



## **BUSINESS PAPER**

# **Ordinary Council Meeting Wednesday, 10 September 2025**

**Date: Wednesday, 10 September 2025**

**Time: 9:00 AM**

**Location: Shire Chamber  
Coonamble**

The Mayor and Councillors are bound by the Oath/ Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of Coonamble Shire and to faithfully and impartially carry out the functions, powers, authorities, and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement. It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct and Code of Meeting Practice.

**Daniel Keady  
Mayor**

**Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Wednesday, 10 September 2025 at 9:00 AM.**

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**1 OPENING MEETING****2 ACKNOWLEDGEMENT OF COUNTRY**

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

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

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 13 August 2025 be confirmed as a correct record of the proceedings of the meeting.

# **COONAMBLE**

## SHIRE COUNCIL

### **MINUTES**

**Ordinary Council Meeting  
Wednesday, 13 August 2025**

**MINUTES OF COONAMBLE SHIRE COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE MEMORIAL HALL, QUAMBONE  
ON WEDNESDAY, 13 AUGUST 2025 AT 9:00 AM**

**PRESENT:** Mayor Daniel Keady, Deputy Mayor Steven Butler, Cr Karen Churchill, Cr Adam Cohen, Cr Paul Fisher, Cr Margaret Garnsey, Cr Phillipa Goldsmith, Cr Ahmad Karanouh, Cr Paul Wheelhouse

**IN ATTENDANCE:** Phillip Perram (General Manager), Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure), Lesley Duncan (Acting Director Community Development, Planning & Environment), Jennifer Maundrell (Executive Manager Corporate Governance), Marina Colwell (Executive Support Officer)

## **1 OPENING MEETING**

The Mayor opened the meeting at 9.04 am, advising the attendees of the following:

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

## **2 ACKNOWLEDGEMENT OF COUNTRY**

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

**3 COMMUNITY CONSULTATION**

Nil

**4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**

Nil

**5 DEPUTATION/DELEGATIONS**

Nil

**6 CONFIRMATION OF MINUTES****RESOLUTION 2025/204**

Moved: Cr Margaret Garnsey

Seconded: Cr Phillipa Goldsmith

**That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 9 July 2025 be confirmed as a correct record of the proceedings of the meeting.**

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**

**7 DISCLOSURES OF CONFLICTS OF INTEREST**

Cr Margaret Garnsey declared a non-pecuniary declaration with:

Item 2.1 – Request to be a Crown Land Manager – Bore Bath Project, as she is the Secretary/Treasurer for the Coonamble Racecourse and Recreation Land Manager (CRRLM).

Cr Phillipa Goldsmith declared a pecuniary declaration with:

Item 10.8 – Economic Development and Growth – as she is a part owner of a business engaged to manage an event that is sponsored by Council.

Cr Ahmad Karanouh declared a pecuniary declaration with:

Item 12.3 – Confidential Supplementary Report - Intention to serve Offer of Compromise.

**8 MAYORAL MINUTE****MAYORAL MINUTE****RESOLUTION 2025/205**

Moved: Mayor Daniel Keady

**That the Mayoral Minute for August 2025 be noted.**

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**

**SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL**

At 9.12 am, Cr Margaret Garnsey left the meeting.

**2.1 REQUEST TO BE CROWN LAND MANAGER - BORE BATH PROJECT****RESOLUTION 2025/206**

Moved: Cr Karen Churchill

Seconded: Cr Ahmad Karanouh

**That Council:**

- 1. Request written confirmation from the Coonamble Racecourse and Recreation Land Manager they relinquish management over the identified project site of Reserve 520089.**
- 2. Council applies to be appointed as the Crown Land Manager for the identified project site of Reserve 5820089.**

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

Against: Nil

**CARRIED 8/0**

At 9.14 am, Cr Margaret Garnsey returned to the meeting.

### 3.2 CODE OF CONDUCT

#### RESOLUTION 2025/207

Moved: Cr Karen Churchill

Seconded: Cr Adam Cohen

**That Council adopts:**

- 1. The reviewed Code of Conduct for Councillors.**
- 2. The reviewed Procedures for the Administration of the Code of Conduct.**

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**

### SECTION B - MATTERS FOR INFORMATION ONLY

#### 4.3 FREE SPEECH IN LOCAL GOVERNMENT IN NSW

#### RESOLUTION 2025/208

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Wheelhouse

**That Council note the *Free Speech in Local Government in NSW* guideline.**

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**

#### 5.4 GOVERNMENT GRANTS AND SUBSIDIES RECEIVABLE UPDATE

##### RESOLUTION 2025/209

Moved: Cr Karen Churchill  
Seconded: Cr Phillipa Goldsmith

**That Council receive and note the information contained in the July 2025 Government grants and receivables update.**

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**

#### 6.5 RATES AND CHARGES COLLECTIONS - JULY 2025

##### RESOLUTION 2025/210

Moved: Cr Phillipa Goldsmith  
Seconded: Cr Paul Wheelhouse

**That Council receive and note the information provided in the rates and charges collections report.**

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**

#### 7.6 ELECTORAL COMMISSION DISCLOSURES

##### RESOLUTION 2025/211

Moved: Cr Phillipa Goldsmith  
Seconded: Deputy Mayor Steven Butler

**That Council note the obligations of Councillors under the *Electoral Funding Act 2018 (NSW)* to report political donations and electoral expenditure.**

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**

**8.7 WASTE MANAGEMENT REPORT JULY 2025****RESOLUTION 2025/212**

Moved: Deputy Mayor Steven Butler

Seconded: Cr Karen Churchill

**That the monthly report on waste management activities be received and noted.**

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**

**9 COMMITTEE REPORTS****9.1 CASTLEREGH MACQUARIE COUNTY COUNCIL (CMCC) JUNE 2025 UPDATE****RESOLUTION 2025/213**

Moved: Cr Margaret Garnsey

Seconded: Cr Ahmad Karanouh

**That Council:**

- 1. Receive and note the report from the Castlereagh Macquarie County Council meeting held 23 June 2025.**
- 2. That Coonamble Shire Council note the Quarterly Biosecurity report notified an infestation of Green Cestrum and Hudson's Pear on the Quambone Common.**

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**

## 10 REPORTS TO COUNCIL

### 10.1 CORRESPONDENCE

#### RESOLUTION 2025/214

Moved: Cr Phillipa Goldsmith

Seconded: Cr Ahmad Karanouh

**That the Correspondence Report July 2025 be received and noted.**

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**

### 10.2 LGNSW 2025 ANNUAL CONFERENCE

#### RESOLUTION 2025/215

Moved: Cr Phillipa Goldsmith

Seconded: Cr Ahmad Karanouh

**That Council:**

- 1. As a minimum, be represented by the Mayor and General Manager at the Local Government NSW Conference**
- 2. Nominate Cr Karanouh to attend the Local Government NSW (LGNSW) Conference with the Mayor and General Manager, to be held at Panthers Penrith and Western Sydney Conference Centre from Sunday 23 to Tuesday 25 November 2025.**
- 3. Nominate the Mayor as its voting delegate for purposes of electing the LGNSW President and Executive Board Members, as well as for voting on motions discussed at annual conferences.**

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**

### 10.3 COUNCIL RESOLUTIONS/ACTIONS UPDATE

#### RESOLUTION 2025/216

Moved: Cr Paul Fisher

Seconded: Cr Phillipa Goldsmith

**That Council note the Council resolutions and actions update.**

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**

### 10.4 PUBLIC INTEREST DISCLOSURE POLICY ADOPTION

#### RESOLUTION 2025/217

Moved: Cr Ahmad Karanouh

Seconded: Cr Paul Wheelhouse

**That Council adopt the Public Interest Disclosure Policy.**

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**

### 10.5 COMMUNITY DEVELOPMENT MONTHLY REPORT

#### RESOLUTION 2025/218

Moved: Cr Adam Cohen

Seconded: Deputy Mayor Steven Butler

**That Council note the July 2025 Community Development Report.**

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**

**10.6 STATUS OF INVESTMENTS - JULY 2025****RESOLUTION 2025/219**

Moved: Cr Ahmad Karanouh

Seconded: Cr Paul Wheelhouse

**That Council note the report of investments from 1 July 2025 to 31 July 2025 and that these investments comply with section 625(2) of the *Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2021* and Council's Investment Policy.**

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 9/0d**

**10.7 PROPOSED ROAD ASSETS HIERARCHY REPORT****RESOLUTION 2025/220**

Moved: Cr Phillipa Goldsmith

Seconded: Deputy Mayor Steven Butler

**That Council**

- 1. Place the draft road hierarchy 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 Councils further consideration and adoption of the road hierarchy (with or without change)**
- 2. Adopt the road hierarchy without any changes, if no submissions are received.**

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

Against: Nil

**CARRIED 9/0**

At 9:40 am, Cr Phillipa Goldsmith left the meeting.

## 10.8 ECONOMIC DEVELOPMENT & GROWTH

### RESOLUTION 2025/221

Moved: Cr Paul Fisher

Seconded: Deputy Mayor Steven Butler

**That Council receive and note the Economic Development and Growth report.**

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

Against: Nil

**CARRIED 8/0**

At 9:46 am, Cr Phillipa Goldsmith returned to the meeting.

## 10.9 COMPLETION REPORT - COONAMBLE YOUTH EMPOWERMENT PROGRAM

### RESOLUTION 2025/222

Moved: Cr Phillipa Goldsmith

Seconded: Cr Karen Churchill

**That Council:**

- 1. Note the Completion Report of the Coonamble Youth Empowerment Program, and**
- 2. Recognise the significant achievements in the Program's Completion Report.**

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**

**10.10 PLANNING, REGULATORY & COMPLIANCE PROGRESS REPORT****RESOLUTION 2025/223**

Moved: Deputy Mayor Steven Butler

Seconded: Cr Paul Fisher

**That the Planning, Regulatory and Compliance Progress Report for July be received and noted.**

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**

**10.11 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS****RESOLUTION 2025/224**

Moved: Cr Paul Fisher

Seconded: Cr Phillipa Goldsmith

**That Council note the report on the works in progress within Council's Infrastructure Directorate.**

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**

**10.12 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE****RESOLUTION 2025/225**

Moved: Cr Ahmad Karanouh

Seconded: Cr Paul Fisher

**That Council note the report and the progress on the Tooraweenah Road Upgrade 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**

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

Nil

**12 CONFIDENTIAL MATTERS****RESOLUTION 2025/226**

Moved: Cr Adam Cohen

Seconded: Cr Phillipa Goldsmith

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

**12.1 Tender 2001948 Construction of Levee Bank Stage 4A (Riverbank Stabilisation and Restoration Works)**

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

**12.2 Request for Concession Towards Water User Charges**

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

**12.3 Intention to serve Offer of Compromise**

This matter is considered to be confidential under Section 10A(2) - g of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

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**

The meeting paused for morning tea at 10:20 am.

The meeting resumed at 10.45am.

**RESOLUTION 2025/230**

Moved: Deputy Mayor Steven Butler

Seconded: Cr Karen Churchill

**That Council moves out of Closed Council into Open Council.**

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

Against: Nil

**CARRIED 8/0**

At 11.16 am, Cr Ahmad Karanouh left the meeting.

**RESOLUTION 2025/231**

Moved: Cr Phillipa Goldsmith

Seconded: Cr Paul Wheelhouse

**That Council adopt the following recommendations of the Confidential Committee:**

**12.1 Tender 2001948 Construction of Levee Bank Stage 4A (Riverbank Stabilisation and Restoration Works)**

**That Council accept the tender submitted from TRX Civil Solutions Pty Limited in the recommended tender amount of \$216,729.56 (Inclusive GST) for Tender 2001948 for Coonamble Levee Stage 4A (Riverbank Stabilisation and Restoration Works).**

**12.2 Request for Concession Towards Water User Charges**

**That Council**

- 1. Note the report.**
- 2. Enter into a suitable payment arrangement with the property owner.**
- 3. Subject to an approved payment plan, waive the interest.**

**12.3 SUPPLEMENTARY BUSINESS - Intention to serve Offer of Compromise**

**That Council**

- 1. Receive and note the information contained in the report.**
- 2. Agree to the serving of an Offer of compromise with no reduction in Council's clean-up costs.**
- 3. Delegate the authority to negotiate on behalf of Council to the Mayor and General Manager if any further negotiations are required.**

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

Against: Nil

**CARRIED 8/0**

At 11:17 am, Cr Ahmad Karanouh returned to the meeting.

### **13 CONCLUSION OF THE MEETING**

**The Meeting closed at 11.18am.**

**The minutes of this meeting were confirmed at the Council held on 10 September 2025.**

.....  
**CHAIRPERSON**

DRAFT

## **7      DISCLOSURES OF CONFLICTS OF INTEREST**

## 8 MAYORAL MINUTE

### MAYORAL MINUTE

**File Number:** M3  
**Author:** Daniel Keady-Mayor  
**Authoriser:** Daniel Keady, Mayor  
**Annexures:** Nil

I am pleased to deliver the Mayoral report for September 2025.

- **Police Minister visit**

- Coonamble was honoured to welcome the Minister for Police and Counter-terrorism, Yasmin Catley, to Coonamble for the official announcement of a \$2.6 million investment in police housing. The completion of three brand-new homes for officers and their families marks a significant milestone in our community's efforts to attract and retain essential frontline workers.

This initiative not only strengthens our local police presence but also reflects a broader commitment to supporting regional towns like ours. On behalf of the Coonamble Shire, I extend our sincere thanks to the NSW Government for recognising the importance of housing in building safer, more resilient communities. Council looks forward to continued collaboration to ensure Coonamble remains a place where families, workers, and businesses can thrive.

- **Hello Coonamble**

- The recent staging of *Hello Coonamble* was a truly special moment for our community, showcasing the incredible talent, spirit, and stories that make our region so unique. Seeing local performers take to the stage with such passion and pride was both heartwarming and inspiring. This production not only celebrated our shared history and culture but also highlighted the strength of community collaboration and creativity.

I extend my heartfelt congratulations to everyone involved—from the cast and crew to the volunteers and supporters—for bringing this vibrant and meaningful event to life. It's initiatives like *Hello Coonamble* that remind us of the power of the arts to connect, uplift, and celebrate who we are.

- **Quambone Meeting – School Presentation**

- At last month's Council meeting held in Quambone, we had the pleasure of welcoming students from Quambone Public School, who delivered an outstanding presentation to Council. Their thoughtful insights, creative ideas, and confident delivery were a true credit to their school and community. It was inspiring to see our youngest residents engaging with local government and expressing their vision for the future of Quambone.

Council values the voices of all community members, and the students' contribution reminded us of the importance of listening to and empowering the next generation. We thank the students, their teachers, and families for their involvement and look forward to continuing this meaningful dialogue.

- **First year of Return and Earn**

- As we mark the first year of the Return and Earn scheme in Coonamble, I'm proud to celebrate the incredible impact this initiative has had on our community and environment. Since its launch, residents have embraced the opportunity to recycle eligible containers, with over 18,000 items collected in just the first eight days alone. This strong participation reflects our shared commitment to sustainability and reducing landfill. The program has not only encouraged responsible waste disposal but also provided a small financial return to residents, reinforcing the value of everyday environmental action. I thank everyone who has contributed to the success of Return and Earn and look forward to building on this momentum in the years ahead.

- **Coonamble's Recycling Centre Opening**

- I'm proud to announce the opening of Coonamble's new recycling centre, a major step forward in our commitment to sustainability and responsible waste management. This facility, along with the successful launch of the Return and Earn scheme the Shire's dedication to reducing landfill and keeping valuable resources in circulation. These initiatives not only help protect our environment but also create opportunities for residents to actively participate in building a cleaner, greener future for Coonamble.

Thank you to everyone who has contributed to making this vision a reality.

- **Coonamble Shire Council nominated for Award by Verto**

- I'm delighted to share that **Coonamble Shire Council** has been nominated for a prestigious community award, *CHAMPION EMPLOYER OF THE YEAR*, recognising its outstanding contribution to education, employment, and support services across the region. This nomination highlights the Council's dedication to empowering individuals and strengthening the local workforce through inclusive training, mentoring, and career development initiatives. The impact of these efforts has made a meaningful difference in the lives of many throughout our Shire. I would like to thank Verto for the nomination and wish the Coonamble Shire Team every success along the award process.

**RECOMMENDATION**

**That the Mayoral Minute for September 2025 be noted.**

## SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

### 2.1 NOMINATIONS FOR AND ELECTION OF A DEPUTY MAYOR 2025-2026

File Number: 81731

Author: Jenni Maundrell-Executive Manager Corporate Governance

Authoriser: Phillip Perram, General Manager

Annexures: 1. Nomination Form - Office of Deputy Mayor [!\[\]\(006190f2bbfbd38324559ea514e41ca7\_img.jpg\) !\[\]\(9eb4fb100a7ec3474b26b02b26dfda33\_img.jpg\)](#)

#### PURPOSE

The purpose of this report is for Council to elect a Deputy Mayor.

#### BACKGROUND

Council conducted the election of the Deputy Mayor at the Ordinary Council meeting of 9 October 2024. The Deputy Mayor was elected for a 12-month term, expiring September 2025.

##### (a) Relevance to Integrated Planning and Reporting Framework

L1.1 Find opportunities to use our skills, and work with others to build a united, vibrant and service-oriented community.

##### (b) Financial Considerations

Section 249(5) of the *Local Government Act 1993* states the following with regards to the payment of a fee for the Deputy Mayor:

*A council may pay the deputy mayor (if there is one) a fee determined by the council for such time as the Deputy Mayor acts in the office of the mayor. The amount of the fee so paid must be deducted from the mayor's annual fee.*

It has not been the practice for Council to pay the Deputy Mayor an additional fee, therefore, this position will receive an annual Councillor's fee of \$12,230.00.

Adequate provision has been made in the 2025/26 Operational Plan (Budget) for this expenditure.

#### COMMENTARY

Section 231 of the *Local Government Act 1993*, among other things, stipulates the following:

- (1) *The councillors may elect a person from among their number to be the deputy mayor.*
- (2) *The person may be elected for the mayoral term or a shorter term.*
- (3) *The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence*

*or otherwise from exercising the function or if there is a casual vacancy in the office of mayor.*

- (4) *The councillors may elect a person from among their number to act as deputy mayor if the deputy mayor is prevented by illness, absence or otherwise from exercising a function under this section, or if no deputy mayor has been elected.*

The conditions for election of the Deputy Mayor are the same as the election of the Mayor under Clause 394 and Schedule 7 of the *Local Government (General) Regulation 2005*.

Schedule 7 of the *Local Government (General) Regulations 2005*, among other things, reads as follows:

**Returning Officer:**

*The General Manager (or a person appointed by the General Manager) is the returning officer.*

**Nomination:**

- (1) *A Councillor may be nominated without notice for election as Mayor or Deputy Mayor.*
- (2) *The nomination is to be made in writing by 2 or more Councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*
- (3) *The nomination is to be delivered or sent to the returning officer.*
- (4) *The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.*

**(a) Governance/Policy Implications**

Section 231 of the *Local Government Act 1993*(3) states the following:

*The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of mayor.*

**(b) Legal Implications**

It would be important for Council to adhere to the relevant provisions of the *Local Government Act 1993* and the *Local Government (General) Regulations 2005*, as discussed above, when electing a Deputy Mayor for the 2024 / 25 financial year.

**(c) Social Implications**

Nil.

