Australia's Aboriginal people, placing value on social and cultural contribution.

<https://buy.nsw.gov.au/>

Australian Disability Enterprises (ADE)

BuyAbility – the BuyAbility web site helps to identify, connect and source ADEs.

<https://buy.nsw.gov.au/>

Guidance on the 'Australian Disability Enterprises' page on the Buy.NSW web site.

<https://buy.nsw.gov.au/>

Note: Section 55(3)(q) of the Act states an open tender process is not required when procuring from a person or body approved as a disability employment organisation under the *Public Works and Procurement Act 1912* where the total cost of the procurement is likely to equal or exceed \$250,000.

Other resources for social enterprises

General information on social enterprises (NSW Government)

General information including:

- Understand what a social enterprise is
- Social enterprises operate in every industry
- Social enterprises are supported by policies
- Find a social enterprise

<https://buy.nsw.gov.au/>

Environmental impact

Some social enterprises may offer products or services that meet a council's requirements for environmental considerations and would be able to participate in competitive procurement opportunities.

Councils may consider circular economy and resource efficiency principles in their procurement policies and/or in individual procurements. Councils may choose to include a policy position through their CSP, or through planning controls. Specifications written for procurement or market research purposes should clearly state any standards required. Where specifications relate to policy, copies of any relevant policy documents should be made available.

NSW Circular Economy Policy Statement: Too Good to Waste (NSW Government)

The statement sets the ambition and approach for a circular economy in NSW and provides principles to guide resource use and management.

<https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/response-to-china-national-sword/circular-economy-policy>

NSW Waste and Sustainable Materials Strategy 2041 (NSW Government)

The strategy outlines the actions the NSW Government will take to deliver on long-term objectives to transition to a circular economy.

<https://www.epa.nsw.gov.au/your-environment/recycling-and-reuse/strategic-direction-for-waste-in-nsw/waste-and-sustainable-materials-strategy>

NSW Government Resource Efficiency Policy (NSW Government)

The policy applies to NSW government agencies. It requires agencies to implement

resource efficiency measures and to report on their progress against GREP to the Office of Energy and Climate Change.

<https://www.energy.nsw.gov.au/nsw-plans-and-progress/regulation-and-policy/sustainability-government/government-resource>

Joint Procurement Facilitation Service (NSW Environment Protection Authority)

Find out how councils can access the best expertise, information and guidance to jointly plan, negotiate and contract for waste services.

<https://www.epa.nsw.gov.au/your-environment/waste/local-council->

[operations/joint-procurement-facilitation-service](#)

Sustainable Procurement Guide for local government in NSW (Local Government NSW)

This document provides practical guidance which is specific to NSW local government organisations. It outlines information on key concepts, certifications, standards and processes and is designed for all council staff involved in any purchasing.

<https://lgnsw.org.au/common/Uploaded%20files/PDF/esstam-sustainable-procurement-guide-30.05.17.pdf>

**Coonamble Shire Council
ARIC Committee Meeting**

Tuesday 4th March 2025
Coonamble Shire Council Administration Building
Meeting Room
11:03am

Present

Chair – Graeme Fleming PSM (via videoconference), Sam Helweh (Independent Member - via videoconference), Meredith Caelli (Independent Member - via videoconference), Paul Quealey (Lambourne Partners, Internal Auditor – via videoconference), General Manager – Paul Gallagher, Executive Manager Corporate Governance – Jenni Maundrell (via videoconference), Director Corporate Services – Bruce Quarmby, Director Infrastructure – Kerrie Murphy, Director Community, Planning, Development & Environment – Barry Broe, Cr Pip Goldsmith

2. Acknowledgement of Country

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

3. Apologies

Nil

4. Declarations of interest

Chair Graeme Fleming - declared a Standing Declaration of Potential Interest as an occasional provider of consultancy services to local government and as Chair of Lachlan, Warren and Gilgandra ARIC committees. He advised there were no subjects or issues which were directly affected on the current meeting agenda.

Sam Helweh – declared a Standing Declaration of Potential Interest as he has a relationship with a Sister City

Meredith Caelli – declared a Standing Declaration of Potential Interest as a member of an Audit, Risk and Improvement Committee chaired by Council's Internal Audit provider, Paul Quealey of Lambourne Partners.

5. Minutes of previous meeting

Comments: Jenni to follow up sharing business papers with Gilgandra Council.

RECOMMENDATION: The Committee noted the minutes of the Coonamble Shire Council Audit, Risk and Improvement Committee meeting held on 26 November 2024.

Moved: S Helweh

2nd: M Caelli

Report 7.1 - Internal Audit Report:

- Paul Quealy provided update.
- Plant and Fleet to be the first area to be reviewed. Plan to be reviewed before 30 June 2025.
- Plan to be established for the remaining areas to be reviewed and presented at next ARIC meeting

RECOMMENDATION: The committee notes the engagement of Lambourne Partners to provide internal audits for Coonamble Shire Council.

ADDITIONAL RECOMMENDATION: A report is presented at the next meeting which outlines the 4 year Strategic Plan of the internal audit function.