**(d) Environmental Implications**

Nil.

**(e) Economic/Asset Management Implications**

Nil.

**(f) Risk Implications**

Nil.

**CONCLUSION**

Nomination forms (a copy of which is attached to this report) have been forwarded with the Business Paper to all Councillors for their convenience.

Written nominations are invited for the Office of Deputy Mayor.

**RECOMMENDATION****That Council:**

- 1. Note the report on the appointment of and procedure for the election of a Deputy Mayor.**
- 2. Resolve that a Deputy Mayor is to be elected from its number for the period 10 September 2025 to 8 September 2026.**
- 3. Hold an election by the Ordinary Ballot method for the position for the position of Deputy Mayor.**



**NOMINATION PAPER**

**FOR THE OFFICE**

**OF**

**DEPUTY MAYOR**

We, the undersigned, hereby propose for nomination for the Office of Deputy Mayor:

Name of Candidate .....

Mover: .....

Seconder: .....

I, the above-named Candidate hereby consent to the nomination.

(Signature of person  
proposed for nomination) .....

**3.2 FIXING OF DATES FOR COUNCIL MEETINGS FOR THE 2025/2026 MAYORAL TERM****File Number:** C13**Author:** Marina Colwell, Executive Support Officer**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

The purpose of this report is for Council to set the times and dates for Ordinary and Extraordinary Council Meetings from October 2025 to September 2026.

**BACKGROUND**

At the Ordinary Meeting of Council held on 9 October 2024 Council fixed the dates, location, and times of its meetings for the period November 2024 to September 2025.

Council's current meeting date is the second Wednesday of each month, with a commencement time of 9.00am.

Council has traditionally not held a January Council Meeting. There are logistical challenges with reports required to be finalised by New Years Day. January is normally a 'slow' period with many residents taking their annual leave and businesses generally closed from late December to mid-January.

An extraordinary Council Meeting can be called should urgent matters arise.

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

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

**(b) Financial Considerations**

There are no financial considerations associated with this report.

**COMMENTARY**

Council currently meets in Coonamble at 9.00am on the second Wednesday of each month, with the exception of Council's March meeting being held in Gulargambone and the August meeting held in Quambone. Further, the June meeting is traditionally held on the third Wednesday of the month to ensure sufficient time for preparation and exhibition of the annual budget before adoption by 30 June.

Traditionally, Council has resolved not to hold an Ordinary Meeting during the month of January.

It is proposed that Coonamble Council Meetings return to the previous commencement time of 9:30am. Subject to the new Code of Meeting Practice this will enable constituents to raise matters in the Council Meeting agenda as well as the continuation of the post Council Meeting afternoon workshops.

It is proposed to hold the April meeting on the third Wednesday of the month, due to Easter falling on 3-6 April 2026.

Since the advent of live recording, residents can conveniently watch the proceedings live or access the recordings to view previous meetings.

It is suggested that the following dates, times and venues be approved.

| Date             | Location                                 | Time       |
|------------------|------------------------------------------|------------|
| 8 October 2025   | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 12 November 2025 | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 10 December 2025 | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 11 February 2026 | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 11 March 2026    | Gulargambone - Memorial Hall             | 10.00 a.m. |
| 15 April 2026    | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 13 May 2026      | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 17 June 2026     | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 8 July 2026      | Council Chamber – Council Admin Building | 9.30 a.m.  |
| 12 August 2026   | Quambone – Community Hall                | 10.00 a.m. |
| 9 September 2026 | Council Chamber – Council Admin Building | 9.30 a.m.  |

### **Governance/Policy Implications**

Council Meetings are an important part of Council's functions; they are the mechanism through which it communicates.

#### **(c) Legal Implications**

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

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

Section 9 of the Act states the following:

*Public notice of meetings:*

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

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

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

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

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

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

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

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

The full impact of the Office of Local Government's new Code of Meeting Practice is still being assessed and may impact Council Meetings e.g. it may be more efficient to incorporate the session for the public to raise matters in the agenda to meet live streaming and minute taking requirements.

**(d) Social Implications**

Holding meetings at Gulargambone and Quambone provides residents with the opportunity to attend the meeting as observers or be involved in the Community Consultation Session without the need to travel to Coonamble.

**(e) Environmental Implications**

Nil.

**(f) Economic/Asset Management Implications**

Nil.

**(g) Risk Implications**

Nil.

**CONCLUSION**

The current meeting cycle including the meetings in Gulargambone and Quambone appear to be working well particularly when aligned with the afternoon workshops.

It is proposed that this cycle be maintained subject to a later 9.30am commencement time for Coonamble Council Meetings.

**RECOMMENDATION**

**That Council set the dates and times for the October 2025 to September 2026 Ordinary Meetings as:**

| <b><u>Date</u></b> | <b><u>Location</u></b>                  | <b><u>Time</u></b> |
|--------------------|-----------------------------------------|--------------------|
| <b>08/10/2025</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>12/11/2025</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>10/12/2025</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>11/02/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>11/03/2026</b>  | <b>Gulargambone Memorial Hall</b>       | <b>10.00 am.</b>   |
| <b>15/04/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>13/05/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>17/06/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>08/07/2026</b>  | <b>Quambone Community Hall</b>          | <b>10.00 am.</b>   |
| <b>12/08/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |
| <b>09/09/2026</b>  | <b>Council Chamber – Admin Building</b> | <b>9.30 am.</b>    |

**4.3 ACHIEVEMENTS SEPTEMBER 2024 TO AUGUST 2025****File Number:** c12**Author:** Phillip Perram-General Manager**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

To highlight the Council's achievements since the 2024 local government elections

**EXECUTIVE SUMMARY**

An abridged list of Council's achievements has been prepared to highlight the outcomes of the past 12 months.

These achievements are required for the Annual Report and as a tool for Councillors' advocacy role.

**BACKGROUND**

Coonamble Shire is a small remote local government authority challenged by limited funds and the ability to attract and retain staff.

At times during the past 12 months staff vacancies have been above one third of the workforce. This results in many staff doing multiple jobs over extended periods of time impacting the ability to deliver outcomes.

Despite these and many other challenges, Councillors and staff have delivered a significant list of achievements.

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

Achievements directly relate to the Integrated Planning and Reporting Framework and are captured in Annual Reports.

**(b) Financial Considerations**

There are no financial considerations to Council arising from this report. Each achievement is captured in the Operational Plans and Annual Budgets across the two financial years.

**COMMENTARY**

The year after a local government election is one of the most challenging for a Council. The first 9 months are focused on the delivery of the previous Council's Operational Plan and Budget. Only on 1 June following the September election does the "new" Council have "their" Operational Plan and Budget to deliver.

Additionally, Council, as a front line service organisation, is beset by requests for services, projects, assistance, resources and infrastructure. These primarily appropriate requests are sustained and impact the Councillors, staff and community alike giving a negative perception of Council performance.

Much of what Council does goes unnoticed. It is there important for Councillors' advocacy role, staff more and community understanding that achievements be recognised.

In the last year, Council's has much to be proud of and to celebrate. An abridged list of the achievements is as follows:

*Strategic and Community*

- Strategic Plans
  - Community Strategic Plan
    - Development, community consultation and adoption of Coonamble Community Strategic Plan
  - Delivery Program
    - Adoption of the Delivery Program underpinned by the Long-Term Financial Plan, Workplace Management Strategy and Asset Management Plan
  - Operational Plan
    - Public exhibition and adoption of the Operational Plan including the rates, fees and charges
- Statutory Reporting
  - Annual Report of obligations under the Government Information (Public Access) Act (GIPA)
  - Annual Report
  - State of our Shire Report
  - Statutory Financial reporting Financial Statements and Quarterly Budget Reviews completed
  - Model Code of Conduct Complaints Statistics
  - Submission of Public Interest Disclosures report to the NSW Ombudsman
- ARIC
  - Appointment of Independent Members
  - Council 95% compliant. The OLG has acknowledged some Councils will not be fully compliant as some committees have not yet been operating for a full electoral term
  - The Committee has repeatedly expressed broad satisfaction with its oversight of Council risks and operations
- Community Satisfaction Survey
  - Survey and workshop completed
- Governor's Visit
  - Hosted the NSW Governor on 19 June 2025
- Donations
  - Supported Community Organisations with \$36,000 for community projects and services:

- MTMFM Coonamble Community Radio \$10,000
- Coonamble Clay Target Club \$10,000
- Gulargambone Showground Trust \$4,000
- Quambone Resources Committee \$2,000
- Coonamble Royal Far West \$2,000
- Coonamble Theatrical Society \$2,000
- Meals on Wheels \$2,000
- St Barnabas Anglican Parish of Coonamble \$2,000
- Eleanor Bryant Memorial Scholarship Fund \$2,000
- Local Government Week – Appreciation Morning Teas
  - Appreciation Morning Teas
    - Seniors, Youth and Sporting Bodies
    - Community & Service Clubs and Services
    - Chamber of Commerce

*Councillors Professional Development*

- Induction including Induction Manual
- Councillor Handbook
- Workshop with Graeme Fleming
- Mayor Mentoring Program (12 months)

*Special Projects*

- Accessibility
  - Visitors Information Centre and Services NSW accessible doors fitted
- Coonamble Sportsground
  - Female Amenities constructed
- Gulargambone Sportsground
  - Changerooms and canteen constructed
- Coonamble Artesian and Cultural Experience (Racecourse site)
  - REF completed
  - Bore Application resubmitted for new site
  - Site Survey Completed
  - Bore Design Completed
  - Wastewater reuse plan completed
  - concept plans produced
  - Costings and Capital Expenditure Review underway
  - Design Scope completed for RFQ
  - Design scope distributed
- Yarran Street Subdivision

- Subdivision plan and DA submission
- RFQ Civil Design
- RFQ Electrical Design
- Subdivision Civil construction plans completed
- DA approved, Pump Station
- Stage 1 Water main completed
- Sewer pump station and raising main constructed
- Electrical design approved by Essential Energy
- Youth accommodation
  - Building demolished at 46 Yarran Street
  - Builder contracted
  - Building and Construction Certificates completed in both Gulargambone and Coonamble
- Hickey and Limerick Street Subdivision
  - Crown Road closure of lane within subdivision and site survey completed
- Core and Cluster Limerick and Hickey Street
  - Analysis completed
  - Land valuations
  - Agreement signed
- Regional Drought Preparedness Plan
  - Final plan completed by Far North West Joint Organisation and adopted by Council
- Supervisor Relocation
  - Key supervisory roles were moved to the Coonamble depot to facilitate communication and more efficient management
- Coonamble Levee
  - Stage 1 maintenance completed
- Quambone Signage
  - Upgrade of tourism signage completed again

#### *Infrastructure*

- Roads
  - Tooraweenah Road
    - Additional \$18.2m for upgrade project
    - Progression of Tooraweenah Road upgrade project, including
      - Full review of REF
      - Procurement and delivery of additional box culverts
      - Procurement of site office
      - Identification of side tracks and road closure requirements.
      - Community consultation, including creation of project specific email for community use and FAQs
      - Revision of tender documentation to allow for greater potential involvement of local contractors
  - Warren Road

- 
- Upgrade project completed
    - McCullough Street
      - Seal, parking and tree planting completed
    - Talegar Creek Culvert
      - Application for and success in applying for relocation of Betterment funding from Euronne Creek
    - Flood Damage
      - Claiming of over \$5M in outstanding flood damage funding and an additional \$1.65M on further flood damage works.
  - Urban Services
    - Aerodrome
      - RFQ for fencing of aerodrome
    - Cemeteries
      - Pioneer Cemetery
        - Construction of fencing for the Pioneer Cemetery
      - Columbariums
        - New columbarium at all three cemeteries
    - Swimming Pool
      - Coonamble Pool
        - Backwash upgrade in conjunction with irrigation McDonald Park
    - Parks and Facilities
      - Quambone Showground
        - Driveway upgrade completed
      - Coonamble Showground
        - Lighting upgrade completed
      - McDonald Park
        - Irrigation upgrade
      - Main Street Gardens
        - 2025/26 funding of upgrade of Main Street Gardens
    - Sporting Fields
      - Gulargambone Oval
        - Irrigation upgrade completed
      - Quambone and Coonamble Tennis Courts
        - Tennis Courts upgrade completed
      - Coonamble and Gulargambone Ovals
        - Dethatching, aerating and fertilisation completed
    - Workshop
      - Implementation of Formbird Fleet Management System
  - Utilities
    - Water
      - Coonamble Water Tour
        - Structural integrity of water tour proven to enable use to meet peak demand
      - Response Capability
        - First response trailer operational
      - Capital Works Team
        - Inhouse capital works team established

- Hydrant
    - Stop valve and hydrant replacement program completed in conjunction with NSW Fire & Rescue
  - Risk analysis
    - Completion of various items under the Advanced Operation Support (AOS) project this was initiated by DCCEEW (department of climate change energy environment and water)
- Sewer
  - Sewer Junctions
    - The completion of a sewer junctions (boundary shaft) replacement program, this saw 12 critical sewer junctions completely rebuilt from the main to the point of connection within the landowner's residency
  - Gulargambone laboratory room
    - Established at the Treatment Works to meet statutory testing of Sewer Treatment Plant and pump stations
  - Gulargambone Sewer Pumping Station
    - Pumping Station No. 1 upgrade completed
- Quarry
  - Nine PINs completed balance awaiting contractor completion
  - Mobile Crusher and Bore & Blast Panels established
  - Crusher repairs contracted
  - Safety Management System completed
  - Quarry Manager appointed following withdrawal current Quarry Manager
  - Quarry Manager role advertised

*Community, Planning, Development and Environment*

- Economic Development & Growth
  - Tourism
    - Visitors Information Centre
      - Over 3,500 visitors through the Centre
  - Events
    - 51 events supported, promoted and or assisted including:
      - Council's sponsorship of the Coonamble Shire Business Awards Dinner, Buy Local campaign, Coonamble Christmas Street Party, Welcome to Gulargambone Dinner, Australia Day events in Coonamble and Gulargambone, 'Reflect, Respect, Celebrate' Pool parties in Coonamble, Gulargambone and Quambone, and the Waste 2 Art Community Art Exhibition and Competition.
      - Delivery of a pilot *Vision Splendid* Concert during the October long weekend. The event tripled overall spending in Coonamble Shire compared to the same period the previous year.
  - Promotions
    - Real Country Destination

- Adoption of the *Real Country Destination Strategic Plan* to promote the Coonamble, Gilgandra and Warrumbungle Shires as a 'Real Country' regional holiday destination to promote increased overnight stays by visitors in the area.
  - Country Heartline
    - Development of a similar *Country Heartline* rural tourism and community resilience regional project in collaboration with Warren and Bogan Shires.
- Planning, Regulatory & Compliance
  - Applications
    - DAs, CCs, CDCs, OCs, Subdivision Certificates, Building Information Certificates and LG Act Approvals determined since the LG election in September 2024 total – 83 comprising:
      - DAs – 32
      - CCs – 17
      - CDCs – 5
      - OCs – 7 (including the feedlot DA to expand cattle from 10K to 30K)
      - LAs – 20 (includes septic tanks, manufactured dwellings, plumbing/sewerage/stormwater works)
    - Subdivision Certificates – 2
  - Industrial Land
    - Draft subdivision concept completed, Initiation of a Planning Proposal to create more industrial land by rezoning the old Coonamble Sheepyards, north of the truck wash.
- Community Development
  - Development
    - Early Childhood Providers Forum
    - Early Intervention Working Group
  - Youth Services
    - Gular & Quambone services
    - Youth Week
    - Holiday Program
    - Youth Services Survey
  - Seniors
    - Seniors Week
      - Seniors Lunch
      - Seniors Excursion to Western Plains Zoo
      - Transport from Quambone for seniors' event
  - Library
    - Summer Reading Challenge
    - Monthly Seniors Cinema
    - Community Craft Sessions
    - Tech support for Seniors in conjunction with YEP
  - Youth Empowerment Program
    - Second Junior Youth group launch
    - Junior youth sessions
    - Youth champion sessions
    - Youth Champions Camps and Workshops

- Family workshops/gatherings
- Waste, Recycling & Employment Initiatives
  - Waste
    - Interaction with Schools about Waste
      - The Management team facilitated an educational site visit for local public-school students, promoting awareness about waste management and sustainability. A similar educational visit was held at the local high school to engage students in waste management practices and foster long-term environmental responsibility.
    - Weighbridge
      - A weighbridge was installed at Coonamble to support accurate waste tracking and reporting. The system is now in place and pending final software integration to become fully operational.
    - Plant Shed
      - A dedicated plant shed was constructed to house essential equipment and machinery, improving site organisation, equipment security, and maintenance efficiency.
    - Bulky Waste
      - Quambone, Gulargambone and Coonamble bulky waste collection
  - Recycling
    - Return and Earn
      - In collaboration with Tomra Cleanaway, this program was established across both Coonamble and Quambone to encourage recycling and waste diversion, helping residents earn rewards for returning containers.
  - Employment Initiatives
    - Training and Employment Partnerships
      - Partnerships with VERTO, Numbiny Aboriginal Corporation, and the launch of "Wake Up Shake Up" workshops provided valuable training and employment opportunities, helping address the local skills shortage in waste management.
    - Qualified employees
      - Council is continuing to employ people through these programs as projects arise. Council has 5 team members who have successfully completed Plant Operator Training building on internal capabilities.
- Grants
  - Housing Strategy
    - Secured grant funding for the development of a Coonamble Shire Urban Housing Strategy - \$69,916
  - Heritage Reflections
    - Secured grant funding for the Coonamble Heritage Reflections Project - \$25,000
  - Vision Splendid

- Secured \$350,000 to deliver similar concerts in Coonamble's main street over the long weekend for the next three years (2025 to 2028)
- Communications
  - "This Week"
    - Trial of a weekly newsletter to Councillors
- Regulatory
  - Ranger Services
    - Dog registrations – 20
    - Desexing program – 15
    - Rehomed dogs – 69
    - Recruitment of Ranger – interviews scheduled for August
  - Food Premises
    - Inspections of all premises completed

### *Corporate Services*

- Finance & Procurement
  - Rates and Charges
    - Rates levy completed in accordance with adopted revenue policy and regulatory requirements
    - Promoted the use/uptake of E notices for rates and water notices to be emailed
    - Not only addressed the system issue with Council's water billing systems but also completed a data validation review of water bills previously issued by Council and carried out any corrections as required
  - Overdue rates
    - Commenced the process for a sale of land for overdue rates to be completed prior to 31/12/2025
- Assets
  - Asset Management Plan
    - Revaluation of general assets
  - Aerial Imagery
    - Aerial imagery completed of three waste facilities
  - LIDAR Drone
    - The Lidar drone allows council staff to do own aerial surveying and mapping in GIS system – valuable for transport assets as well as the Quarry and Waste facilities management. Thermal imaging (can pick up hot spots e.g. @ landfill).
- Insurance
  - Total suite of insurances renewed
- IT
  - Computers to all Councillors with training and support
  - Cyber Security Policy Updated
  - Cyber security Essential 8 deployed
  - Password policy upgraded

- Email Security policy DMARC deployed
  - Firewalls upgraded from gen 6 to gen 7 with high availability environment and external to internal policy restriction.
  - Security increased by deploying SSL VPN for remote access to council network
  - Wi-Fi security enhanced by deploying certificate base authentication
- Records
  - EDRMS has been implemented and is now operational.
  - Digitisation of Council's hardcopy records has commenced with property and employee files digitised.
- Governance
  - Policy Review
    - Policy reviews completed:
      - Related Party Disclosure
      - Applications for Financial Assistance Under Council's Donations Policy
      - Outstanding community Member Recognition Policy
      - Donations Policy
      - Investment Policy
      - Records Management Policy
      - Debt Recovery Policy
      - Code of Meeting Practice
      - Councillor and Staff Interaction Policy
      - Councillor Expenses and Facilities Policy
      - Public Interest Disclosures Policy
  - Code of Conduct and Meeting Practice
    - Councillor Workshop
    - Submission to the Office of Local Government
  - Internal Audit
    - Internal Auditor appointed
    - Plant & Fleet Audit completed
- People & Culture
  - Annual Staff Performance Appraisals
    - 2024 Appraisals completed
  - General Manager Recruitment
    - Recruitment Agency appointed
    - Information pack and supporting video completed
    - Role advertised 1 August 2025
  - Recruitment Software
    - Martian Logic software operational
  - Training
    - Delivered training to staff on their responsibilities under the Public Interest Disclosure Act, complementing the review of the PID Policy
    - IT & Cyber Security training completed

- Implemented the Total Cyber Leadership Initiative to train key personnel at Council on their cyber security responsibilities, including dealing with data breaches.
- Workplace Health and Safety (WHS) and Risk Management
  - WHS
    - Council has hosted a regional Safety Day
  - Risk
    - Risk Management Framework completed
    - Strategic Risk Register completed
    - Risk Appetite adopted by Council
  - EAP
    - Converge appointed as Council's new EAP provider
  - Workers Compensation
    - Overall reduction in claims over the twelve months

**(a) Governance/Policy Implications**

Beyond achievements in the review of Policies, there are no Governance or Policy implications arising from this report

**(b) Legal Implications**

There are no Legal implications arising from this report

**(c) Social Implications**

Beyond the achievements in the social environment there are no social implications arising from this report

**(d) Environmental Implications**

Beyond the achievements in the environmental arena, there are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

Beyond the economic and asset management achievements, there are no economic or asset management implications arising from this report.

**(f) Risk Implications**

Beyond the achievements in the Risk and WHS arena, there are no risk implications arising from this report

**CONCLUSION**

Council's significant achievements over the past 12 months have not been delivered only by Councillors and staff. Members of the community, service clubs, organisations, sporting bodies and contractors have contributed particularly during the 51 events held during the year.

## **RECOMMENDATION**

### **That Council**

- 1. Note the significant list of achievements for the period ended August 2025.**
- 2. Congratulate staff on the delivery of these outcomes.**
- 3. Thank all members of the community, organisations and contractors that assisted Council in these achievements.**

**5.4 GOVERNANCE REVIEW - TOORAWEEENAH ROAD AND QUARRY RESOLUTIONS****File Number:** 81731**Author:** Jenni Maundrell-Executive Manager Corporate Governance**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

To advise Council of governance and compliance concerns arising from Resolutions 2025/111 and 2025/112, and to recommend that Council consider rescinding specific clauses that may encroach on operational responsibilities under the *Local Government Act 1993*.

**EXECUTIVE SUMMARY**

A review of recent Council resolutions has identified governance risks associated with operational involvement. Resolution 2025/111 (Tooraweenah Road project) and Resolution 2025/112 (Quarry) include clauses that direct staff actions and project workflows, which are operational matters under the responsibility of the General Manager. This report outlines the implications and recommends that Council consider rescinding the relevant components through Councillor-led motions to ensure compliance with legislative requirements and maintain appropriate governance separation.

**BACKGROUND**

- Resolution 2025/111 was adopted on 15 May 2025 to enhance oversight of the Tooraweenah Road project. It included provisions for workshops, reporting to ARIC, and gateway reviews.
- Resolution 2025/112 relates to strategic planning for the Mt Magometon Quarry and includes a mix of strategic and operational directives.

A governance review has identified that several clauses in both resolutions may breach the separation of powers outlined in the *Local Government Act 1993*, particularly section 335, which assigns operational responsibilities to the General Manager.

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

CSP L2.1 Use expert, cultural, scientific and local knowledge to inform our decision-making and consultation.

CSP L2.2 Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.

Additionally, the IP&R framework emphasises the clear role delineation between elected officials and Council administration. This separation ensures that strategic goals set out in the Community Strategic Plan and Delivery Program are implemented efficiently without political interference in day-to-day operations.

**(b) Financial Considerations**

Unbudgeted bi-monthly workshops are estimated to cost approximately \$10,000 per session. These costs cannot be covered by the project grant, which is strictly allocated to delivery components. To continue the workshop program Council would need to amend its Operational Plan and Budget, effectively shifting the financial burden to ratepayers. This raises a key question of cost justification, especially when alternative mechanisms for project updates already exist within the governance framework.

Further, if Council enacts resolutions that interfere with operational responsibilities, such as directing project workflows or gateway reviews, it may breach the *Local Government Act 1993*. Such actions could be deemed *ultra vires* (beyond legal authority), exposing Council to:

- Legal challenges or judicial review.
- Financial liability for project delays or mismanagement.
- Reputational damage, which may affect future grant eligibility or stakeholder trust.

While direct financial penalties for unlawful resolutions are rare, councils may face:

- Cost recovery actions (surcharge) if unauthorised decisions result in financial loss.
- Enforcement measures under NSW planning and compliance policies, including potential prosecution or penalty infringement notices.
- Censure of councillors under section 440G of the *Local Government Act 1993*, which, while not monetary, can carry reputational and governance consequences.

**COMMENTARY****Resolution 2025/111 – Tooraweenah Road Project**

- Clause 3: Bi-monthly workshops with consultants are operational in nature and incur costs (~\$10,000 per session) not covered by project grants or current budget allocations.
- Clause 5: Directing reports to ARIC may compromise its independence and established reporting lines.
- Clause 6: Gateway reviews are technical delivery checkpoints and should not be directed by Council. Further, the project team has considered gateway reviews and has outlined to Council at the workshop of 11 June 2025 that gateway reviews are not appropriate for the Tooraweenah Road project; however, it is normal practice in staged projects to debrief and consider learnings before commencing the next stage.

**Resolution 2025/112 – Quarry**

- Strategic clauses: Clauses (a) – (d) relate to the development of an operating management plan, analysis of governance models, and consideration of infrastructure options.

- Operational clauses: Clauses (e) – (f) relate to scheduling of committee meetings and directing staff to obtain costings for equipment.
- Mixed clause: Clause (g) requesting updates on management actions taken to address the regulator's improvement notices and future planned engagements. This blends strategic oversight of actions taken to comply with improvement notices with operational execution of future engagements. It is noted that Councillors have received an update on management actions taken to address the regulator's improvement notices.

These operational directives may expose Council to legal and reputational risks, including breaches of the Model Code of Conduct and potential financial penalties under ss 435–438 of the Local Government Act.

**(a) Governance/Policy Implications**

The report highlights a breach of governance boundaries, where Council resolutions have directed operational matters, undermining the strategic-policy role of elected members under the Local Government Act.

**(b) Legal Implications**

Council involvement in operational functions may contravene provisions, exposing Councillors to potential breaches of the Local Government Act, the Model Code of Conduct, and financial penalties (surcharging) under ss 435–438 of the Local Government Act.

**(c) Social Implications**

Misalignment between governance and operations may erode public trust in Council's decision-making processes and raise concerns about transparency and accountability.

**(d) Environmental Implications**

There are no environmental implications directly arising from this report. However, both projects referred to involve complex environmental concerns; unclear governance may delay or complicate environmental assessments and mitigation efforts, affecting compliance with environmental regulations.

**(e) Economic/Asset Management Implications**

Unbudgeted workshop costs and operational directives may strain Council's financial resources and divert funds from core asset management priorities, requiring budget variations.

**(f) Risk Implications**

The governance overlap introduces legal, financial, and reputational risks including potential audit findings, NCAT proceedings, and disruption to project delivery timelines

## CONCLUSION

While the intent of Resolutions 2025/111 and 2025/112 was to strengthen oversight and planning, several clauses risk breaching governance protocols and statutory

responsibilities. Maintaining a clear separation between strategic and operational functions is essential for legal compliance and effective project delivery.

## **RECOMMENDATION**

### **That Council:**

- 1. Notes the governance concerns associated with Resolutions 2025/111 and 2025/112.**
- 2. Rescinds clauses 3, 5, and 6 of Resolution 2025/111.**
- 3. Rescinds clauses (e), (f) and (g) of Resolution 2025/112.**

**6.5 DRAFT CODE OF MEETING PRACTICE****File Number: 81731****Author: Jenni Maundrell-Executive Manager Corporate Governance****Authoriser: Phillip Perram, General Manager****Annexures: 1. Draft Code of Meeting Practice (under separate cover) ****PURPOSE**

To present the draft Code of Meeting Practice, which incorporates the mandatory provisions of the NSW Office of Local Government's (OLG) 2025 Model Code of Meeting Practice, and to seek Council endorsement to place the draft on public exhibition.

**EXECUTIVE SUMMARY**

The NSW OLG has released the 2025 Model Code of Meeting Practice, introducing reforms to improve transparency, accountability, and public confidence in Council decision-making. A draft Code of Meeting Practice reflecting the mandatory provisions of the new model has been prepared and is now presented to Council for endorsement to proceed to public exhibition. The draft must be exhibited for a minimum of 28 days, with a 42 day period for public submissions, in accordance with section 361 of the *Local Government Act 1993*.

**BACKGROUND**

The Model Code of Meeting Practice is issued under section 360 of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. It applies to all meetings of Council and committees comprising only Councillors (Committees of Council). The 2025 version replaces the 2021 Model Code and includes mandatory provisions that all Councils must adopt by 31 December 2025. If a compliant code is not adopted by this date, the mandatory provisions will override any inconsistent provisions from 1 January 2026.

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

CSP L2.2 Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.

The draft Code supports the IP&R Framework by reinforcing transparent decision-making and aligning meeting practices with strategic objectives, although Councillors must now take greater initiative to ensure proposals are consistent with adopted plans and budgets.

**(b) Financial Considerations**

The removal of requirements to identify funding sources for Notices of Motion increases the need for internal financial oversight, as Councillor proposals may carry uncoded implications that must be assessed to safeguard Council's financial sustainability.

**COMMENTARY**

Key changes in the 2025 Model Code are detailed in the table below.

| Area                                                | 2021 Model Code                                                                       | 2025 Model Code                                   |
|-----------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Closed meeting information</b>                   | Confidential indefinitely                                                             | Must be released when no longer confidential      |
| <b>Complaints against staff in meetings</b>         | Prohibited                                                                            | Replaced with clause 3.13 – Act of Disorder       |
| <b>Funding for Notices of Motion</b>                | Councillors required to identify funding sources for motions not previously budgeted  | Requirement removed                               |
| <b>General Manager reports on Notices of Motion</b> | Permitted                                                                             | Removed                                           |
| <b>Livestreaming</b>                                | Encouraged                                                                            | Mandatory for all meetings                        |
| <b>Mayor's powers</b>                               | Limited                                                                               | Expanded to manage conduct                        |
| <b>Meeting principles</b>                           | Transparent; Informed; Inclusive; Principled; Trusted; Respectful; Effective; Orderly | Removed 'Respectful'                              |
| <b>Meeting recordings</b>                           | No retention requirement                                                              | Must be published for 12 months or Council term   |
| <b>Planning decisions</b>                           | No justification required                                                             | Reasons required for departures from staff advice |
| <b>Pre-meeting briefings</b>                        | Permitted                                                                             | Prohibited unless confidential                    |
| <b>Public forums</b>                                | Optional                                                                              | Encouraged before committee meetings              |

### Pre-meeting briefings

The 2025 Model Code prohibits pre-meeting briefing sessions for Councillors, except where the matter is confidential. To ensure Councillors can still receive necessary information and engage in preparatory discussions, Council will utilise Committee of Council meeting as an alternative.

These meetings will include a published business paper and formal minute-taking. Committee of Council meetings will be open to the public, unless the matter being considered is confidential under section 10A(2) of the *Local Government Act 1993*.

This approach maintains transparency while supporting informed decision making.

### Acts of Disorder

Clause 3.13 replaces the previous prohibition on Councillors making complaints about staff during meetings. It prohibits Councillors from asking questions with notice that would constitute an act of disorder, reinforcing the importance of maintaining decorum and appropriate channels for raising concerns.

Councillor conduct and free speech

The Free Speech Guidelines issued under section 23A of the *Local Government Act 1993* clarifies that:

- Councillors have a right to political communication and public debate.
- Meeting procedures must balance free speech with orderly conduct.
- The removal of “respect” from the Model Code does not affect obligations under the Model Code of Conduct, which include obligations on both Councillors and staff regarding the relationship between Council officials.

Financial sustainability and governance

Despite the removal of requirements for Councillors to identify funding sources for Notices of Motion and the General Manager’s ability to report on their implications, Council remains bound by its obligations under the *Local Government Act 1993* and the Integrated Planning and Reporting Framework. Councillors must:

- Ensure decisions are financially responsible and aligned with strategic plans.
- Seek staff advice where necessary to understand legal, financial, and policy impacts.
- Avoid decisions that may compromise Council’s financial sustainability.

**(a) Governance/Policy Implications**

The revised Code strengthens governance by formalising procedures and enhancing transparency.

**(b) Legal Implications**

Council must ensure compliance with the *Local Government Act 1993*, particularly regarding open meetings and confidentiality provisions under section 10A(2), while adapting to the removal of legal advisory mechanisms for Notices of Motion.

**(c) Social Implications**

Increased public access through mandatory livestreaming and open Committee of Council meetings promotes civic engagement and trust.

**(d) Environmental Implications**

There are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

The removal of funding identification requirements for Notices of Motion may increase financial risk, requiring stronger internal processes to ensure proposals align with budgetary and asset management plans.

**(f) Risk Implications**

The removal of safeguards such as General Manager reports on strategic implications and conduct-related clauses may elevate reputational, financial, and operational risks if not mitigated through complementary policies and training.

**CONCLUSION**

The draft Code of Meeting Practice aligns with the mandatory provisions of the 2025 Model Code and reflects Council's commitment to transparent, accountable, and financially sustainable governance. Public exhibition of the draft code is the next step in the adoption process.

**RECOMMENDATION****That Council:**

- 1. Note the preparation of a draft Code of Meeting Practice incorporating the mandatory provisions of the NSW Office of Local Government's 2025 Model Code of Meeting Practice.**
- 2. Endorse the public exhibition of the draft Code of Meeting Practice for a period of 28 days, with a 42-day period for public submissions, in accordance with section 361 of the *Local Government Act 1993*.**
- 3. In the event that no submissions are received during the exhibition period, adopts the draft Code of Meeting Practice.**

**7.6 COONAMBLE ANNUAL SHOW - APPLICATION FOR PUBLIC HOLIDAY****File Number:** H5**Author:** Marina Colwell-Executive Support**Authoriser:** Phillip Perram, General Manager**Annexures:**  

1. Invitation to Apply for 2026 and 2027 Public Holiday [↓](#) 
2. Public Survey Responses 2025 [↓](#) 
3. Guidelines for Public Holiday and Local Event Day [↓](#) 
4. Letter of Support - St Brigids School [↓](#) 

**PURPOSE**

The purpose of this report is to provide information to Council to assist it determine whether or not to make application for the declaration of a holiday for the second day of the Coonamble Show. The proposed dates are Wednesday 27 May 2026 and Wednesday 12 May 2027.

**BACKGROUND**

Every two (2) years Council receives correspondence from Department of Premier and Cabinet regarding applications under the *Public Holidays Act 2010* for declaration of local public holidays and local event days. The Guidelines for Local Public Holiday and Local Event Day applications are attached to this report.

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

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

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

Again, this year, the Department proposes to have an omnibus order declaring the 2026 and 2027 local public holidays and local event days published on the NSW legislation website in early 2025.

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

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

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

**b) Financial Considerations**

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

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

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

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

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

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

## COMMENTARY

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

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

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

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

The responses to Council's survey are as follows:

|                         |       |
|-------------------------|-------|
| Full day public holiday | 92.9% |
| Half day public holiday | 4.8%  |
| No public holiday       | 2.4%  |

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

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

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

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

**(a) Governance/Policy Implications**

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

**(b) Legal Implications**

There are no legal implications related to this report.

**(c) Social Implications**

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

**(d) Environmental Implications**

There are no environmental implications related to this report.

**(e) Economic/Asset Management Implications**

Council allocates significant funds in its annual budget to maintain the showground and other public facilities within its jurisdiction and the show is one of the major events held at the ground each year. On an ongoing basis Council carries out improvements to infrastructure and provides a facility to the standard expected by participants of events utilising the ground.

**(f) Risk Implications**

There are no risk implications related to this report.

**CONCLUSION**

For a holiday to be granted, Council must adopt a resolution that an application be made for a declaration of a Local Event Day within a specified area.

Council consulted widely with the community and the overwhelming outcome was in favour of a full day public holiday for the Shire of Coonamble for the second day of the Coonamble Show in 2026 and 2027.

**RECOMMENDATION****That Council:**

- 1. Note the Application for Public Holiday Report.**
- 2. Authorises the General Manager to make application to the Department of Premier & Cabinet for a full day public holiday for the whole Coonamble Shire Local Government Area to be declared for the second day of the Coonamble Show in 2026 and 2027, i.e. Wednesday, 27 May 2026 and Wednesday, 12 May 2027.**

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Premier's Department



Ref: A7929634  
18 June 2025

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

Email: [council@coonambleshire.nsw.gov.au](mailto:council@coonambleshire.nsw.gov.au)

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Re: Applications for Local Public Holidays and Local Event Days for 2026 and 2027

Dear Mr Gallagher,

I refer to applications that may be made to the Minister for Industrial Relations under the *Public Holidays Act 2010* for the declaration of Local Public Holidays and Local Event Days for 2026 and 2027.

When making an application it is expected that a council will undertake a public consultation process in accordance with the attached *Guidelines for Local Public Holiday and Event Day Applications*. The Guidelines require councils to assess community sentiment as well as the costs and benefits to regional businesses and local communities of declaring a full or part-day Local Public Holiday or Local Event Day, including consultation with chambers of commerce, banks, major employers, schools and transport arrangements for students likely to be impacted by the declaration.

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

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

**Applications for inaugural and transferred Local Public Holidays.**

The Guidelines have been revised to require additional information to be provided in circumstances where an application is being made for the inaugural declaration of a new Local Public Holiday or to transfer a long-standing Local Event Day to a Local Public Holiday (see page 2 of the attached Guidelines).

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001  
ABN 34 945 244 274

02 9228 5555  
[premiersdepartment.nsw.gov.au](http://premiersdepartment.nsw.gov.au)

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**Timeframe for applications**

Should the council wish to make an application for a Local Public Holiday or Local Event Day in 2026 or a biennial application for 2026 and 2027, it will be necessary for the application to be forwarded to me by **Tuesday, 28 October 2025** to enable sufficient time for the application to be processed before the Christmas break.

Council's application may be lodged by email to [PHapplications@industrialrelations.nsw.gov.au](mailto:PHapplications@industrialrelations.nsw.gov.au)

Consistent with past practice, it is proposed to have an omnibus Order declaring the 2026 and 2027 Local Public Holidays and Local Event Days published on the NSW legislation website by early 2026.