Moved: G Fleming

2nd: M Caelli

Report 7.2 – Corporate Governance (incl IP&R)

- No further discussion to report

RECOMMENDATION: The committee notes Council's compliance with reporting requirements for the period November 2024- March 2025

Moved: M Caelli

2nd: S Helweh

Report 7.3 – Risk Management

- Business Continuity Plan (BCP) is currently being developed.
- Tooraweenah Rd project is now estimated at \$41M. Discussions around how Council will mitigate the risk of such a large value project. Graeme

has concerns with Coonamble being a small council and with limited project management experience for a project of this size and scale. Risk mitigation to date discussed:

- All tenders were in excess of funding – all tenders rejected
- Relooked at model of how to deliver project. Current plan is to have a hybrid model of contractors and internal teams to minimise risk.
- Will bring in additional resources where required, including an external project manager.
- Committee happy with risk management to date.

RECOMMENDATION: The committee notes the information provided in the risk management update, including:

1. The strategic risk register is still in development, however major strategic risks have been identified.
2. Council is taking continuous improvement approach to increase organisational risk maturity
3. Organisational issues arising include contractor management and navigating changing political priorities.

ADDITIONAL RECOMMENDATION: A report is presented at the next meeting which outlines risk register.

Moved: M Caelli

2nd: S Helweh

Report 7.4 – Financial Management

- Discussions on Grant Management and Receivables
 - Council expects approx \$6M in Grant Funding currently owed
 - Tri-party Arrangement has commenced which will allow partial payment of funding upfront.
- Discussions around Quarry
 - Crushing plant can be used but is destabilised. Council has received an improvement notice and it needs to be fixed.
 - Tender open for Mobile Crusher
- Discussions around significant increase in Workers Compensation Insurance Premium.
 - Resulting from additional claims particularly around "stress".

- WHS manager is currently challenging some of the claims, with 3 cases currently won on favour of Council
- Sam asked what is driving all of these claims?
 - Jenni – Council is working on identifying the issues
 - Paul – Council has held Safety and Welfare days to bring to light some issues.

RECOMMENDATION: The committee notes:

1. Council's financial position after the quarterly budget review has deteriorated from an original operational budget surplus of \$5,485 to an anticipated operational deficient of \$5,109,525. The deterioration is predominantly attributable to accounting treatment for the prepaid portion of the 24/25 Financial Assistance Grant.
2. Council's Management Letter for the year ended 30 June 2024 raised five issues, all of which have been or are being addressed this financial year.

Moved: S Helweh

2nd: M Caelli

Report 7.5 – Four Year ARIC workplan

- Need increase financial focus
 - Review Draft financial statements
 - Quarterly Budget reporting

RECOMMENDATION: The committee requests:

1. That Council liaises with Gilgandra Shire Council on the workplan.
2. A further report be tabled at the next ARIC meeting with the additional items and wording changes.

Moved: M Caelli

2nd: S Helweh

Report 7.6 Status Report – Compliance with OLG Guidelines

- No further discussion to report

RECOMMENDATION: That the committee notes the status of Council's compliance with implementation of the Office of Local Government's Risk Management and Internal Audit Guidelines.

Moved: S Helweh

2nd: M Caelli

General Business

- ARIC Conference scheduled for first week in April
- Feedback of Committee to date:
 - Direct and precise
 - Come a long way in a short time
 - Co-operative
 - Level of reporting is good
 - Learning together in a relaxed format
 - Open lines of communication
- Next meeting Tuesday 27th May 2025 at 11am.

Conclusion of the Meeting:

The meeting Closed at 12:07pm

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Chairperson

**Coonamble Shire Council
ARIC Committee Meeting**

Tuesday 27 May 2025
Coonamble Shire Council Administration Building
Meeting Room
11:00am

Present

Chair – Graeme Fleming PSM (Chair - via videoconference), Sam Helweh (Independent Member - via videoconference), Meredith Caelli (Independent Member - via videoconference), Phillipa Goldsmith (Councillor member), Executive Manager Corporate Governance – Jenni Maundrell, Director Corporate Services – Bruce Quarmby, Director Community, Planning, Development and Environment – Barry Broe, Director Infrastructure – Kerrie Murphy.

Acknowledgement of Country

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

Apologies

General Manager – Paul Gallagher

**Moved: Sam Helweh
2nd: Graeme Fleming**

Declarations of interest

Chair Graeme Fleming – has a Standing Declaration of Potential Interest as an occasional provider of consultancy services to local government and as Chair of Lachlan, Warren and Gilgandra Audit, Risk and Improvement Committees.

Sam Helweh – has a Standing Declaration of Potential Interest as a staff member of Campbelltown City Council, which is in a 'sister council' arrangement with Coonamble Shire Council.

Meredith Caelli – has a Standing Declaration of Potential Interest as a member of an Audit, Risk and Improvement Committee chaired by Council's Internal Audit provider, Paul Quealey of Lambourne Partners.

Minutes of previous meeting

Minutes of previous meeting not available due to issues with staffing changes.
Held over to next meeting.

Business arising

NA

Report 7.1 – Internal Audit

- Completed audit on Plant & Fleet and issued draft report to management, who are working on an action plan. Audit report to be finalised once action plan completed and reported to next ARIC meeting.
- Issues raised in the draft report include:
 - i. Aging plant and fleet.
 - ii. Environmental factors in fleet purchasing insufficient to align with upcoming mandated net zero emissions targets.
 - iii. Recording of plant usage often inaccurate.
 - iv. Maintenance scheduling not monitored closely.
 - v. Utilisation reporting and analysis not being done regularly.
 - vi. Inaccurate estimates in long term financial plans and replacement plans.
 - vii. Lack of electronic time sheeting and plant hire system, resulting in labour-intensive manual processes that are more likely to result in errors being made.
- Q – have sufficient funds been allocated for plant replacement?
A – increased transfer to reserve to fund replacement program, funded from plant income.
Comment – may need to look at plant hire rates to factor in increases in prices.
- Assurance map (four-year workplan) presented.
- Q – very important process as far as ARIC concerned, what is the reporting back process?
A – meeting is reporting process, could add as a standing item to track progress, review IA plan against risk reports and make any changes that may be necessary.
- Move cyber security into second year of audit program, either item c or d on plan.

RECOMMENDATION: The Committee

1. Notes the update on Council's internal audit function.

2. Notes the draft report on the Plant and Fleet Management internal audit of April 2025 and that an action report will be reported to next ARIC meeting.
3. Endorses the draft Assurance Map and Internal Audit Plan 2025-2027 for progression to Council, noting the forward program of audits being:
 - a. Waste Management.
 - b. Procurement and Accounts Payable.
 - c. Staff Attraction and Retention.
 - d. Cyber Security.
 - e. Sustainability and Environmental, Social and Governance (ESG) Reporting.

Moved: Meredith Caelli

2nd: Sam Helweh

Report 7.2 – Business Continuity Planning

- The Committee requested to see an annual plan on testing and any reports falling thereafter.
- Training exercise held last week, need further staff training etc

RECOMMENDATION: The committee:

1. Notes Council has revised and finalised its Business Continuity Plan 2025.
2. The committee will receive a copy of the Business Impact Analysis when it is completed.

Moved: Meredith Caelli

2nd: Sam Helweh

Report 7.3 – Risk Management

- Discussion on strategic risk register and the level of risk reported (residual risk).
- Discussion about Council's cyber risk.

RECOMMENDATION: The Committee notes the information provided in the risk management update, including:

1. Finalisation of the strategic risk register.
2. Council is scheduled to adopt its revised risk appetite statement in June 2025.

Moved: Sam Helweh

2nd: Meredith Caelli

Report 7.4 –Financial Management

- Discussions on
 - QBR
 - Consolidated deficit, making assumption that state and federal grants will be paid
 - Plant hire income included in QBR
- Q – outstanding grant acquittals a large issue. How much more outstanding now? This is a real risk for Council, impacting now as funds have been transferred out of reserve.
- A – a bi-monthly report going to Council on that matter. About \$3M coming in from flood damage, plus \$2M on other roads (total about \$5M). In a better position than three months ago, some grants have been acquitted and funds have been paid. Can provide grant report to next ARIC meeting.
- Q – how does ELE reserve work?
- A – we are above indicators.
- Q – waste facility salaries and wages, for 24/25 costings for manager recorded against corporate services. Why?
- A – the manager is essentially like an engineer overseeing the function. Looking for consistency in reporting, eg engineers' wages not recorded against individual jobs but as administration. Other contribution is high use of casual staff, which does not attract oncosts.
- Q – waste facility stands alone, reporting this way does not reflect the cost of the waste facility?
- A – the manager of waste facilities is also responsible for employment strategies, not only waste.
- Q – is there an oncost recorded?
- A – we do have oncost for supervision.
- Comment – don't want general fund paying for waste services.
- A – getting data on where time is being spent.
- Comment – could be part of internal audit review of waste services.
- Q – how does Council feel about waste management generally?
- A – discussion about upcoming service level review, waste management plan, changes such as FOGO, risk exposure for Council. There's been a dramatic change in how Council

manages waste. Environmentally, Council's management highly successful. Financially, there is still data being collected to identify whether it's efficient and appropriate.

Comment – look at operating model when doing service review.

Q – quarry operations, what's current state of play?

A – in March QBR the quarry was running a profit. Still working through improvement notices issued in February. Contract quarry manager also identified improvements in addition to regulator notices, which are also being actioned. Dealing with large number of legacy issues. Tender going to June meeting on a mobile crushing campaign.

Q – what is timeframe to get quarry back to operating?

A – late June/early July, subject to regulator.

Council comment – received incident investigation report, one of the main causes of the incident was that it was accepted practice to do the maintenance work outside of manual/SWMS.

RECOMMENDATION: The committee:

1. Notes Council's financial position after the quarterly budget review has deteriorated from an original operational budget surplus of \$5,485 to an anticipated operational deficit of \$4,192,907, noting however that this is an improvement on the second quarterly budget review, which anticipated an operational deficit of \$5,109,525. The deterioration is predominantly attributable to accounting treatment for the prepaid portion of the 2024/25 Financial Assistance Grant.
2. Will receive a copy of the Council report on grant funds after the June Council meeting.
3. Council's investment funds have been appropriately restricted to ensure all areas of Council can continue to operate in accordance with both the annual Operational Plan and the Long-Term Financial Plan.

Moved: Meredith Caelli

2nd: Sam Helweh

Report 7.5 – Integrated Planning and Reporting

RECOMMENDATION: The committee notes that the draft Coonamble Shire Community Strategic Plan 2025-2035, Delivery Program 2025/26 to 2029/30, and

Operational Plan 2025/26 are currently on public exhibition, due for endorsement/adoption in June 2025.

Moved: Sam Helweh
2nd: Meredith Caelli

Report 7.6 – ARIC Workplans

- Charter requirement around Governance general, have included legislative compliance register.