Any enquiries you may have may be directed to the above email address or Mr Joseph Tizzone Industrial Relations Policy, Premier's Department on (02) 9228 5994.

Yours sincerely



Marina Rizzo  
**Executive Director – Industrial Relations**  
**Premier's Department**

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

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## Public Holiday for Coonamble Show 2026 and 2027

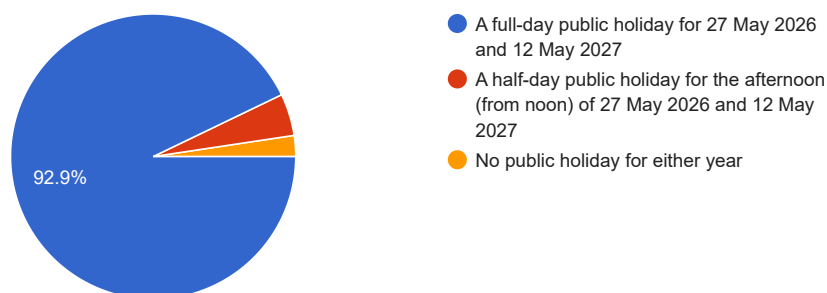
84 responses

[Publish analytics](#)

I prefer Council ask the NSW Government for:

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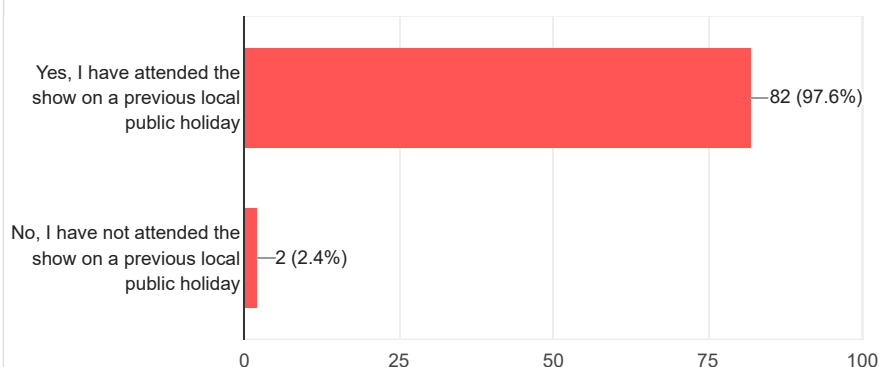
84 responses



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

[Copy](#)

84 responses



My first and last name

84 responses

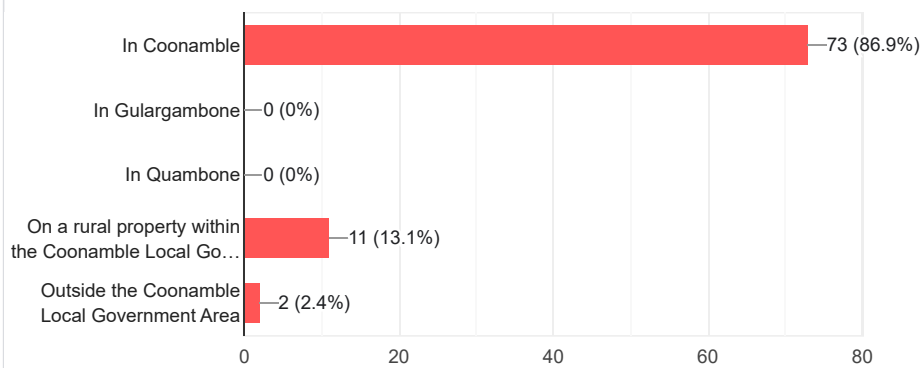
**NAMES REDACTED TO  
RESPECT PRIVACY**



I live:

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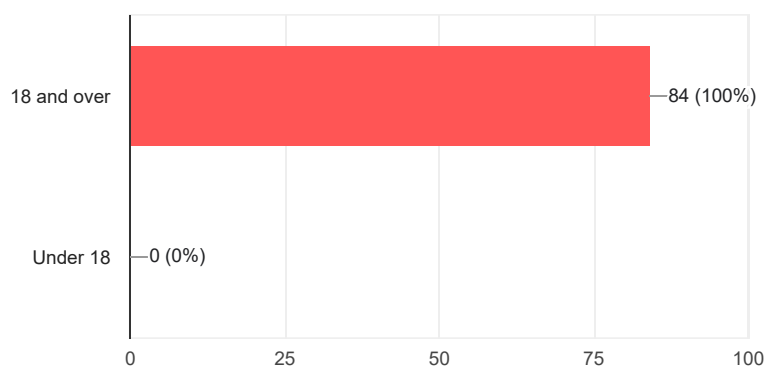
84 responses



I am in the following age group

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84 responses



**The Coonamble Show is important to me because:**

73 responses

Brings the community together

Great community celebration for all age groups

It's great for the community to have an event that brings everyone together!

I get to see all the local horses riders pony club children and local exhibits a great family day out

If gives businesses and employees (myself included) a "compulsory" holiday I think that is good as many people (including myself) would not take the time off to go to the show for a break, and that may have adverse effects on the mental health for the working class of the town.

It is a true community event where the committee works hard year round to present an event that appeals to many . Town and country people find common interests, and celebrate the best of country life and culture.

Making fun memories with my grandkids

Showcases the work of the community

It's celebrates pastoral and community connections with local and open exhibits great for mental health and well being and general family community event

It gives the locals an opportunity to come together and celebrate there talents

It showcases local organisations/ businesses, community groups, peoples interests and is a place to socialise including all ages and abilities of those in the community.

Fun for family and good opportunities for business

It brings out community together and showcases what we have to offer.

I work at the show and it's great for the kids

Good for the kids

It's a big community event, that brings people together and helps foster and maintain a strong rural community.

Community event showcasing local talents

It brings all of the community together

It is a vital community event.

Social event community made and grown products support local businesses nonprofit organisations fun exciting rides fireworks livestock events machinery motorbikes ice cream



pizza steak sandwiches delicious show food a day to get together and enjoy 🍕🍔🥪

It showcases local talent in many differing skills

It's a waste of time and money

I'm a competitor and supporter.

It's a vibrant community event and it good for the town!!

It's the community coming together to be as one.

It's a local event run by local volunteers showcasing all of Coonamble

It's great for the town

The community all comes together to celebrate our talents and achievements

It's a great way bring the community together and not only showcase the agricultural talent but the local artists, photographers, bakers, gardeners plus the students and others through the pavilion section.

I Love to see the community involvement, everyone can take part and it's one of the reasons I moved here when I first went to one!

The school children and my own children showcase their work and their skills at the show every year. It is also a time for locals to come together.

As it brings people together and see what there is to offer

I have attended the Coonamble Show all my life

It is a local event where the whole town comes together.

It's a day the community gets together

It is a chance to showcase local skills whether it be horsemanship, cooking or quilting etc.

It gathers the community together to catch up with mates and have a fun time with your family.

Great time for the community to come together. Brings entertainment and rides to town that some people may never be able to afford travelling to see or participate in.

Gets community together.

I volunteer at the cwa kitchen. This is a major fund-raiser for our small community group and we rely on volunteers to run the kitchen. I also love the social interaction and engagement with others, particularly those i haven't seen for ages who come as it's a public holiday. A holiday means that everyone is able to attend, helping alleviate social isolation and ensuring that those who work, also get to go.

It is a 140 year old tradition to celebrate our community and its agriculture. It's the ONLY event we have that does this, and is so important to showcase and bring the community together.



#### Tradition

It brings the community together and is one of the most memorable annual events of my childhood!

It's a town tradition where many talents are showcased. It brings the community together. The kids love it. There's something for everyone.

I've been supporting and attending it for over 40 years

Traditional family day for the community

Great community day

It supports the local community and is a great way to showcase local talent.

Great day to see the pavilion, animals and catch up with everyone!

It brings my family together.

It brings the community together

It's been a local tradition for many years and it gives our community something to look forward to every year especially the kids!

Because it gives the kids something to do.

It's a time for my kids to have fun and make memories in the town they live

Shows bring communities together , provide education and entertainment opportunities and show case local produce and talent.

Involvement in competition and events

It's a great community event that has a long tradition

It is a major social gathering opportunity for all.

It is a fantastic community run event that showcases what local industry and citizens do best for both work and recreational pursuits. It brings our community and visitors together through the common interest of a passion and pride for our town.

It is a great day for the community to enjoy together. Showcases a lot of local talent and provides great entertainment and fun for the whole family.

#### Kids

Everything

My daughter and family live in Coonamble and I always visit for the Show

It is a chance for our community to come together



It's been a family tradition carried down from my parents to when we were little kids, our families would always attend the local year every year dating back from the 60s and it's now continued on with me and my kids , now it's their kids.

Because I have been involved with the Coonamble Show especially the Poultry Pavilion since I was 5 years old. Dad always took me to the first day to place the chooks in their cages then the 2nd day was for the Judging. It's been in my blood for over 69 years. Why change it after all this time, no need to fix it because it ain't broke :-)

Brings people together from all walks of life within the community. It contributes to the local economy and provides educational and entertainment opportunities for all ages.

It's one of the biggest social days in Coonamble

Fun for my grandkids

it is the only time that all of Coonamble can come together and participate in or enjoy the efforts of our community. Whether you put something in the pavilion, shows of your poultry in the chook shed, enter the horse events or set up market stalls. It is also a great opportunity for the kids to enjoy entertainment and rides that they would otherwise have to travel for and spend more money on.

It allows students to express their art and experience a new event in town

Community showcase



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

69 responses

People can attend the show with family and friends

Allows families to stop work, and take their families to enjoy what the show has on offer

Engagment of all ages and exhibits great social event and money spinner for the town

Same answer as above.

The Show relies on many helpers and having a public holiday gives them the chance to be involved our well respected community event without taking time off work . It is a good opportunity to involve younger people in a succession plan to work with more experienced volunteers to ensure future workers too.

I think we need to support them for the full day as half a day isn't long enogh and if I had to work half a day I wouldn't feel like going.

Children get the chance to attend the show with their families

Second day has been historically local and should be kept as such

Gives business owners and employees a chance to celebrate Coonamble show with there friends and family

Builds community.

It's a family day out

Good for town and people to catch up

People can really focus on contributing to the show as there's not as much pressure to see it all in the one day. People can take more time to stop and enjoy all the events and exhibitions that are on offer rather then a fly in and fly out approach.

Everyone can enjoy the day and not have to use a sick day and all children can enjoy the show

A half day public holiday is a fair compromise for employers/small business & employees.

So everyone can attend or volunteer

Greater engagement with the show. Improves community spirit.

Yes gives everyone the opportunity to spend the day out enjoying our community event a lot of hard work goes unseen by our local which we need to support for our future of Coonamble

It allows locals to appreciate the talent and skill of other locals

It does not benefit for any day



It's where the locals can have a fun day out and enjoy the atmosphere that our show is known for.

Because people go to the fireworks Tuesday night and spend the day at the show on the Wednesday.

To spend the morning together as a whole community before going home to their families to complete the afternoon.

Because it provides an opportunity for everyone to attend

Volunteers are able to dedicate their day to the show without taking time off work and attendees make the effort to go and support the community as they are given a dedicated day to do so.

It gives everyone the opportunity to come together on this day to celebrate and enjoy a family friends and community.

Allows people time off work, can enjoy themselves, get there to the show, encourages families to attend if they don't have to work

The show would have no one attend if it wasn't a holiday. Children would also skip school if it wasn't a holiday.

A half day of work to relax even if they don't go to the show

Time for Family get together

Allows everyone to attend.

Gives everyone opportunity to go with their family and have a family day out .

It creates a social outing for elder residents, it showcases local talent and skills. Gives the kids a chance to showcase local off their work.

Catch up with mates - taking a day out for fun family friends day out.

Parents are able to attend with small children and look at the work they contribute to the Pavilion and enjoy the entertainment that Coonamble Show provides.

Parents/ carers can enjoy the day with their kids

So parents can take their kids. Family fun.

It gives permission for full time workers to have the day off so they can attend. The social inclusion and engagement ensures a healthy mental well-being. It's also supporting a small rural agriculture show as well as the committee and those who rely on it fir fund-raising and to progress to the next level whether it's in cookery, sewing, poultry or livestock.

It allows us to really enjoy the Show, allows the volunteers to have time to make it happen, and shows the community we believe in the AgShows movement and the benefits it brings to our community's wellbeing.



## Tradition

Encourages the community to socialise in a safe environment

Locals have the opportunity to attend the event without concern about taking leave.

So the whole family can attend the show together without the hassle of time off work. If people do not have annual leave they're willing to take, they simply wouldn't go.

As our show doesn't fall on a weekend I feel the community should be given the opportunity to at least attend their own show

To spend time with the family making memories

Families can attend

Because the show is based in the middle of the week it allows all families the chance to take their kids/themselves to the show without having to worry about work commitments. If people had to with you would not get the attendance to keep the show running.

More people can attend and not have to take time off work to enjoy it

It allows working people a day off to attend the show with their family. It gives school kids a day to attend the show and show off their art work, participate in events and enjoy a day out.

Improves mental health and celebrates our community

Everyone can attend without the stress of worrying about leave, it also supports our show society committee.

Because people work and kids attend school.

It allows families to attend the show without time restraints due to work/school. Also allows for social interaction again without having to be rushed to get everything in in the short time you would have if needing to go to work first

Enables families to enjoy the show together

A day to gather community and build spirit and resilience

This way everyone gets a chance to attend

More things open on the second day.

It is essential for this holiday to occur so those who cannot attend a mid week show for school or employment reasons are still able to participate. Families and groups of friends may be less inclined to attend for both days or at all if they do not have this holiday.

It allows so many more people to attend the show. In a rural area like Coonamble, we don't often get many family friendly events to bring the whole community together. The Coonamble show allows that and the public holiday is essential to ensure the community can continue to support the show.



Everyone attends and can't take kids because of work

Good for Community spirit and morale, to showcase the community , and promote pride in their community for the younger generation

It allows everyone to be able to have the chance to go

Because they are supporting the Local Show and It's a family get together

People from all over Coonambles District as well as else where come together as an outing for ALL ages for this community event.

offer opportunities for residents to come together, participate in local events, and celebrate what makes coonamble unique. It strengthens the community bonds, and promotes opportunities for those less fortunate to enjoy a fun filled day with family and friends.

It's a day off for all of Coonamble and district

It gives people no reason to not attend the show and support the locals involved and it takes pressure off parents having to work around jobs or after a school activities.

Night time is too late for kids. Allows different demographics to access the show at different times

Families can be together to enjoy a community event

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### Guidelines for Local Public Holiday and Local Event Day applications

The following Guidelines are provided to assist councils when making either annual or biennial applications to the Minister for Industrial Relations for the declaration of local public holidays and local event days under the *Public Holidays Act 2010* (NSW). All public holidays and local event days (including part-days) must be declared by Order of the Minister and published on the NSW legislation website.

Section 5 of the *Public Holidays Act 2010* enables the Minister to declare a local public holiday for a full day or part day for a specified part of the State or the whole State.

Section 8 of the *Public Holidays Act 2010* enables the Minister at the request of a council to declare a local event day for a full day or part day in a particular local government area or a specified part of the local government area. The Minister is not to declare a local event day unless satisfied that the day or part-day is, and will be observed as, a day of special significance to the community in the area concerned.

### The application process for local public holidays and local event days

When considering an application to the Minister for a local public holiday or local event day, it is expected that the Council will consult with the affected community and other relevant stakeholders about the impact on businesses located in the relevant locality.

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

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

## Applications for inaugural and transferred local public holidays

When an application is being made for an inaugural declaration of a new local public holiday or to transfer a long-standing local event day to a local public holiday the Council must conduct a comprehensive consultation process as to the proposal and **provide the following additional information:**

1. conduct a survey within the relevant locality about the proposed application and provide results which accurately reflect the views of a significant proportion of the community to the council's application.
2. the level of support for and against the application from local businesses and other community stakeholders and submit copies of correspondence to and from the various stakeholders including schools and parents.
3. provide details of the importance of the event from a social and community perspective and the reasons why it is necessary to either declare a new public holiday or transfer the particular day from a local event day to a local public holiday.

## Further information about the declaration of a Local Public Holiday

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

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

## Further information about the declaration of a Local Event Day

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

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

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

### Contact us

**E:** [PHapplications@industrialrelations.nsw.gov.au](mailto:PHapplications@industrialrelations.nsw.gov.au)

**W:** [www.nsw.gov.au/departments-and-agencies/premiers-department/nsw-industrial-relations](http://www.nsw.gov.au/departments-and-agencies/premiers-department/nsw-industrial-relations)



## St Brigid's Catholic Primary School

PO Box 506  
Coonamble NSW 2829  
PH: (02) 6822 1511  
Email: [stbrigidschool@bth.catholic.edu.au](mailto:stbrigidschool@bth.catholic.edu.au)

To Whom It May Concern,

### **RE: Support for Declaration of Public Holidays for the Coonamble Show – 2026 and 2027**

I write to express our support for Coonamble Shire Council's application to the Premier's Department for the declaration of public holidays in line with the Coonamble Show in 2026 and 2027.

The Coonamble Show holds great value for our school community. As a regional Catholic primary school, we recognise the learning opportunities the show provides. Students are able to engage with hands on agricultural demonstrations, creative arts, local history and experiences that align with the learning outcomes of the NSW curriculum.

Having these days declared as public holidays ensures all students can fully participate without missing valuable classroom time.

Additionally, the Coonamble Show serves as an important social event that brings generations together. Many of our families, including grandparents and extended relatives, are involved either as contributors or attendees. A designated public holiday helps facilitate community-wide involvement and supports the continued vitality of this longstanding tradition.

We respectfully urge the Premier's Department to consider the educational and community benefits of this request. St Brigid's School strongly supports the application and would welcome the continued alignment of public holidays with the show dates in 2026 and 2027.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'J. Gilmore', is written below the text 'Yours faithfully,'.

**8.7 PROPOSED CLOSURE OF OFFICE - CHRISTMAS/NEW YEAR****File Number: S6****Author: Marina Colwell, Executive Support Officer****Authoriser: Phillip Perram, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is for Council to determine an appropriate period of time for closure of the Shire office, libraries, Service NSW agency, the Visitor Information Centre (VIC), Council depots and quarry between Christmas and the New Year period, acknowledging that an appropriate time will vary from year to year – depending on which days the declared Public Holidays. This year it is proposed to close for the two (2) week Christmas period.

**BACKGROUND**

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

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

Staff will be required to take leave for the closedown on the seven (7) days not proclaimed public holidays, namely Monday 22, Tuesday 23, Wednesday 24, Monday 29, Tuesday 30, Wednesday 31 December and Friday 2 January. Staff will return to work on Monday 6 January 2026.

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

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

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

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

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

**(b) Financial Considerations**

There are no financial considerations attached to this report.

**COMMENTARY**

It has been normal practice Council to close facilities and services for the period between Christmas and New Year.

Council facilities and services are scheduled to reopen on Monday 6 January 2025.

**(a) Governance/Policy Implications**

One of Council's Delivery Plan actions is to support activities and events that increase community participation and connection. The break during the annual Christmas festive period provides for an opportunity for families to strengthen ties and have an enjoyable festive time together.

**(b) Legal Implications**

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

**(c) Social Implications**

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

**(d) Environmental Implications**

Nil.

**(e) Economic/Asset Management Implications**

Nil.