RECOMMENDATION: The committee

1. Endorses the draft four-year ARIC workplan 2025-2028 and the draft 2025 ARIC annual workplan for progression to Council for adoption.
2. Notes that management of legislative compliance is transitioning to the RelianSys platform, which includes:
 - a. Tailored registers.
 - b. Focused compliance.
 - c. Automated assignment of responsibilities.
 - d. Escalation alerts.
 - e. Real-time compliance status.
 - f. Custom reports.
 - g. ISO 19600 alignment.
 - h. Evidence of compliance

Moved: Meredith Caelli
2nd: Sam Helweh

Report 7.7 – ARIC Country Councils Conference

Positive comments have been widely received about the new event, including from the Auditor-General.

The Committee heard a recap of the Auditor-General comments from the conference:

- ARIC's role as cornerstone of good governance;
- each ARIC needs to be aware of any red flags at councils, eg financial statements not being done on time or audit reports;
- suggested ARIC hold on-camera meeting with auditors without staff;
- parliamentary enquiry that covered RFS assets, depreciation, decluttering accounting standards, review performance measures;
- keen to get together key stakeholders to review issues raised above;

- opportunities for councils to work together especially for smaller councils struggling with resourcing;
- cap fees to CPI;
- ways for audit office to look at their operations to bring audit process forward.

RECOMMENDATION: The Committee

1. Notes the success of inaugural ARIC Country Councils Conference, and benefit to councils attending, held in Gilgandra on 4 April 2025.
2. Requests management to arrange a letter of thanks to Gilgandra Shire Council for facilitating the ARIC Country Councils Conference.

Moved: Graeme Fleming

2nd: Meredith Caelli

Report 7.8 – Status Report – Compliance with OLG Guidelines

RECOMMENDATION: The committee notes the status of Council's compliance with implementation of the Office of Local Government's Risk Management and Internal Audit Guidelines.

Moved: Sam Helweh

2nd: Meredith Caelli

General Business

Director Corporate Services: started end of financial year process with early close off of capital. Next year's operational plan tabled at May meeting, will go back to June meeting. Everything tracking to meet timeframes.

Chair: Reminder to committee to ensure all claims for fees and expenses are lodged ahead of the end of financial year. Questioned whether superannuation to members is being handled? Director Corporate Services responded that superannuation is being handled.

- Next meeting Thursday 28 August 2025 at 11:30am.
- 27/28 November 2025 at 11:30am, possibly in person to include tour of LGA and meet Council.
- Jenni to work with Gilgandra on timing.

Conclusion of the Meeting:

The meeting Closed at 12:26pm

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Chairperson



**Coonamble Shire Council
Three Year Strategic Internal Audit Plan & Assurance Map
2025-2027**

Contents

1. Executive Summary	1
2. Assurance Map	2
3. Strategic Internal Audit Program	4

1. Executive Summary

Oversight of the risk management framework is assumed by the Council’s Audit, Risk and Improvement Committee (the “ARIC”). The role of Internal Audit includes providing an independent assurance mechanism to Management, the ARIC and Councillors, that the systems and processes are in place, are being maintained and are effective in mitigating known risks.

This internal audit program sets out the scope of the planned work to be undertaken for period from 2025 to 2027 (inclusive). The plan was developed considering:

- Council’s assurance map, located at Section 2;
- A risk based internal audit focus considering the strategic plans and strategic risks for the Council;
- A plan that supports the Council’s Internal Audit function’s mandate to provide assurance over the Council utilising adequate skilled resources where appropriate;
- Consideration of previous internal audit work, external reviews, severity of findings and outstanding issues;
- Discussion of key risks with the Senior Management and the members of the ARIC to identify relevant areas of focus; and
- Consideration of areas where Internal Audit can best utilise its resources.

2.0 Assurance Mapping

The Council obtains assurance from a range of external assurance providers and internal controls. To determine what appropriate internal audit coverage is, we have conducted an assurance mapping exercise. This has included an analysis of the Key Enterprise Risks (KER's) and emerging risks. The assurance mapping process will assist the Audit, Risk and Improvement Committee in understanding the external and internal assurance activities in place with respect to KER's, and assess whether an appropriate level of assurance is being obtained with respect to each risk.

Key Enterprise Risk	External Assurance	Internal Audit	Council's Internal Procedure Assurance Activities	Proposed Internal Audit Engagements		
				2025	2026	2027
Business Continuity Management		✓	- Dedicated IT resources; - Documented Business Continuity Plan (BCP); and - Internal training with respire to BCP.	Nothing proposed: Internal audit will monitor for emerging risks.	Nothing proposed: Internal audit will monitor for emerging risks.	Nothing proposed: Internal audit will monitor for emerging risks.
Work Health and Safety		✓	- WHS Policies & Procedures; - Compliance training; and - Dedicated WHS resources.	Nothing proposed: Internal audit will monitor for emerging risks.	Nothing proposed: Internal audit will monitor for emerging risks.	Project Methodology.
People and Development		✓	- People & development policies and procedures. - Structured employee appraisal framework. - Performance Management framework.	Staff attraction and retention.	Nothing proposed: Internal audit will monitor for emerging risks.	Nothing proposed: Internal audit will monitor for emerging risks.
Fraud and Corruption	✓	✓	- Code of Conduct; and - Fraud & Corruption Framework and Control Policy.	Nothing proposed: Internal audit will monitor for emerging risks.	Nothing proposed: Internal audit will monitor for emerging risks.	Fraud & Corruption Framework Maturity Assessment.

Access to Information and Privacy		✓	• Request for information policy & procedure; • Privacy policy & procedures; • Dedicated resources addressing privacy law changes; and • IT system security & access controls.	Nothing proposed: Internal audit will monitor for emerging risks.	Cyber Security.	Nothing proposed: Internal audit will monitor for emerging risks.
Financial Sustainability	✓	✓	• Detailed finance policies & procedures • Investment risk management; • Forecasting and budgeting; and • Quarterly budget reviews.	Nothing proposed: Internal audit will monitor for emerging risks.	Sustainability and ESG.	Financial Management.
Compliance and Ethics	✓	✓	• Councillors; • Dedicated legal & government function; • Code of Conduct; and • Fraud & Corruption Control Policy.	Environmental Management Framework.	Sustainability and ESG	Project Methodology.
IT and Cyber Security		✓	• Dedicated IT resources; • Malware and anti-virus protection; and • Monitoring of data security.	Nothing proposed: Internal audit will monitor for emerging risks.	Cyber Security.	Nothing proposed: Internal audit will monitor for emerging risks.

3.0 Strategic Internal Audit Program

The proposed three-year strategic internal audit plan for the 2025 to 2027 periods is tabled below. The proposed schedule of internal audit activity has been compiled based on the priorities identified in the Assurance Map enclosed in section 2. This plan outlines proposed annual audit activity for consideration by the Audit Committee. However, the plan has been prepared and is subject to change when deemed necessary by the Audit Committee throughout the period.

Audit Area	Overview of Scope	Strategic & Operation Relevance	Audit Timing	ARIC Committee	2025	2026	2027
Plant and Fleet	Operational review of the scheduling and utilisation of plant and fleet across Council. This assessment will include a review of: - Scheduling of equipment use; - Scheduled and unscheduled equipment downtimes; - Accuracy in the utilisation reporting, which drives scheduling decisions across Council; - Valuation of plant costs, and allocation across Council jobs; and - Long term planning for Plant and Fleet, including replacement and purchases.	Due to the significant amount of maintenance and construction works completed across Council, efficient and effective scheduling of plant and fleet across the Council is critical to ensure all equipment is being utilised to its full potential and works completed as efficiently as possible.	April 2025	May 2025	✓		

Audit Area	Overview of Scope	Strategic & Operation Relevance	Audit Timing	ARIC Committee	2025	2026	2027
Waste Management	Review of Council's management of current, and future, waste across the Shire, including the use of landfills and waste transfer stations, in accordance with approved licenses and conditions as issued by the Environment and Protection Authority (EPA). The review to consider: • Capturing and recording of data associated with waste; • Levying and collection of waste disposal fees and charges; and • Management of contracts and contractors involved in waste management.	Until recently, waste management services were run by an external contractor. With Council taking the service 100% in house in 2024 it is critical to the business to ensure operations are efficient and achieve maximum utilisation.	November 2025	March 2026	✓		
Procurement and Accounts Payable	Assessment of policies and procedures regarding: • Procurement of goods and services in accordance with Local Government Regulations; • Receipting of goods or services; • Appropriateness of delegation levels and their application during procurement processes; • Management of fraud and corruption risk as it relates to procurement; and • Consider scalability of existing procurement processes, including assessment of the use of IT and automation solutions.	Oversight of procurement practices is important to Council to ensure regulatory compliance and ongoing due diligence.	March 2026	May 2026		✓	

Audit Area	Overview of Scope	Strategic & Operation Relevance	Audit Timing	ARIC Committee	2025	2026	2027
Staff Attraction and Retention	Assessment of the Council's framework for the attraction and retention of staff. The scope would consider, but no limited to: • Remuneration packages offered, at various salary points and levels across Council, ensuring competitive and comparable packages; • Offering of employee benefits, including flexible working arrangement, employee benefits (fitness passports etc); • Training and development completed for staff, against training averages across Government and Non-government industries; and Alignment of Council with key industry bodies and educational institutions, to increase the opportunities for identifying potential future employees.	Significant competition in the attraction of new staff to Council, with significant competition from mining and agricultural sectors and other regional centres in proximity to Council. Ensuring the Council remains competitive in the marketplace with regards to compensation, is considering all employee benefits at its discretion, and ensure sufficient consideration is given to training and development.	November 2026	March 2027		✓	
Cyber Security	Maturity assessment of Council's cyber risk mitigation strategies to prevent, detect, isolate and remediate threats to information through a potential cyber security attack. The audit will consider the relevant government cybersecurity requirements as issued by the Australian Cyber Security Centre and the Essential Eight Maturity Model. The assessment will consider the people, processes and technology utilised by Council in managing cyber risks. The Audit will be completed in conjunction with our IT Audit Partner, Dynamic Business Technologies (DBT).	There is a social responsibility on Council to reassure stakeholders that appropriate safeguards are in place to prevent inappropriate access to information through cyber related attacks. Additionally, the NSW Audit Office has identified a planned review of Cyber Security as part of its future areas of focus.	March 2027	May 2027			✓