**(f) Risk Implications**

Nil.

**CONCLUSION**

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

This year, Christmas and Boxing Days falling on Thursday and Friday, leaving seven (7) days for staff to take annual leave namely, Monday 22, Tuesday 23, Wednesday 24, Monday 29, Tuesday 30, Wednesday 31 December and Friday 2 January. Staff will return to work on Monday 6 January 2026.

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

**RECOMMENDATION**

**That Council close its administrative office, libraries, Service NSW agency, the Visitor Information & Exhibition Centre, depots and quarry from close of business on Friday 19 December 2025 and re-open on Monday 6 January 2026.**

**9.8 COONAMBLE YOUTH EMPOWERMENT PROGRAM REQUEST****File Number:** 1**Author:** Phillip Perram-General Manager**Authoriser:** Phillip Perram, General Manager**Annexures:** 1. CYEP Future Funding Options [↓](#) **PURPOSE**

To provide information to Council on the potential for the continuation of the Youth Empowerment Program.

**BACKGROUND**

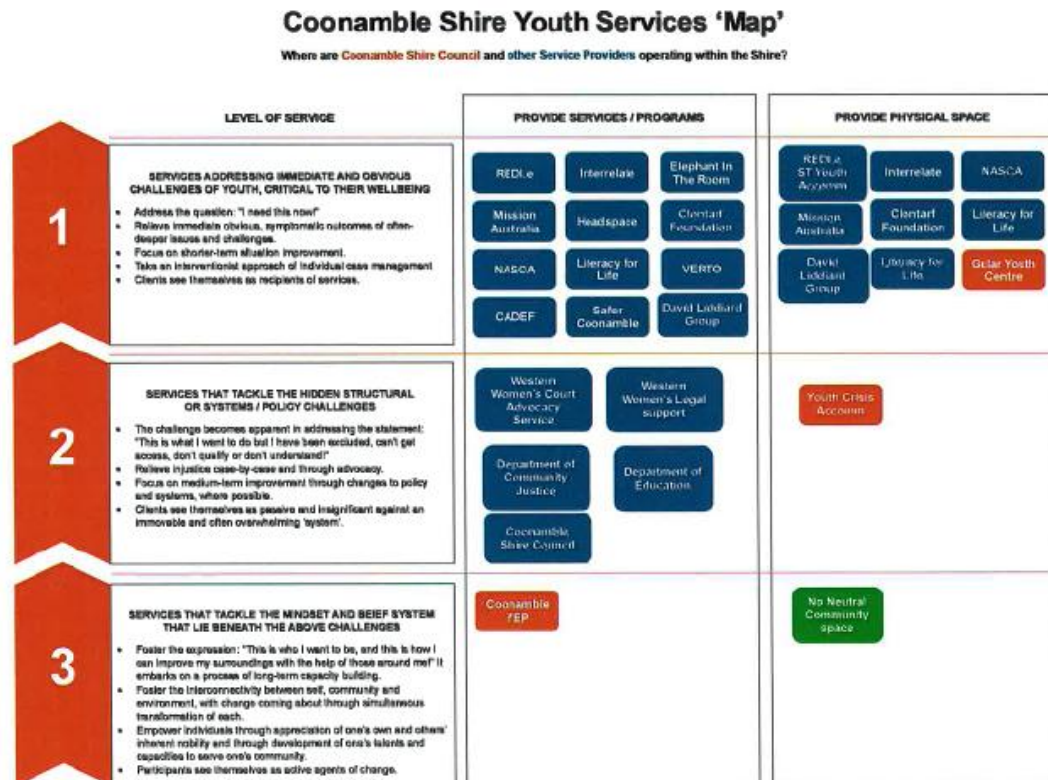
At the June 2025 Meeting, Council requested discussions with representatives from Edraak - Insight with a view to establishing a viable funding model or options to enable the continuation of the Youth Empowerment Program.

In November 2023, Edraak – Insights as the successful tenderer implemented a youth empowerment initiative for young people aged 12–24. The program was part funded by the NSW Department of Primary Industries and Regional Development.

The Youth Empowerment Program addresses core challenges in young people's lives, including disengagement from school, the perception of limited development opportunities, and rising social vulnerability. It promotes a dual responsibility for personal development and societal contribution, creating spaces where youth develop resilience, leadership skills, and a sense of purpose.

The Program addresses the root causes of anti-social behaviour by nurturing resilience, clarity of purpose, and a commitment to service. The structured, group-based approach fosters belonging and support, reducing isolation and the likelihood of harmful behaviours. Through value-based education, leadership, and hands-on experience, young people begin to see themselves not as passive recipients of help, but as active agents of change.

The preliminary analysis of the Coonamble Shire Youth Services (below) indicate that the Program provides a service not addressed by any other provider.



A substantial completion report was submitted to the August Council Meeting.

Following discussions with Edraak - Insight a formal submission (attachment 1) was presented to Council requesting support for the continuation of the program.

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

Community Strategic Plan - P1 Community Services and Wellbeing.

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

**(b) Financial Considerations**

There is no funding in the 2025/26 Operational Plan/Budget for the continuation of the Youth Empowerment Program. An original \$250,000 was included in the draft estimates which was "lost" when the budget was balanced to fund existing services only.

The submission received seeks over \$200,000 per year in cash and kind for the continuation of the YEP.

Council has \$75,000 for whole of community youth services (camps).

Additionally, Council will be required to explore a special rate variation in the immediate future to remain financially sustainable.

**COMMENTARY**

Edraak – Insight's submission (scenario 1) proposes the continuation of the Program for ~\$547,600 plus in-kind support for a year. A commitment has been secured from a philanthropic organisation to partially fund the Program. An amount of \$250,000 for each year for the three years.

Council support of ~\$215,000. A cash contribution of \$192,100 plus support in kind (serviced offices estimated at ~\$20,000) for the 12 months.

| Name Edraak                                                       |                                                                                                                                                             |            |              |                     |                |                                                     |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------|---------------------|----------------|-----------------------------------------------------|
| Project Name Coonamble Youth Empowerment Program                  |                                                                                                                                                             |            |              |                     |                |                                                     |
| Total Funding Requested \$192,100.00                              |                                                                                                                                                             |            |              |                     |                |                                                     |
| Total Project Budget \$547,600.00                                 |                                                                                                                                                             |            |              |                     |                |                                                     |
| PROPOSED BUDGET - FIRST LIGHT COONAMBLE YOUTH EMPOWERMENT PROGRAM |                                                                                                                                                             |            |              |                     |                |                                                     |
| Activity to be delivered                                          | Item / Activity / Task (examples)                                                                                                                           | Quantities | Rate         | Total Cost \$       | Costing method | Comments (E.g. Service Provider name if applicable) |
| <b>Project Management</b>                                         |                                                                                                                                                             |            |              |                     |                |                                                     |
| <b>Salaries</b>                                                   |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | 0.7 FTE Manager Training and Program design                                                                                                                 | 1          | \$ 90,000.00 | \$90,000.00         | Actual Exp     | Edraak Insights                                     |
| <b>Accommodation</b>                                              |                                                                                                                                                             |            |              |                     |                |                                                     |
| <b>Transport</b>                                                  |                                                                                                                                                             |            |              |                     |                |                                                     |
| <b>Junior Youth and Youth Champion School Holiday Activities</b>  |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | Camps / excursions / intensives (accommodation / catering) 30 participants @ \$120 x 3                                                                      | 3          | \$ 18,000.00 | \$54,000.00         | Actual Exp     | Edraak Insights                                     |
|                                                                   | Family Camps / excursions / intensives (accommodation / catering)                                                                                           | 2          | \$ 7,000.00  | \$14,000.00         |                | Edraak Insights                                     |
|                                                                   | Transport - Bus hire / travel                                                                                                                               | 4          | \$ 3,250.00  | \$13,000.00         | Actual Exp     | Edraak Insights                                     |
|                                                                   |                                                                                                                                                             |            |              | \$81,000.00         |                |                                                     |
| <b>Vocational and Life Skills Workshops</b>                       |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | Workreadiness training / WORKSHOPS (e.g. nutrition, first aid, CPR, financial mgt, other skills of choice e.g. photography, podcast production etc.) / term | 4          | \$ 5,000.00  | \$20,000.00         | Actual Exp     | Edraak Insights                                     |
| <b>Junior Youth and Youth Champion Term activities</b>            |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | Catering costs (after school) x 5 days / week                                                                                                               | 52         | \$ 200.00    | \$10,400.00         | Actual Exp     | Edraak Insights                                     |
|                                                                   | Materials (during term week)                                                                                                                                |            |              | \$1,800.00          | Actual Exp     | Edraak Insights                                     |
|                                                                   | 6 (books) x 36 (youth) x 10 (price per book) = \$7000                                                                                                       |            |              | \$7,000.00          |                |                                                     |
|                                                                   | Resources (week)                                                                                                                                            | 42         | \$ 90.00     | \$3,780.00          | Actual Exp     | Edraak Insights                                     |
|                                                                   |                                                                                                                                                             |            |              | \$12,980.00         |                |                                                     |
| <b>Parent Meet-ups, workshops</b>                                 |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | Parent Meet ups / workshops                                                                                                                                 | 6          | \$ 300.00    | \$1,800.00          |                |                                                     |
|                                                                   | End of the year celebrations                                                                                                                                |            |              | \$5,000.00          |                |                                                     |
|                                                                   | Sub-Total                                                                                                                                                   |            |              | \$6,800.00          |                |                                                     |
| <b>Solicited Budget</b>                                           |                                                                                                                                                             |            |              |                     |                |                                                     |
| <b>Other - In kind Support</b>                                    |                                                                                                                                                             |            |              |                     |                |                                                     |
|                                                                   | Junior Youth and Youth Champion Venue - Agency facilities usage by REDLe (Youth Empowerment Program)                                                        |            |              | \$0.00              | Actual Exp     |                                                     |
|                                                                   | Office space offered by Coonamble Shire                                                                                                                     |            |              | \$0.00              |                |                                                     |
|                                                                   | Parent Meet ups, Workshop venues offered by NewKirk Family Services (in Discussion with Primary School and TAFE for a venue to hold the sessions)           |            |              | \$0.00              |                |                                                     |
| <b>Total Project Cost</b>                                         |                                                                                                                                                             |            |              | <b>\$547,600.00</b> |                |                                                     |

The submission recommendations are:

*Recommendations:*

1. That Council contributes \$192,000 or as close to as possible / viable to the initiative  
This support as outlined below will be a slice of what will be required to sustain delivery of sessions, intensives, and service activities, and cover operational needs.
2. That Council is intentional to partner in the pursuit of relevant future and recurring grants. Given the positive track record and the immense social capital created as part of the collaboration in this 0.9K initiative, the Council can leverage its position for amazing pathways into the future.
3. That the Council celebrates the achievements of the program to date

Despite Council's proactive involvement in grant application, this scenario is not achievable financially given the lack of funds in the 2025/26 budget. Additionally, this scenario would require compliance with time consuming procurement legislative and regulatory requirements.

Council would need to identify alternate funding avenues to progress this scenario.

*Scenario 2*

This scenario explored the potential for use of existing funds. Funds that could potentially be available in the exiting 2025/26 budget total ~\$125,000 comprising:

- Youth Services camps - \$75,000
- Manager of Development Services (vacant - 3 days for 3 months) - \$25,000
- Community Development Officer (vacant – 3 months) - \$25,000

These funds represent only ~10% of funds requested in the submission.

Additionally, the challenge with using these funds is that all Council's Youth Services camps funding would be provided to one service provider.

The engagement of both the Community Development Officer and balance of the Manager of Development Services is critical to the capture and development of the Coonamble Shire Community Services Strategy. This Strategy will be fundamental in the determination of where Council's limited community funds should be targeted and necessary to acquire grants.

*Scenario 3*

The final scenario considered the provision of funding for camps, say one third of the budgeted funds or \$25,000 for camps if the Program can be continued.

None of these scenarios are critical of the performance or outcomes of the Program, rather confronting the Council's financial position and limited resources.

Council would continue to support applications for grants.

**(a) Governance/Policy Implications**

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

Council's Sustainable Procurement and Contracts Policy must be followed when purchasing goods and services. Should expenditure be between \$50,000 and \$250,000 a Request for Quote process would be required.

Similarly, a tender would be required if the expenditure is above \$250,000 or the Program consider a continuation of the existing YEP.

**(b) Legal Implications**

Council is required to meet legislative and regulatory requirements when purchasing good and services,

A contract for the provision of the proposed Program would be required including definition of any in kind support.

**(c) Social Implications**

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

Council does not have a Community Development Strategy.

**(d) Environmental Implications**

There are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

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

**(f) Risk Implications**

Youth services have an inherent risk which must be mitigated with rigid safety and risk frameworks.

The lack of a Community Development Strategy results in Council being unable to ensure areas are targeted appropriately.

**CONCLUSION**

Three scenarios have been explored including the detailed submission. The ongoing funding of the Program is challenging in Council's financially constrained environment.

**RECOMMENDATION**

**That Council:**

- 1. Thank Edraak – Insight’s for their submission.**
- 2. Advise that Council’s contribution would be limited to \$25,000 for camps if the Program is able to be continued.**



## Coonamble Youth Empowerment Program



### Current Arrangements

In November 2023, Edraak Insights was selected through a tender process to deliver an 18-month youth empowerment initiative in Coonamble Shire, funded by the Regional Youth Investment Program of the NSW Department of Primary Industries and Regional Development.

Under this program, Coonamble Shire Council was awarded \$2.98 million over two years that comprised:

- Construction of youth crisis accommodation units – \$2 million
- Delivery of a Youth Empowerment Program (YEP) – \$0.98 million

The YEP program was developed in response to a growing need for structured, community-based support systems that equip young people in Coonamble—aged 12 to 24—with the attitudes, skills, and confidence to take ownership of their lives.

In response, Edraak's proposal, the Coonamble Youth Empowerment Program, charted a comprehensive educational and community building initiative.

The youth empowerment component began in November 2023 and has been developing momentum ever since. The progress of this empowerment component has given the Department confidence to continue the contract despite the slow pace of the youth accommodation build.

The contractual arrangement of the program comes to an end in August with the submission of our final milestone report. In light of the receptivity and progress experienced, Edraak Insights feels that it is a welcome investment to the future of the youth in Coonamble and it is prepared to continue the delivery of this program under a new arrangement.

For its part, it has secured a commitment from a philanthropic organisation to partially fund a continuation of the Youth Empowerment Program, amounting to \$250,000 each year for the next three financial years. This is equivalent to half the financial input required to sustain delivery and to expand the program year on year.

In the light of the success of the program highlighted below and detailed in the accompanying attachment, Edraak Insights proposes that Council makes a doable commitment to the delivery of this Delivery Program.

## Community Need for Youth Programs in Coonamble

### Coonamble Shire Profile

*Coonamble faces critical socio-economic challenges, including:*

- **High Crime Rates:** Coonamble ranks in the 3rd percentile for safety, indicating that 97% of NSW suburbs are safer.
- **Elevated Poverty Levels:** Approximately 15% of residents live in poverty, exceeding the NSW average of 13%.
- **Educational Attainment:** Only 15.7% of Aboriginal residents aged 15 and over have completed Year 12, compared to 33.3% statewide.

These factors contribute to an environment where youth are at increased risk of engaging in criminal or anti-social activities.

The Australian Bureau of Statistics ranks Coonamble Shire as either *Most Disadvantaged* or *Disadvantaged*. According to the 2021 Census, 43% of Coonamble's population identifies as Aboriginal - 12 times the national average. These socio-economic and demographic challenges heighten the likelihood of anti-social behaviour, vandalism, and petty crime among youth, compounded by limited educational attainment (typically Year 9 or below) and a lack of positive role models. This environment often leads to feelings of hopelessness and worthlessness among youth heightening the probability of engagement in crime.

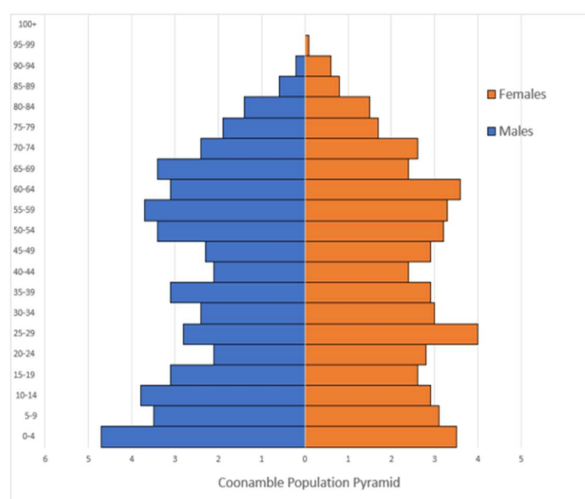
In 2016, juveniles under 18 were responsible for 75% of reported break-and-enter incidents in Coonamble. The region also records some of the highest rates of domestic violence assaults in NSW, creating an environment of risk and trauma that fosters anti-social behaviour, disengagement from education, and increased vulnerability to criminal activity.

The root causes of such issues appear to be an inability to identify pathways to improve one's socio-economic standing, a lack of self-esteem and self-respect, a lack of respect for others, an inability to express one's needs and aspirations with clarity, and a perception that there are roadblocks within the community or sections of the community.

### Coonamble Shire Population Snapshot

|                                     |                       |
|-------------------------------------|-----------------------|
| Population                          | 2732                  |
| Declining                           | 13% since 2006        |
| Aboriginal & Torres Strait Islander | 33.9%                 |
| Area                                | 9.916 km <sup>2</sup> |
| Gross Value Ag. Commodities         | \$266.17M             |
| Median Weekly Household Income      | \$1,231 (NSW \$1,829) |
| Community – Domestic Violence       | 4x State Av.          |
| Population Profile                  | – as Below            |

Coonamble Shire's population pyramid demonstrates major distortions.



Coonamble's aged population clearly identifies the lack of adults between 20 and 50 years of age. This cohort of adults significantly impacts the sustainability and vibrancy of the community.

This challenge presents through a burgeoning young population that keeps reducing especially between 15 years of age and older steadily. This results in the lack of professionals living in Coonamble, lack of volunteers, lack of social vibrancy, limited educational and work opportunities, lack of residential housing, limited local retail businesses and professional services, export of jobs as well as disproportionately high poverty.