Audit Area	Overview of Scope	Strategic & Operation Relevance	Audit Timing	ARIC Committee	2025	2026	2027
Sustainability and ESG	Assessment of Council's assessment and plans for the maintenance of a sustainable operations, considering the impacts of climate change, energy consumption, and use of alternate power supply towards a carbon sustainable operation. Additionally, consider Council's frameworks towards the proactive completion of Environmental, Social and Governance (ESG) reporting, as issue by the International Sustainability Standards Board (ISSB) in 2021.	There continues to be an expectation that Councils are monitoring its operations and considering the impacts on the environment, sustainability, and social impacts. Additionally, greater governance is being required by various levels of government for organisation to be more aware of their sustainability and ESG requirements, and requesting greater reporting in this area.	November 2027	March 2028			✓



4 Year ARIC Work Plan 2025-2028 – Coonamble Shire Council

Charter Requirement	AUDIT																			
	2025					2026					2027					2028				
	Mar	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov
Internal Audit - Review Annual Internal Audit Program																				
Internal Audit - Review Internal Audit Charter - Review Internal Audit Policies and Procedures																				
Internal Audit - Review Council Internal Audit Progress Reports																				
Financial Management - Audit Office of NSW Client Engagement Plan																				
Financial Management - Draft Financial Statements																				
Financial Management - Final Financial Statements																				

Charter Requirement	RISK																			
	2025					2026					2027					2028				
	Mar	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov
IT Governance - Data Management and Control - Cybersecurity																				
Review Insurance Portfolio - Insurance Renewals (for notation only)																				
Risk Management: Policies - Policies - Policy Register Review																				
Governance General: - Gifts and Benefits - Conflicts of Interest - Public Interest Disclosures (PID)																				
Business Continuity Planning																				

4-year ARIC Workplan 2025-2028



IT Disaster Recovery Planning																				
Risk Management - Organisational/Public - WHS Procurement (where rejection of all tenderers occurred - as necessary)																				
Risk Management Framework																				
Fraud and Corruption - Fraud and Corruption Policy - Fraud and Corruption Control Plan Risk Register																				
Financial Management - Quarterly Budget Review - Changes in accounting Policies and Strategies																				
Financial Management - Investments and Borrowings - Certifications																				

Charter Requirement	IMPROVEMENT																			
	2025					2026					2027					2028				
	Mar	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov
Review Corporate Compliance Calendar																				
Review Draft Annual Report (Including Attestation)																				
Implementation of the: - Community Strategic Plan; - Delivery Program; - Operational Program; and - Strategies * Delivery Program (May) or when approved * Strategies as they arise ad hoc to agendas																				
Service Reviews - Customer Service Review - Organisational Review																				
Action Items Review																				



Charter Requirement	REVIEW																			
	2025					2026					2027					2028				
	Mar	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov	Feb	May	Aug	Oct	Nov
Review 4 Year Work Plan																				
Review Annual Work Plan																				
Self-Assessment of the Audit Risk and Improvement Committee																				
Annual Audit Risk and Improvement Committee Report to Council																				

2025 ARIC Annual Work Plan – Coonamble Shire Council

AUDIT							
Charter Requirement	Responsible Council Officer	Frequency	Mar	May	Aug	Oct	Nov
Internal Audit - Review Annual Internal Audit Program	Executive Manager Corporate Governance	Annually	X				
Internal Audit - Review Internal Audit Charter - Review Internal Audit Policies and Procedures	Executive Manager Corporate Governance	Annually					X
Internal Audit - Review Council Internal Audit Progress Reports	Executive Manager Corporate Governance	Quarterly	X	X	X		X
Financial Management - Audit Office of NSW Client Engagement Plan	Director Corporate Services	Annually	X				
Financial Management - Draft Financial Statements	Director Corporate Services	Annually			X		
Financial Management - Final Financial Statements Audit Office of NSW Engagement Closing Report	Director Corporate Services	Annually				X	

RISK							
Charter Requirement	Responsible Council Officer	Frequency	Mar	May	Aug	Oct	Nov
IT Governance - Data Management and Control - Cybersecurity	Director Corporate Services	Bi-annually			X		X
Review Insurance Portfolio - Insurance Renewals (for notation only)	Director Corporate Services	Annually			X		
Risk Management: Policies - Policies - Policy Register Review	Executive Manager Corporate Governance	Annually	X				
Governance General: - Gifts and Benefits - Conflicts of Interest - Public Interest Disclosures (PID)	Executive Manager Corporate Governance	Annually			X		
Business Continuity Planning	Executive Manager Corporate Governance	Annually		X			
IT Disaster Recovery Planning	Director Corporate Services	Annually					X
Risk Management - Organisational/Public - WHS - Procurement (where rejection of all tenderers occurred - as necessary)	Executive Manager Corporate Governance/ Director Corporate Services	Quarterly	X	X	X		X
Risk Management Framework	Executive Manager Corporate Governance	Annually					X
Fraud and Corruption - Fraud and Corruption Policy	Director Corporate Services/Executive Manager Corporate Governance	Annually			X		



- Fraud and Corruption Control Plan - Risk Register							
Financial Management - Quarterly Budget Review - Changes in accounting Policies and Strategies	Director Corporate Services	Quarterly	X	X	X		X
Financial Management - Investments and Borrowings - Certifications	Director Corporate Services	Annually		X			

IMPROVEMENT							
Charter Requirement	Responsible Council Officer	Frequency	Mar	May	Aug	Oct	Nov
Review Corporate Compliance Calendar	Executive Manager Corporate Governance	Annually					X
Review Draft Annual Report (Including Attestation)	Executive Manager Corporate Governance	Annually				X	
Implementation of the: - Community Strategic Plan; - Delivery Program; - Operational Program; and - Strategies * Delivery Program (May) or when approved * Strategies as they arise ad hoc to agendas	Executive Manager Corporate Governance/ Director Corporate Services	Bi-annually		X			X
Service Reviews - Customer Service Review - Organisational Review	MANEX A	Bi-annually	X		X		
Actions Items Review	Executive Manager Corporate Governance	Quarterly	X	X	X		X

REVIEW							
Charter Requirement	Responsible Council Officer	Frequency	Mar	May	Aug	Oct	Nov
Review 4 Year Work Plan	Executive Manager Corporate Governance	Four Yearly	X				
Review Annual Work Plan	Executive Manager Corporate Governance	Quarterly	X	X	X		X
Self-Assessment of the Audit Risk and Improvement Committee	Executive Manager Corporate Governance	Annually					X
Annual Audit Risk and Improvement Committee Report to Council	Executive Manager Corporate Governance	Annually					X

**Coonamble Shire Council
ARIC Committee Meeting**

Thursday 28 August 2025
Coonamble Shire Council Administration Building
Meeting Room
11:30am

Present

Chair – Graeme Fleming PSM (Chair - via videoconference), Sam Helweh (Independent Member - via videoconference), Meredith Caelli (Independent Member - via videoconference), General Manager – Phillip Perram, Director Corporate Services – Bruce Quarmby, Executive Manager Corporate Governance – Jenni Maundrell, Executive Support Officer – Marina Colwell (Minutes)
Internal Auditor – Paul Quealey

Acknowledgement of Country

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

Apologies

Director Infrastructure – Kerrie Murphy
Acting Director Community, Planning, Development & Environment – Lesley Duncan

Moved: S Helweh
Second: M Caelli

Declarations of interest

Chair Graeme Fleming – has a Standing Declaration of Potential Interest as an occasional provider of consultancy services to local government and as Chair of Lachlan, Warren and Gilgandra Audit, Risk and Improvement Committees.

Sam Helweh – has a Standing Declaration of Potential Interest as a staff member of Campbelltown City Council, which is in a 'sister council' arrangement with Coonamble Shire Council.

Meredith Caelli – has a Standing Declaration of Potential Interest as a member of an Audit, Risk and Improvement Committee chaired by Council's Internal Audit provider, Paul Quealey of Lambourne Partners.

Meredith Caelli disclosed a new interest, to be added to her standing Declaration of Potential Interests – Ms Caelli was recently appointed independent member of Weddin Shire Council's Audit, Risk and Improvement Committee.

Minutes of previous meeting

- Amendments required in Minutes of the meeting of 4 March 2025:
 - Update wording of Meredith Caelli's standing declaration of potential interests to match that in the minutes of the meeting of 7 May 2025.
 - Correct spelling errors in minutes.
- Amendments required in Minutes of the meeting of 7 May 2025
 - Amend attendance to reflect Cr Pip Goldsmith's presence at the meeting.

RECOMMENDATION: The Committee:

1. Confirms the minutes of the Coonamble Shire Council Audit, Risk and Improvement Committee meeting held on Tuesday 4 March 2025, subject to the following amendments:
 - a. Declarations of Interest amended to read *Meredith Caelli declared a Standing Declaration of Potential Interest as a member of an Audit, Risk and Improvement Committee chaired by Council's Internal Audit provider, Paul Quealey of Lambourne Partners.*
 - b. Spelling errors at Report .4 corrected.
2. Confirms the minutes of the Coonamble Shire Council Audit, Risk and Improvement Committee meeting held on Tuesday 7 May 2025, subject to the following amendment:
 - a. Section headed 'Present' amended to include Cr Phillipa Goldsmith's attendance.

Moved: S Helweh

Second: M Caelli

Business arising

The Chair requested an update from the Interim General Manager.

The General Manager provided the committee with an update on staffing, including:

- GM role currently recruiting; closes 1 Sept; shortlisting scheduled 10 Sept; hoping to conduct interviews the following week.
- One of biggest challenges remains staff vacancies; multiple staff are doing multiple jobs.
- Managing vacancies by combination of recruitment, contracts, and temporary employment.

RECOMMENDATION: The Committee notes the high level of vacancies and the potential impact on delivery of projects and services.

Moved: G Fleming
Second: M Caelli

Action: Council staff to prepare a report by exception on major projects and risks to become a standing item on the agenda from the next ARIC meeting.

Report 7.1 – Internal Audit

- The Chair noted the impact of staffing movements on finalisation of plant and fleet action plan
- Confirmed that update reports to fall away from action plan

RECOMMENDATION: The Committee notes:

1. The Internal Audit update for August 2025.
2. The next internal audit will focus on waste management with scoping scheduled to commence in October 2025.

Moved: S Helweh
Second: M Caelli

Report 7.2 – IT Governance

- Anything at highest 2 levels should be reported to ARIC regardless of whether within risk appetite
- Paul Quealey to share examples of risk reporting to ARIC

RECOMMENDATION: The committee notes the report on IT governance, including:

1. Ongoing compliance with ISO/IEC 38500 and NSW Digital Government Policy.
2. Two Councillor email addresses compromised, with mitigation action taken to reduce likely impact of phishing attempts.
3. Zero staff compromised from 167 reached in internal penetration testing campaign.