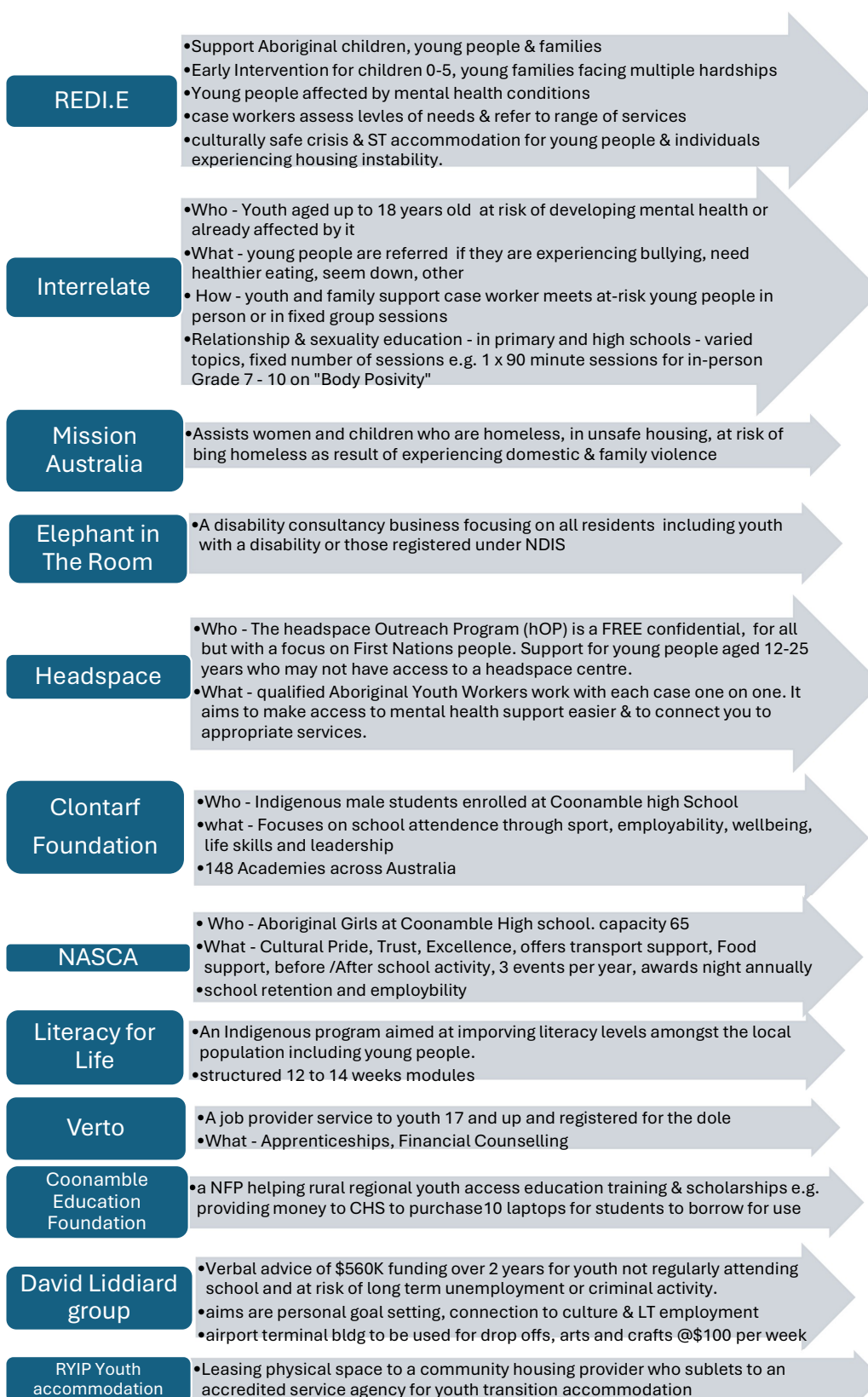
## Categories of service providers for youth aged 12–24

Against this backdrop Coonamble has a number of services working to respond to the youth and their family's educational, social, physical, health, recreational and wellbeing needs. Here is a broad brush of categories of services and what they offer.

1

**SERVICES ADDRESSING IMMEDIATE AND OBVIOUS CHALLENGES OF YOUTH CRITICAL TO THEIR WELLBEING**

- Address the question: "I need this now!"
- Relieves immediate obvious, symptomatic outcomes of often-deeper issues and challenges.
- Focus on shorter-term situation improvement.
- Takes an interventionist approach of individual case management
- Clients see themselves as recipients of services.



# 2

**SERVICES THAT TACKLE THE HIDDEN STRUCTURAL OR SYSTEMS / POLICY CHALLENGES**

- The challenge becomes apparent in addressing the statement: “This is what I want to do but I have been excluded, can’t get access, don’t qualify or don’t understand!”
- Relieve injustice case-by-case and through advocacy.
- Focus on medium-term improvement through changes to policy and systems, where possible.
- Clients see themselves as passive and insignificant against an immovable and often overwhelming ‘system’.

|                                                          |                                                                                                                                               |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Western Women's Domestic Violence Court Advocacy Service | <ul style="list-style-type: none"> <li>• supporting Women and Children</li> <li>• DV justice</li> </ul>                                       |
| Western Women's Legal Support                            | <ul style="list-style-type: none"> <li>• Women and children</li> <li>• DV justice</li> </ul>                                                  |
| Coonamble Shire Council                                  | <ul style="list-style-type: none"> <li>• Advocacy for transport, accommodation, early childhood education, youth ongoing education</li> </ul> |
| Department of education                                  | <ul style="list-style-type: none"> <li>• early childhood reform unit, home schooling Unit</li> </ul>                                          |
| Department of Community justice                          | <ul style="list-style-type: none"> <li>• child protection Team</li> <li>• Out of home care Team</li> </ul>                                    |

3

**SERVICES THAT TACKLE THE MINDSET AND BELIEF SYSTEM  
THAT LIE BENEATH THE ABOVE CHALLENGES**

- Foster the expression: “This is who I want to be, and this is how I can improve my surround with the help of those around me!” It embarks on a process of long-term capacity building.
- Posits that individuals, families, communities, and institutions are intricately connected, always influencing one another either positively or negatively. That is why; to see genuine transformation within the community, all need to work together to help the young people harness their unique talents and skills to unlock their potential.
- Empowers individuals through: appreciation of one’s own nobility and that of others’; development of one’s talents and capacities to serve one’s community.
- Participants see themselves as active agents of change.

**Coonamble Youth  
Empowerment  
Program**

- An educational approach directed towards personal growth and societal transformation, based on the belief that human beings are essentially noble. That capacity needs to be nurtured within a moral framework augmented by scientific knowledge and technological know-how to tap the roots of motivation and produce meaningful and lasting change
- The core philosophy of the program is the belief that individuals, families, communities, and institutions are intricately connected, always influencing one another either positively or negatively. That is why, to see genuine transformation within the community, all of us need to work together to help the young people of our town harness their unique talents and skills to unlock their potential. This preparation for the future will be instrumental in them navigating through life and them collectively working towards building a harmonious and peaceful community. The Youth Empowerment Program will allow us to create such spaces for us to work together.

## Coonamble Shire Youth Services 'Map'

Where are **Coonamble Shire Council** and other **Service Providers** operating within the Shire?

|   | LEVEL OF SERVICE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | PROVIDE SERVICES / PROGRAMS                                                                                                                                                                                                                                                                          | PROVIDE PHYSICAL SPACE                                                                                                                                                                                                                                       |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <p><b>SERVICES ADDRESSING IMMEDIATE AND OBVIOUS CHALLENGES OF YOUTH, CRITICAL TO THEIR WELLBEING</b></p> <ul style="list-style-type: none"> <li>Address the question: "I need this now!"</li> <li>Relieve immediate obvious, symptomatic outcomes of often-deeper issues and challenges.</li> <li>Focus on shorter-term situation improvement.</li> <li>Take an interventionist approach of individual case management</li> <li>Clients see themselves as recipients of services.</li> </ul>                                                                                                                                                                                                                                                             | <div>REDI.e</div> <div>Interrelate</div> <div>Elephant In The Room</div> <div>Mission Australia</div> <div>Headspace</div> <div>Clontarf Foundation</div> <div>NASCA</div> <div>Literacy for Life</div> <div>VERTO</div> <div>CADEF</div> <div>Safer Coonamble</div> <div>David Liddiard Group</div> | <div>REDI.e ST Youth Accom</div> <div>Interrelate</div> <div>NASCA</div> <div>Mission Australia</div> <div>Clontarf Foundation</div> <div>Literacy for Life</div> <div>David Liddiard Group</div> <div>Literacy for Life</div> <div>Gular Youth Centre</div> |
| 2 | <p><b>SERVICES THAT TACKLE THE HIDDEN STRUCTURAL OR SYSTEMS / POLICY CHALLENGES</b></p> <ul style="list-style-type: none"> <li>The challenge becomes apparent in addressing the statement: "This is what I want to do but I have been excluded, can't get access, don't qualify or don't understand!"</li> <li>Relieve injustice case-by-case and through advocacy.</li> <li>Focus on medium-term improvement through changes to policy and systems, where possible.</li> <li>Clients see themselves as passive and insignificant against an immovable and often overwhelming 'system'.</li> </ul>                                                                                                                                                       | <div>Western Women's Court Advocacy Service</div> <div>Western Women's Legal support</div> <div>Department of Community Justice</div> <div>Department of Education</div> <div>Coonamble Shire Council</div>                                                                                          | <div>Youth Crisis Accom</div>                                                                                                                                                                                                                                |
| 3 | <p><b>SERVICES THAT TACKLE THE MINDSET AND BELIEF SYSTEM THAT LIE BENEATH THE ABOVE CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Foster the expression: "This is who I want to be, and this is how I can improve my surroundings with the help of those around me!" It embarks on a process of long-term capacity building.</li> <li>Foster the interconnectivity between self, community and environment, with change coming about through simultaneous transformation of each.</li> <li>Empower individuals through appreciation of one's own and others' inherent nobility and through development of one's talents and capacities to serve one's community.</li> <li>Participants see themselves as active agents of change.</li> </ul> | <div>Coonamble YEP</div>                                                                                                                                                                                                                                                                             | <div>No Neutral Community space</div>                                                                                                                                                                                                                        |

## Distinct nature and long-term approach of CYEP

It engages the youth through a unique peer- and community-influenced approach rather than an isolated, individual casework approach, based on theories that indicate people feel safer to change their attitudes and values incrementally in group settings among trusted friends rather than when doing so alone. It is designed to address the root causes of at-risk behaviour among youth, including disengagement from education, anti-social behaviour, that in time may heighten the risk and exposure to criminal activity. By focusing on character and cognitive development, the program nurtures youth to develop resilience, purpose, and hope—essential elements for making thoughtful life choices. Its educational and group-based nature reduces the likelihood of youth engaging in anti-social behaviour by equipping them with the skills, values, and support networks needed to navigate challenges and to thrive.

Drawing on a globally recognised, community-building framework, the program has been locally adapted to meet the unique needs of Coonamble. It operates across two age groups:

- **Junior Youth (11–14 years)** – Early adolescents exploring identity, values, and purpose.
- **Youth Champions (15–21 years)** – Older youth preparing for adult responsibilities, leadership, and service.

During its operation to date, the program has engaged **74 young people**: 56 Junior Youth (ages 11–14) and 18 Youth Champions (ages 15–24), 55 families and 30 stakeholders across five interconnected components:

1. The Junior Youth Program
2. The Youth Champions Pathway
3. Vocational and life skills competency-building workshops
4. Systematic engagement with families
5. Structured collaboration with community stakeholders

To date, there have been **121 Junior Youth weekly sessions** and **6 intensive school holiday camps**. The program created structured spaces for character and cognitive development, guided by a specialised curriculum. These sessions were designed to strengthen core intellectual capacities—including literacy, numeracy, and scientific reasoning—while simultaneously fostering character development through exploration of themes such as integrity, fairness, justice, perseverance, and moral responsibility. In a group setting, the sessions promoted consultation, teamwork, and mutual support. Youth were encouraged to view learning not as an individual pursuit, but as a shared responsibility—developing the skills and mindset needed to contribute meaningfully to the well-being of their community.

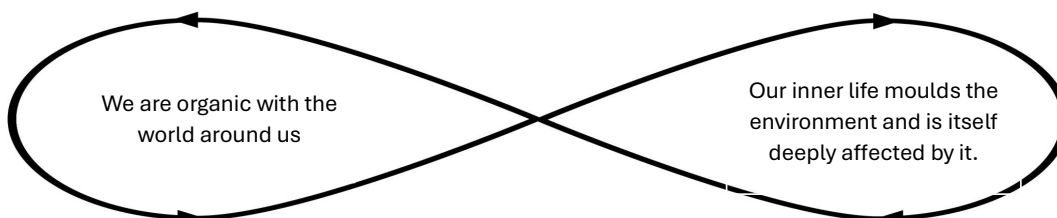
Youth Champions received targeted training in mentorship, communication, and work readiness through 51 Weekly session and 10 intensive camps (6 placement camps and 4 skill-building seminars and work readiness workshops), while the program engaged **55 families** through regular fortnightly and monthly home visits.

In addition, 7 dedicated family workshops provided meaningful spaces for parents and caregivers to explore how they can best support and accompany their children's growth—strengthening the home environment as a place where youth feel seen, supported, and empowered to thrive. Nearly **30 local stakeholders and organisations**—including schools, health services, and civic leaders—have actively contributed to the program, reinforcing a collective sense of purpose and shared responsibility. With its emphasis on unity, transformation, and grassroots empowerment, the program has laid the foundations for a lasting support structure for young people in Coonamble.

The program is inclusive and open to all young people in Coonamble who are willing to commit time and focus to their own development. It is structured across five interrelated components that work together to create a sustainable, community-rooted model of youth empowerment.

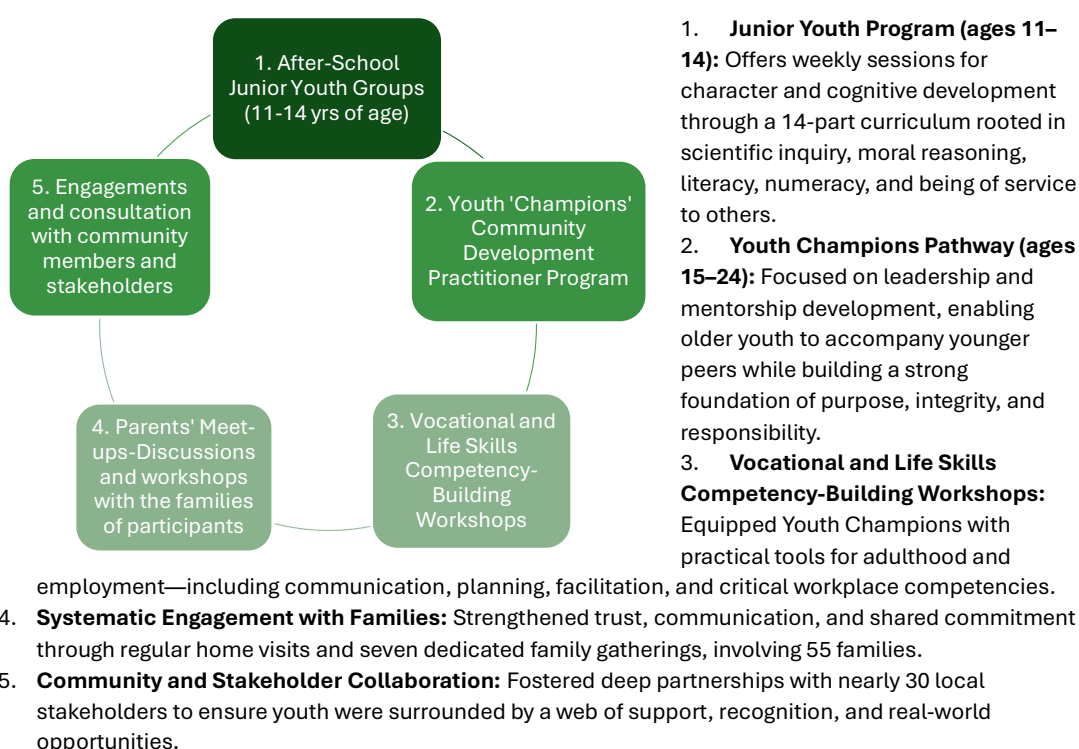
## Program Overview

At its core, the program is founded on the belief that every young person is noble, capable, and essential to the transformation of their community. It is, above all, a **capacity-building initiative**—one that seeks to cultivate the intellectual, moral, and social capabilities of young people, while simultaneously strengthening the environments in which they live. Recognising that youth are profoundly influenced by their families, peer groups, and broader community structures, the program adopts a systems-based approach: it works not only with individuals, but also with the relationships and institutions that surround them. This belief in the **interconnectedness of personal and collective well-being** shapes all elements of the program's design.



Rather than imposing change from the outside, the program seeks to awaken the latent capacities **within young people and their environment**—helping participants develop their identity as responsible individuals who understand that their own growth is inseparable from the growth of their community and the health of their surroundings.

The program is structured around five interconnected components:



## Core Objectives and Capacities the Program Seeks to Develop:

At the heart of the Coonamble Youth Empowerment Program is a commitment to nurturing three essential capacities—capacities that enable youth to take charge of their lives and contribute meaningfully to society:

1. **Enhancing the Power of Expression:**  
This capacity develops literacy and numeracy skills alongside the ability to communicate with clarity, sincerity, and purpose—empowering youth to engage in meaningful dialogue, articulate their aspirations, and advocate for what matters most to them and their communities.
2. **Sharpening Analytical Thinking:**  
This capacity strengthens the ability to reflect, consult, and make thoughtful life decisions. Youth learn to analyse their realities, recognise social and personal challenges, and to identify constructive pathways forward.
3. **Strengthening the Capacity to Serve:**  
This capacity cultivates a deeper understanding that our personal growth is intimately linked with the well-being of others. Service is framed not as charity, but as a means of mutual upliftment—a way of building unity, exercising moral courage, and embodying purpose in action.

Together, these objectives form the moral, intellectual, and practical foundation of the program. They ensure that the journey of empowerment is not transactional, but **transformational**—enabling youth to become protagonists of change within their families, their town, and beyond.

## Why This Program Benefits the Community – Ongoing Impact

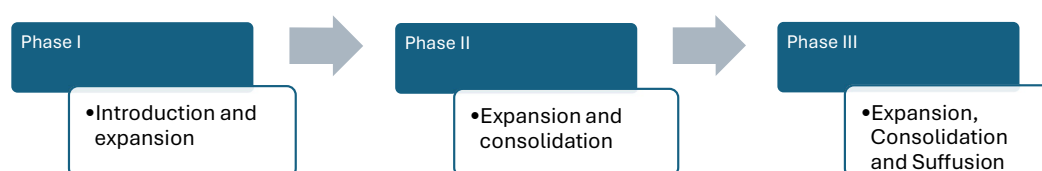
The Coonamble Youth Empowerment Program addresses core challenges in young people’s lives, including disengagement from school, the perception of limited development opportunities, and rising social vulnerability. It promotes a dual responsibility for personal development and societal contribution, creating spaces where youth develop resilience, leadership skills, and a sense of purpose.

It addresses the root causes of anti-social behaviour by nurturing resilience, clarity of purpose, and a commitment to service. The structured, group-based approach fosters belonging and support, reducing isolation and the likelihood of harmful behaviours. Through moral education, leadership, and hands-on experience, young people begin to see themselves not as passive recipients of help, but as active agents of change.

A key feature of the program’s **sustainability** lies in the Youth Champions’ progression from participants to co-facilitators. As they accompany Junior Youth and train to lead future groups, a locally led and self-sustaining cycle comes to be established. Combined with the steady engagement of families and community partners, the program is becoming an embedded, community-owned process of transformation—built by the people of Coonamble, for the benefit of all.

By focusing on the intellectual, ethical, and practical development of youth, the program acts not merely as an intervention but as a long-term investment in Coonamble’s future.

## Proposed Future Arrangements



To continue building on the momentum and impact already achieved, Edraak Insights seeks financial support from Coonamble Shire Council.