Moved: M Caelli
Second: S Helweh

Paul Quealey left the meeting

Report 7.3 – Insurance Renewals

- Discussion about the process in place to assess adequacy of cover
 - Council is a member council of Statewide Mutual.
 - Renewal questionnaire completed each year in consultation with relevant managers.
 - Renewal reviewed by Director and Statewide Mutual for adequacy.
- Question on the increase in premium for motor vehicle insurance.
 - Largely due to an increase in fleet ownership.

RECOMMENDATION: The Committee notes Council's insurance renewal for the period 1 July 2025 – 30 June 2026 and the processes Council has in place to assess the adequacy of insurance coverage.

Moved: M Caelli
Second: S Helweh

Report 7.4 –Governance

- Disclosures of interests are required from ARIC members by 30 September.

RECOMMENDATION: The committee notes the Governance update, including:

- Zero declared gifts and benefits during the 2024/25 financial year.
- Amendment to the definition of 'designated person' for the purpose of returns made under clause 4.21 of the Code of Conduct to include all Managers in addition to Councillors and the executive leadership team.
- Zero public interest disclosures received during the reporting period 1 July 2024 to 30 June 2025.

Moved: S Helweh
Second: M Caelli

Report 7.5 – Risk Management

Comments/discussion included:

- 'Critical services' should be linked to the Business Continuity Plan (BCP)
- HR risk currently high – need to track, look at risk profile in more detail
- BCP should list trigger points and actions
- The Chair acknowledged the efforts of staff to keep services running

RECOMMENDATION: The committee notes information provided in the risk management update including:

- Adoption of the Risk Appetite Statement.
- Progress with development of operational risk registers.
- Potential impact of HR vacancies current high risk
- That risks should be aligned with and reflected in the Business Continuity Plan.

Moved: M Caelli

Second: S Helweh

Report 7.6 – Fraud and Corruption

- Independent Member Sam Helweh commented that the current climate of high staff vacancy increases risk of fraud and corruption. Recommend the organisation increase awareness through regular communication, toolbox talks etc on top of formal training.
- Independent Member Meredith Caelli noted that the organisation may need to put in additional steps at this point, supported by BCP – other controls, maintaining separation of duties.

RECOMMENDATION: The committee notes:

1. Council's Fraud and Corruption Control Policy is current and in date.
2. Council's Fraud and Corruption Prevention Strategy is current and in date, and is aligned with the Audit Office of NSW Fraud Control Improvement Kit.
3. Fraud and corruption awareness training is scheduled for November 2025.

Moved: M Caelli

Second: S Helweh

Report 7.7 – Financial Management

- Question on the amount showing in the Capex budget
 - A: mostly accounted for by Tooraweenah Road.
 - Moving forward, the aim is to budget no more than averages over the previous five years, in consultation with Managers and ELT.
- Discussion on Tooraweenah Road project.
 - provision/support for local contractors is included; currently being reviewed by probity advisor.
- General fund Deficit

- Flood repair monies have propped up general fund result.
 - Discussions have started with councillors about the upcoming need for corrective measures.
- Sewer access charges subject to price harmonisation plan.
- Interest on investment rates
 - Recommend Council look at maturity spread and investigate going out to market for other options.
- Levee bank project required correction in calculations from own funds.

RECOMMENDATION: The Committee notes the Financial Management report, including:

- The 2025-26 Budget shows Council with an operational surplus of \$15,122. This consolidated surplus is made up of a deficit result for Council's General Fund of (\$600,935) with surplus in Council's Water Fund \$214,664 and the Sewer Fund of \$401,394.
- Improvement of \$4.4 million on grants and subsidies receivables during the financial year ending 30 June 2025.
- Support for Council and staff with the ongoing continuous review of operational and capital expenditure and resources in an attempt to reduce the deficit.

Moved: S Helweh

Second: M Caelli

Report 7.8 – Draft Attestation and Non-Compliance Statement

The Chair recommended moving explanatory comments from second page to first table.

RECOMMENDATION: The committee endorses the draft Attestation and Non-Compliance Statement with the addition of comments above for inclusion in the 2025 Annual Report.

Moved: S Helweh

Second: M Caelli

Report 7.8 – Status Report – Compliance with OLG Guidelines

RECOMMENDATION: The Committee notes the status of Council's compliance with implementation of the Office of Local Government's Risk Management and Internal Audit Guidelines.

Moved: M Caelli

Second: S Helweh

General Business

- The Chair noted the resignation of Independent Member, Sam Helweh.
 - Sam Helweh thanked the Committee and Council, paying tribute to his time on the ARIC. Sam also congratulated Council staff on meeting all regulatory requirements with limited resources.
 - The Chair endorsed Mr Helweh's contribution to the committee.
 - The GM thanked Mr Helweh for his contribution to Council and the ARIC.
- On site meeting pencilled in 27-28 Nov.
 - Invitation extended to Mayor, Deputy Mayor and Councillors. Site visit will possibly include proposed bore bath site, quarry, Yarran St housing site, SOTS, Council office, depot.
- The Chair expressed appreciation of closer liaison with Gilgandra and noted the potential to share internal audit reports between the two councils.
- The draft financial statements will be presented to the ARIC at a meeting in September/October.
 - Independent Member Meredith Caelli is unavailable from 25 Sept – 7 Oct

Next meetings

- TBA September/October for financial statements
- 27-28 November

Conclusion of the Meeting:

The meeting Closed at 12:58pm

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Chairperson