*Recommendations:*

1. That Council contributes \$192,000 or as close to as possible / viable to the initiative  
This support as outlined below will be a slice of what will be required to sustain delivery of sessions, intensives, and service activities, and cover operational needs.
2. That Council is intentional to partner in the pursuit of relevant future and recurring grants. Given the positive track record and the immense social capital created as part of the collaboration in this 0.9K initiative, the Council can leverage its position for amazing pathways into the future.
3. That the Council celebrates the achievements of the program to date

Council's commitment will ensure that young people in Coonamble Shire continue to access meaningful long term developmental opportunities—and that the broader community continues to benefit from a generation of youth growing into capable, purpose-driven contributors and young leaders.

| Name                                                              | Edraak                                                                                                                                                               |          |              |               |                |                                                     |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------|---------------|----------------|-----------------------------------------------------|
| Project Name                                                      | Coonamble Youth Empowerment Program                                                                                                                                  |          |              |               |                |                                                     |
| Total Funding Requested                                           | \$192,100.00                                                                                                                                                         |          |              |               |                |                                                     |
| Total Project Budget                                              | \$547,600.00                                                                                                                                                         |          |              |               |                |                                                     |
| PROPOSED BUDGET - FIRST LIGHT COONAMBLE YOUTH EMPOWERMENT PROGRAM |                                                                                                                                                                      |          |              |               |                |                                                     |
| Activity to be delivered                                          | Item / Activity / Task (examples)                                                                                                                                    | Quantity | Rate         | Total Cost \$ | Costing method | Comments (E.g. Service Provider name if applicable) |
| Project Management                                                |                                                                                                                                                                      |          |              |               |                |                                                     |
| Salaries                                                          |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | 0.7 FTE Manager Training and Program design                                                                                                                          | 1        | \$ 90,000.00 | \$90,000.00   | Actual Exp     | Edraak Insights                                     |
| Accommodation                                                     |                                                                                                                                                                      |          |              |               |                |                                                     |
| Transport                                                         |                                                                                                                                                                      |          |              |               |                |                                                     |
| Junior Youth and Youth Champion School Holiday Activities         |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | Camps / excursions / intensives (accommodation / catering) 30 participants @\$120 x 5                                                                                | 2        | \$ 18,000.00 | \$36,000.00   | Actual Exp     | Edraak Insights                                     |
|                                                                   | Family Camps / excursions / Intensives (accommodation / catering)                                                                                                    | 2        | \$ 7,000.00  | \$14,000.00   |                | Edraak Insights                                     |
|                                                                   | Transport - Bus hire / travel                                                                                                                                        | 4        | \$ 3,250.00  | \$13,000.00   | Actual Exp     | Edraak Insights                                     |
|                                                                   |                                                                                                                                                                      |          |              | \$63,000.00   |                |                                                     |
| Vocational and Life Skills Workshops                              |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | Work readiness training - external trainers (e.g. nutrition, first aid, CPR, financial mgt, other skills of choice e.g. photography, podcast production etc.) / term | 4        | \$ 5,000.00  | \$20,000.00   | Actual Exp     | Edraak Insights                                     |
| Junior Youth and Youth Champion Term activities                   |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | Catering costs (after school) x 5 days / week                                                                                                                        | 42       | \$ 200.00    | \$8,400.00    | Actual Exp     | Edraak Insights                                     |
|                                                                   | Materials (during term/week)<br>6 (books) * 30 (youth) * 10 (price per book) = \$7000                                                                                |          |              | \$1,800.00    | Actual Exp     | Edraak Insights                                     |
|                                                                   | Resources /week)                                                                                                                                                     | 42       | \$ 50.00     | \$2,100.00    | Actual Exp     | Edraak Insights                                     |
|                                                                   |                                                                                                                                                                      |          |              | \$12,300.00   |                |                                                     |
| Parent Meet-ups, workshops                                        |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | Parent Meet ups / workshops                                                                                                                                          | 6        | \$ 300.00    | \$1,800.00    |                |                                                     |
|                                                                   | End of the year celebrations                                                                                                                                         |          |              | \$5,000.00    |                |                                                     |
|                                                                   | Sub-Total                                                                                                                                                            |          |              | \$6,800.00    |                |                                                     |
| Solicited Budget                                                  |                                                                                                                                                                      |          |              | \$192,100.00  |                |                                                     |
| Other - In kind Support                                           |                                                                                                                                                                      |          |              |               |                |                                                     |
|                                                                   | Junior Youth and Youth Champion Venue - Agency facilities usage by REDLe (Youth Empowerment Program)                                                                 |          |              | \$0.00        | Actual Exp     |                                                     |
|                                                                   | Office space offered by Coonamble Shire                                                                                                                              |          |              | \$0.00        |                |                                                     |
|                                                                   | Parent Meet ups, Workshop venues offered by MacKillop Family Services                                                                                                |          |              | \$0.00        |                |                                                     |
|                                                                   | In Discussion with Primary School and TAFE for a venue to hold the sessions                                                                                          |          |              |               |                |                                                     |
| Total Project Cost                                                |                                                                                                                                                                      |          |              | \$547,600.00  |                |                                                     |

**10.9 PROPOSED GRANT POLICY****File Number:** G5**Author:** David Levick-Manager Economic Development and Growth**Authoriser:** Lesley Duncan, Manager Regulatory, Planning & Compliance Services**Annexures:** 1. Draft Grant Policy [↓](#) **PURPOSE**

The purpose of this policy is to implement a proactive and systematic approach by Council to grant opportunities, thus optimising the likelihood of success for Council's grant applications and to enhance Council's reputation in delivering grant-funded projects / programs such that this positively impacts consideration of future grant applications by funding bodies.

**EXECUTIVE SUMMARY**

Significant preparation work is needed in the lead-up to any grant opportunity in order to have a rigorously prepared application ready for submission that will have a strong chance of success.

Success in winning competitive grants come from presenting applications based on fully scoped and fully costed projects or programs that are 'shovel ready', that is, ready for immediate implementation, without the need for further time to negotiate and make decisions in relation to its scope, budget or timeframe; that is, the fewer the 'unknown' variables, the more likely an application will be awarded funding.

This draft Grant Policy systematises the process of developing 'shovel-ready' projects ready for any relevant grant opportunity that arises and outlines a methodical approach to the implementation of any grant-funded project and its acquittal.

**Three significant implications** of the proposed Grant Policy are:

1. The time and cost required for pre-planning, prioritisation and 'up-front' documentation required to prepare a 'shovel-ready' project, which would most often need to be funded by Council itself from its Operational Budget.
2. The discipline this draft policy imposes on Council officials to be systematic, organised and methodical in their determination of priority Actions of the Delivery Program and Operational Plan and the subsequent development of 'shovel-ready' projects or programs to implement these Actions.
3. The need to prioritise the preparation of Masterplans and Plans of Management for various precincts across the Shire to demonstrate to funding bodies that Council is orderly, systematic and methodical in its governance. These Masterplans and Plans of Management also give context and strategic justification to any proposed 'shovel-ready' project / program submission.

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**BACKGROUND**

Council seeks one-off or recurring grant monies to offset costs, from its standard revenue streams, for the provision of new infrastructure, upgrades and programs or to maintain or improve current assets, such as roads. Well-substantiated justification is required to be awarded such grants.

Success in winning competitive grants come from presenting applications based on fully scoped and fully costed projects or programs that are 'shovel ready', that is, ready for immediate implementation, without the need for further time to negotiate and make decisions in relation to its scope, budget or timeframe; that is, the fewer the 'unknown' variables, the more likely an application will be awarded funding.

How well such projects and programs fit within Council's own adopted strategies, its Delivery Program, Community Strategic Plan, regional, State and Federal strategies and Masterplans and Plans of Management also impacts the success of a grant application; the better the fit, the more likelihood of success in winning the grant.

The window for grant applications is often only one month, meaning that significant preparation work is needed in the lead-up to the opportunity in order to have a rigorously prepared application ready for submission that will have a strong chance of success.

Conversely, grant applications are often unsuccessful when their preparation is triggered by a knee-jerk reaction to a submission opportunity for which a suitable project or program has not been identified, developed, designed in detail, costed and its financial and strategic implications considered.

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

The proposed Grant Policy disciplines Council officials to develop 'shovel-ready' projects or programs aligned with the Actions of the four-year Delivery Program and annual Operational Plan that have been identified as priorities.

**(b) Financial Considerations**

The proposed Grant Policy requires an increased commitment of Council's own monies to fund the work required to prepare 'shovel-ready' documentation of projects / programs aimed at delivering Actions of the Delivery Program or Operational Plan.

**COMMENTARY**

The objectives of the proposed Grant Policy are to implement organisational processes that result in:

- Preparation of detailed, 'shovel-ready' project / program proposals, for potential funding through a grant, with their documented justification (or business case in more complex projects / programs) that clearly identify their scope, duration (Gantt chart), resource requirements and detailed cost, and that place their need within the context of local, regional, State and Federal strategies and plans current at the time, and
- The elected Council being informed of these 'shovel-ready' projects / programs and the operational pursuit of grant funding for their implementation,

where such funding does not exceed Council's risk appetite and does not require any in-kind or cash co-contribution.

- A resolution of Council to support those grant applications requiring a cash or in-kind co-contribution as a condition of the grant (where that value is >\$10,000), and
- Accountability authority being given to the relevant Directorate's grants team (through its Director) to ensure the timely delivery of grant-funded project / program milestones and for securing the evidence to demonstrate their completion, and
- The acquittal of grant-funded projects / programs within 30 days of receipt of the final contractor/supplier invoice.

There are four consecutive aspects to this policy:

1. In preparing to apply for grant funding, Council develops fully scoped, planned and fully costed projects / programs that deliver prioritised Actions of its Operational Plan and Delivery Program that are substantiated by:

- A rational justification (or for more complex projects / programs a 'business case') that includes:
  - A description of the project / program, its scope and deliverables.
  - A rationale to contextualise and justify the project / program and its deliverables as the satisfier of a need or needs within Council's suite of strategy documents (including the Integrated Planning and Reporting set of documents, Masterplans, Plans of Management, strategies and other plans), and within regional, State and Federal strategies and plans.
  - Current costings (that is, a quantity survey whose details are no more than six months old) for initial development and for ongoing lifecycle costs (and an explanation of how these are to be funded or sustained by Council).
  - A draft project schedule (Gantt chart) with required resource types allocated to tasks.
- A determination by Council's Executive Leadership Team to pursue the grant, based on the above rational justification / business case and Council's Risk Appetite Statement, with the elected Council being informed of the decision.
- A resolution of Council supporting the application where a cash or in-kind co-contribution is required (where the value of that co-contribution is greater than \$10,000).
- A Capital Expenditure Review, where required.

2. In applying for grants, Council officials be satisfied that Council's fully scoped and fully costed project / program aligns with the grant assessment criteria and has a strong chance of success, thus justifying the allocation of the human and other resources to prepare a grant submission.

3. In discharging a grant-funded project, the relevant Directorate's grants team be accountable for, and have the authority (through its Director), to ensure the timely delivery of grant-funded project / program milestones, and to obtain the evidence required to demonstrate their completion.

4. In acquitting grant-funded projects / programs, Council officials submit all required documentation to the funding body within 30 days of receipt of the final contractor / supplier invoice.

These aspects of the proposed Grant Policy are captured in written procedures and flow charts at the end of the attached draft Grant Policy document.

**(a) Governance/Policy Implications**

Proposed grant-funded projects or programs that require a cash or in-kind co-contribution to the value of \$10,000 or more will require a resolution of Council. Priority Actions of the Delivery Program are to be ratified by the elected Council as the first step in preparing 'shovel-ready' project documentation.

**(b) Legal Implications**

Implementation of the proposed Grant Policy may reduce the potential legal implications of an ad hoc and insufficiently scoped grant application and subsequent implementation.

**(c) Social Implications**

There are no social implications with the adoption of the proposed Grant Policy.

**(d) Environmental Implications**

Environmental implications that could arise from potential grant-funded projects or programs are more likely to be identified up-front during the preparation of documentation for a 'shovel-ready' project through the implementation of this proposed policy.

**(e) Economic/Asset Management Implications**

Economic and Asset Management implications to Council for projects or programs developed to 'shovel-readiness' under this policy will become evident through the systematic and methodical preparation of Capital Expenditure Reviews, where required, and updated quantity surveys, giving Council forewarning of these implications and allowing decisions to be made with regard to the current risk appetite.

**(f) Risk Implications**

Implementation of the proposed Grant Policy aims to reduce risk implications to Council through increased pre-planning, both in terms of scope and cost of projects / programs that address priority Actions of the Delivery Program, making these risks evident before commitment to the intended project's implementation.

## CONCLUSION

This draft Grant Policy systematises the process of developing 'shovel-ready' projects ready for any relevant grant opportunity that arises and outlines a methodical approach to the implementation of any grant-funded project and its acquittal.

**Three significant implications** of the proposed Grant Policy are:

1. The time and cost required for pre-planning, prioritisation and 'up-front' documentation required to prepare a 'shovel-ready' project, which would most often need to be funded by Council itself from its Operational Budget.
2. The discipline this draft policy imposes on Council officials to be systematic, organised and methodical in their determination of priority Actions of the Delivery Program and Operational Plan and the subsequent development of 'shovel-ready' projects or programs to implement these Actions.
3. The need to prioritise the preparation of Masterplans and Plans of Management for various precincts across the Shire to demonstrate to funding bodies that Council is orderly, systematic and methodical in its governance. These Masterplans and Plans of Management also give context and strategic justification to any proposed 'shovel-ready' project / program submission.

Adoption of this proposed Grant Policy will require a transition from current practices to ones that:

- prioritise the preparation of required strategic documentation (Masterplans and Plans of Management) to give context to particular projects / programs;
- focus more on the prioritisation of Actions within the Delivery Program so that relevant projects /programs can be developed to deliver these Actions;
- commit funding to the development of this preparatory 'shovel-ready' documentation so that more substantial and longer-term financial risk to Council can be identified before the implementation of any project or program.

## RECOMMENDATION

1. **That Council place the draft Grant Policy on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
2. **That a further report be presented to Council, with all submissions received, for Council's further consideration and adoption of the Grant Policy (with or without changes).**
3. **That, in the event of no submissions being received within the public exhibition and comment period, Council formally adopt the Grant Policy, without any changes, as a policy of Council.**

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**BACKGROUND**

Council seeks one-off or recurring grant monies to offset costs, from its standard revenue streams, for the provision of new infrastructure, upgrades and programs or to maintain or improve current assets, such as roads. Well-substantiated justification is required to be awarded such grants.

Success in winning competitive grants come from presenting applications based on fully scoped and fully costed projects or programs that are 'shovel ready', that is, ready for immediate implementation, without the need for further time to negotiate and make decisions in relation to its scope, budget or timeframe; that is, the fewer the 'unknown' variables, the more likely an application will be awarded funding.

How well such projects and programs fit within Council's own adopted strategies, its Delivery Program, Community Strategic Plan, regional, State and Federal strategies and Masterplans and Plans of Management also impacts the success of a grant application; the better the fit, the more likelihood of success in winning the grant.

The window for grant applications is often only one month, meaning that significant preparation work is needed in the lead-up to the opportunity in order to have a rigorously prepared application ready for submission that will have a strong chance of success.

Conversely, grant applications are often unsuccessful when their preparation is triggered by a knee-jerk reaction to a submission opportunity for which a suitable project or program has not been identified, developed, designed in detail, costed and its financial and strategic implications considered.

**1. PURPOSES**

The purpose of this policy is to develop a proactive approach by Council to grant opportunities, thus optimising the likelihood of success for Council's grant applications and to enhance its reputation in delivering grant-funded projects / programs such that this positively impacts consideration of future grant applications.

**2. POLICY OBJECTIVES**

The objectives of the Grant Policy are to implement organisational processes that result in:

- Preparation of detailed, 'shovel-ready' project / program proposals, for potential funding through a grant, with their documented justification (or business case in

more complex projects / programs) that clearly identify their scope, duration (Gantt chart), resource requirements and detailed cost, and that place their need within the context of local, regional, State and Federal strategies and plans current at the time, and

- The elected Council being informed of these 'shovel-ready' projects / programs and the operational pursuit of grant funding for their implementation, where such funding does not exceed Council's risk appetite and does not require any in-kind or cash co-contribution.
- A resolution of Council to support those grant applications requiring a cash or in-kind co-contribution as a condition of the grant (where that value is >\$10,000), and
- Accountability authority being given to the relevant Directorate's grants team (through its Director) to ensure the timely delivery of grant-funded project / program milestones and for securing the evidence to demonstrate their completion, and
- The acquittal of grant-funded projects / programs within 30 days of receipt of the final contractor/supplier invoice.

### **3. LEGISLATION AND RELATED DOCUMENTS**

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

*Local Government Act 1993*

Community Strategic Plan

Delivery Program

Operational Plan

Coonamble Shire Council's suite of strategies and plans (including masterplans and plans of management)

Regional strategies and plans

State and Federal strategies and plans

The Office of Local Government's Capital Expenditure Guidelines

Community Engagement Policy

Project Management Framework

Contract Management Framework

Grant Management Framework and procedures (draft grant application procedure and draft grant-funded project / program reporting and acquittal procedure – also attached)

Risk Management Framework and Risk Appetite Statement

### **4. APPLICATION/SCOPE**

This policy applies to the elected Council, Council directorates and departments and individual Council officials in relation to projects / programs that cannot currently be fully funded through Council's operational funds.

## 5. POLICY

In preparing to apply for grant funding, Council develops fully scoped, planned and fully costed projects / programs that deliver prioritised Actions of its Operational Plan and Delivery Program that are substantiated by:

- A rational justification (or for more complex projects / programs a business case) that includes:
  - A description of the project / program, its scope and deliverables.
  - A rationale to contextualise and justify the project / program and its deliverables as the satisfier of a need or needs within Council's suite of strategy documents (including the Integrated Planning and Reporting set of documents, Masterplans, Plans of Management, strategies and other plans), and within regional, State and Federal strategies and plans.
  - Current costings (that is, a quantity survey whose details are no more than six months old) for initial development and for ongoing lifecycle costs (and an explanation of how these are to be funded or sustained by Council).
  - A draft project schedule (Gantt chart) with required resource types allocated to tasks.
- A determination by Council's Executive Leadership Team to pursue the grant, based on the above rational justification / business case and Council's Risk Appetite Statement, with the elected Council being informed of the decision.
- A resolution of Council supporting the application where a cash or in-kind co-contribution is required (where the value of that co-contribution is greater than \$10,000).
- A Capital Expenditure Review, where required.

In applying for grants, Council officials be satisfied that Council's fully scoped and fully costed project / program aligns with the grant assessment criteria and has a strong chance of success, thus justifying the allocation of the human and other resources to prepare a grant submission.

In discharging a grant-funded project, the relevant Directorate's grants team be accountable for, and have the authority (through its Director), to ensure the timely delivery of grant-funded project / program milestones, and to obtain the evidence required to demonstrate their completion.

In acquitting grant-funded projects / programs, Council officials submit all required documentation to the funding body within 30 days of receipt of the final contractor / supplier invoice.

## 6. DEFINITIONS

|                                   |                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action</b>                     | The means by which a Strategy of the Community Strategic Plan, Delivery Program or Operational Plan is delivered.                                                                                                                                                                                                                                    |
| <b>Business case</b>              | The justification and rationale for a proposed project / program, including: a modular or staged scope of works, detailed design, draft schedule (Gantt chart) and a quantity survey; along with strategic context that places its need within the context of local, regional, State and Federal strategies and plans current at the time.           |
| <b>Capital Expenditure Review</b> | A Capital Expenditure Review enables the financial impact of projects and programs on Council to be determined methodically, taking into account costs for immediate development or implementation and ongoing lifecycle costs to maintain the outputs of the project or program, such that Council can consider its capacity to sustain such costs. |
| <b>Council official</b>           | Councillors, members of staff, contractors, volunteers, those undertaking work experience with Council, and delegates of Coonamble Shire Council, including members of committees that are delegates of the Council.                                                                                                                                 |
| <b>Grants team</b>                | Those Council officials, within a Directorate, responsible for reporting to the funding body and whom that body holds accountable for this reporting.                                                                                                                                                                                                |
| <b>Program</b>                    | A medium- to long-term investment in people that enhances their qualities, attitudes, skills and capacities to collaborate and be active leaders and contributors to their community – thus building the Shire's social capital.                                                                                                                     |
| <b>Project</b>                    | An activity defined and limited by time, scope and budget that delivers a tangible output: eg. a business case, a masterplan or a piece of infrastructure.                                                                                                                                                                                           |
| <b>Quantity survey</b>            | A detailed list of components required to deliver a project / program, along with the cost per item and number of items required, in spreadsheet format, so that costs can be updated and totals calculated; a quantity survey older than six months is considered out of date.                                                                      |

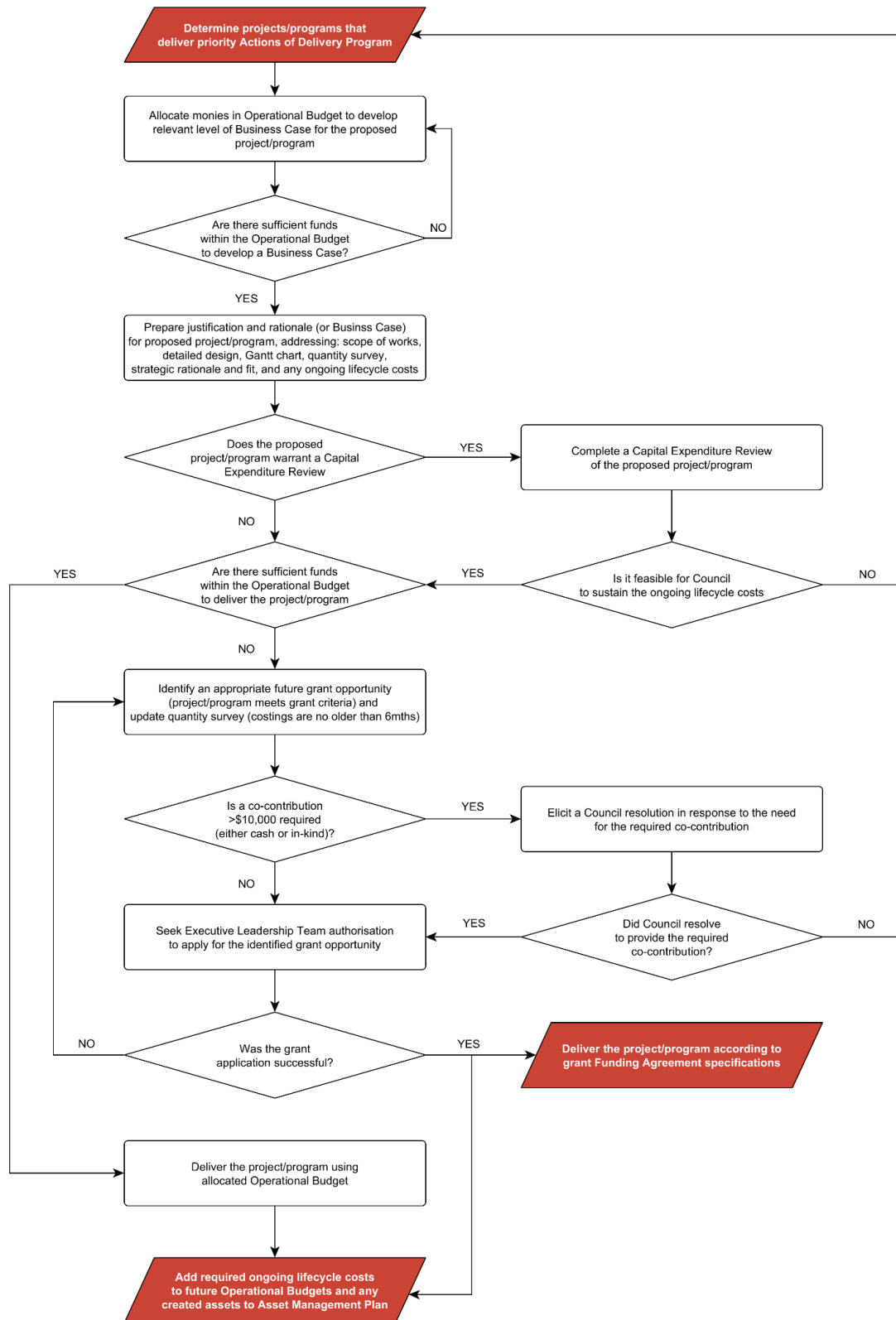
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|---------------------------------------------------------------------|----------------|---------------|
| <b>Title:</b> Grant Policy                                          |                |               |
| <b>Department:</b> Community, Planning, Development and Environment |                |               |
| <b>Version</b>                                                      | <b>Date</b>    | <b>Author</b> |
| 1.0                                                                 | September 2025 | David Levick  |
|                                                                     |                |               |
|                                                                     |                |               |
| <b>Review Date:</b> February 2028                                   |                |               |
| <b>Amendments in the release:</b>                                   |                |               |
| <b>Amendment History</b>                                            | <b>Date</b>    | <b>Detail</b> |
|                                                                     |                |               |
| <b>Annexure Attached:</b>                                           |                |               |
| <b>Phillip Perram</b><br><b>Interim General Manager</b>             |                |               |

**Draft Grant Application Procedure**

*Preparing a shovel-ready project / program business case (see process flow chart on following page)*

1. Directorates determine their priority Actions (and projects / programs that would deliver them) from the current Operational Plan and Delivery Program.
2. Directorates determine whether there are sufficient funds budgeted in the Operational Budget to deliver the proposed projects / programs.
3. If intending to seek grant funding, Directorates either find within their current budget monies to develop a level of business case sufficient to justify their proposed project / program (including a modular or staged scope of works, detailed design, draft schedule (Gantt chart) and a quantity survey, along with a strategic rationale), or seek grant funding to develop a business case for the proposed project / program if such business case development is allowed (eg. Active Transport grants allow this).
4. If the project / program is of significant scope or cost that it is expected to have ongoing lifecycle costs beyond the grant parameters, the Directorate will seek advice from the Director of Corporate Services as to the need for the preparation of a Capital Expenditure Review, and organise funding for such a review, if required.
5. The grants team (and Directorates with completed business cases and any required Capital Expenditure Review) seek grants appropriate to their priorities and confirm that the proposed projects / programs meet the grant consideration and assessment criteria.
6. Directorates identifying an upcoming grant opportunity immediately commission the updating of the quantity survey of the business case such that its update is within six months of the grant submission date.
7. In collaboration with the grants team, Directorates determine whether a Council co-contribution of more than \$10,000 is required, either in cash or in kind, and in consultation with the Executive Leadership Team, determine a recommendation to Council to resolve to support the intended project and grant funding with the level of in-kind or cash co-contribution required. Directorates should be mindful that some grant submission 'windows' are only of three weeks' duration, while our Council meeting cycle is four weeks, so readiness and vigilance are required.
8. As an input to a grant submission application, Directorates provide to the grants team an updated Business Case, the strategic rationale, and Council's assessment of the Capital Expenditure Review, with documentation that demonstrates that Council can sustain the ongoing lifecycle costs of the proposed deliverable.
9. The grants team prepares and submits the grant application.

### Grant Application Process Flow



**Draft Grant-funded Project / Program Delivery and Reporting Procedure and Acquittal Procedure***In-Progress Delivery and Reporting (see process flow chart on following page)*

In general, the relevant Directorate's grants team is accountable (through its Director) for the timely delivery of grant-funded projects / programs and for milestone reporting to funding bodies. The relevant Directorate's grants team will work collaboratively with other departments for the timely reporting of each milestone achievement and evidence of the required deliverables by its contracted due date. This team, through its Director, has the authority to require responsibilities for this delivery to be completed, within identified timeframes, by other departments delivering the work (in collaboration with that department's Director).

The relevant Directorate's grants team is responsible for the formal request of a variation to project / program scope, budget or contracted due date, supported by evidence from the Council team delivering the project and requiring the variation, with as much notice as possible given, where practicable.

Specifically, the procedure for the delivery and in-progress reporting of grant-funded projects / program is:

1. Council is advised of the success of a grant application.
2. The grants team advises the Council department, who has been determined to be responsible for the grant's delivery, of the grant deliverables and milestone dates (and deliverables by those dates, including the need for photographic evidence).
3. The grants team and relevant department responsible for delivery will determine and agree on the feasibility of the milestone dates and deliverables and the requirement to report progress towards these milestones, and photographic evidence, to the grants team.
4. The relevant department will be responsible for the ongoing delivery of the project / program, in line with the grant's Funding Agreement, recording periodic progress in a written report and providing photographic evidence.
5. The grants team will be responsible for formal milestone reporting to the funding body according to the Funding Agreement milestone dates.
6. Concerns about the ability to meet progress milestones and their deliverables, or the contracted due date, within scope and budget, are to be dealt with, in the first instance, by the development and implementation of a project recovery plan (by committing more resources, at Council's expense, from elsewhere), and, failing the success of the recovery plan, be passed to the grants team, who will consult with the funding body. If it is deemed impossible to meet one of the milestones and any of its deliverables, the grants team will be responsible for filing a formal variation request.
7. The relevant department delivers the project / program through to its completion by the contracted due date.

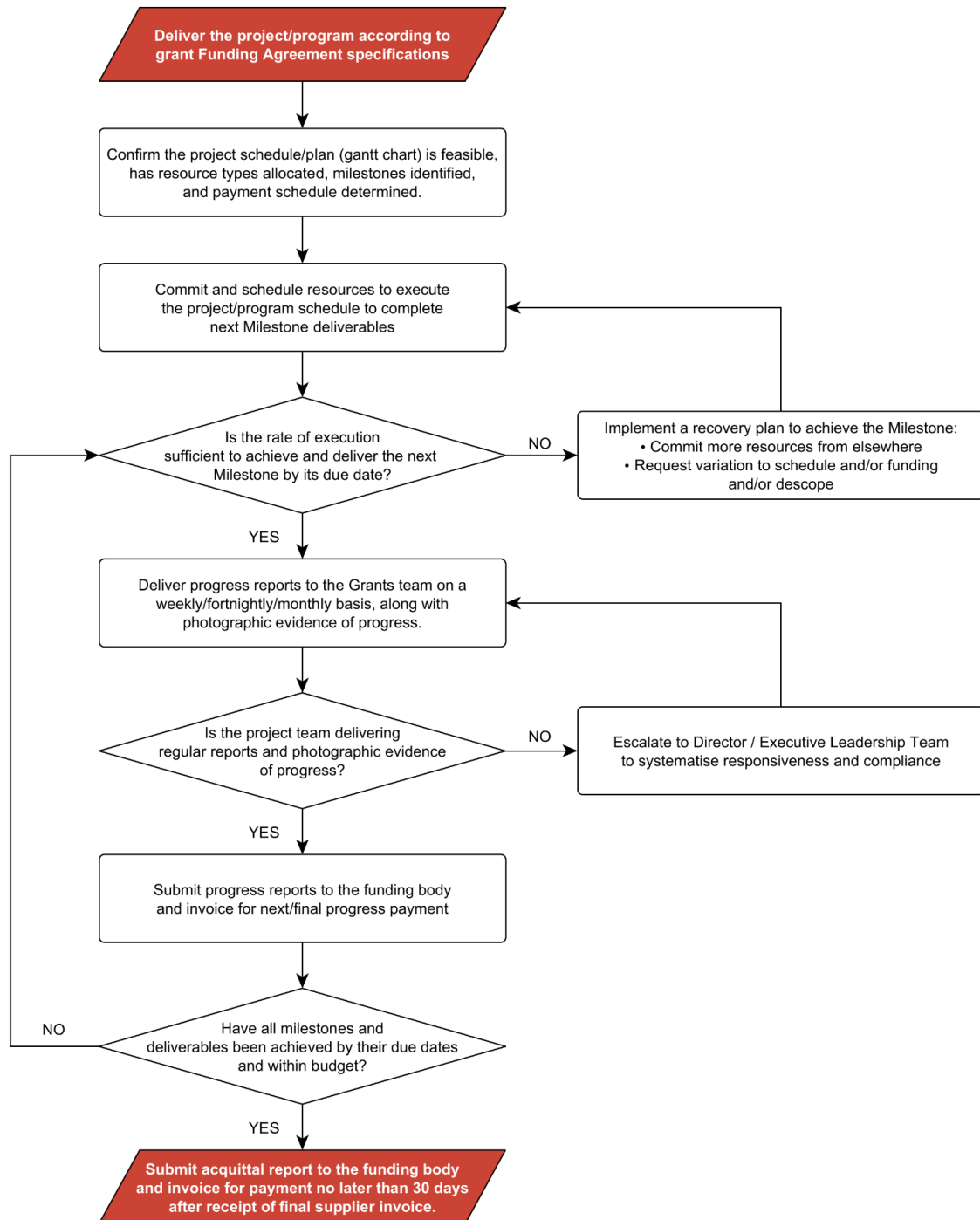
*Acquittal*

The relevant grants team and finance teams will collaborate to complete any required grant acquittal documentation – within 30 days of the payment of the final invoice from a supplier to the project or program (or sooner depending on the deadline imposed by the relevant funding body) – including the preparation of:

- A Costing Report.
- A body of evidence of completion, including photographs.
- Evidence of Funding Acknowledgement, where required.

The Council department responsible for the delivery of the project / program is responsible for ensuring the timely delivery of all invoices from suppliers, particularly any final invoices at the completion of the project.

## Grant Delivery and Acquittal Process Flow



**11.10 PROPOSED BUSINESS ACTIVATION POLICY AND PROCEDURE****File Number: 75210****Author: David Levick-Manager Economic Development and Growth****Authoriser: Lesley Duncan, Manager Regulatory, Planning & Compliance Services****Annexures: 1. Draft Business Activation Policy and Procedure**  **PURPOSE**

The purpose of the Business Activation Policy is to systematically and methodically incentivise small business development and expansion in the three urban areas of Coonamble Shire – Coonamble, Gulargambone and Quambone – through the provision of a business activation payment to eligible enterprises meeting the required criteria, while sufficient funding remains in Council's Business Activation Fund.

**EXECUTIVE SUMMARY**

A goal of the Community Strategic Plan is that “we support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.”

The proposed Business Activation Policy systematises the implementation of action to deliver this goal and makes transparent the process for distribution of small business grants to businesses seeking to expand or establish themselves in any of the three urban areas of the Coonamble Shire.

The proposed Policy, its procedures and application form balance the requirement for the applicant to be organised and have a sound business plan for the enterprise and for Council to manage the risk involved in expending public monies in business ventures outside its control.

The ‘pay-off’ of this balance between good planning and risk management is the creation of more focused and vibrant business areas that benefit the residents of Coonamble Shire and the visitors it attracts.

**BACKGROUND**

Council's role in economic development is to provide leadership and direction in order to foster, encourage and maximise sustainable development opportunities within Coonamble Shire.

Council's Community Strategic Plan 2025-2035 has the goal that “we support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.”

Council facilitates business partnerships, participates in local and regional networks and assists with research and planning in the identification of business opportunities.

In order to encourage diverse and innovative business initiatives across Coonamble Shire, Council may offer incentives and support through the Business Activation Policy.

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

CSP Goal 6: We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.

**(b) Financial Considerations**

The proposed Business Activation Policy states that Council will make an allocation in each Operational Budget of a number of units of \$5,000 for distribution to eligible businesses. The current Operational Budget has seven units of \$5,000, totalling \$35,000.

**COMMENTARY**

The objective of the Business Activation Policy is to provide a limited financial incentive to:

- An existing small business, located within Coonamble Shire, to expand its operations or relocate to a more appropriate area.
- An existing small business, located outside Coonamble Shire, to relocate or establish within the Shire.
- A new small business to establish within Coonamble Shire.

The expectation is that the business will directly or indirectly provide increased employment opportunities to the residents of Coonamble Shire or introduce an additional or unique service or range of products for which there is proven demand.

This policy applies to businesses currently operating in Coonamble Shire or new businesses who demonstrate their establishment within an appropriate zoning of one of the three urban areas of the Shire – Coonamble, Gulargambone or Quambone.

The policy proposes that Coonamble Shire Council provide a one-off business activation payment, limited to \$5,000 (in two separate instalments) to any single eligible small business operating or intending to establish within Coonamble Shire, in any of its urban centres.

Each Financial Year, Council would budget for a maximum number of business activation approvals (to be set at its discretion) to be made available through this Policy.

Determination of any application for assistance through the Business Activation Policy would be made by the full membership or a quorum of the (elected) Council or by a committee whose membership it appoints, with determinations made several times each year in alignment with the timing of the determination of submissions under Council's Donations Policy.

Eligibility of a business for any Business Activation funding would be determined according to the following criteria.

- ☐ The applicant is a recognised business entity, with a current Australian Business Number, registered with the Australian Securities and Investments Commission.
- ☐ The applicant is a "small business" employing fewer than 20 people and/or has an aggregated annual turnover (excluding GST) of less than \$AU 10 million.
- ☐ The applicant business is a private, commercial enterprise.
- ☐ The applicant business is not a franchisor.

- 
- ☐ The applicant is not an enterprise operating under Existing Use Rights in a zoning in which that enterprise is now prohibited, unless applying to relocate the business to a zoning where that enterprise is permitted.
  - ☐ The applicant business and/or directors have no outstanding debts with Coonamble Shire Council.
  - ☐ The applicant business has not received Business Activation funding under this policy previously.
  - ☐ The applicant business has no outstanding payments to the Australian Superannuation Guarantee Charge.
  - ☐ The applicant business currently operates or has committed to operate within Coonamble Shire (eg. a lease of one year or more has been signed and executed for operation within a land use zoning allowing such an operation, in Coonamble, Gulargambone or Quambone).
  - ☐ The applicant business has current Public Liability, Workers Compensation and/or Professional or Product Liability insurances relevant to the type and size of operation.
  - ☐ The business owner has submitted with the application a Business Plan, substantiating the financial viability of the expansion of its operations or of its relocation to an appropriate area within Coonamble Shire.
  - ☐ The applicant business demonstrates, in the Business Plan, the provision of a new service or product offering unique to Coonamble or of an increase in the number of employees.

These criteria are designed to balance the financial risk to Council and the need for sufficient planning by the business to ensure its economic viability, based on the adage that if one fails to plan, one plans to fail.

The draft procedure and draft application form follow the draft policy wording (attached) at the end of this report.

If a business applicant is successful for Business Activation Funding, it would be paid in two instalments: the first \$2,500 upon approval of the application, and the second \$2,500 after six months, provided its verified financial reports indicate its ongoing financial viability at that time. This two-stage payment procedure is again designed to mitigate risk to Council. Should the business fail to demonstrate its ongoing financial viability or fail to invoice Council between six and 12 months after receipt of the Purchase Order for the funding, it will forfeit the second instalment.

It should be noted that the wording of the proposed Business Activation Policy restricts distribution of funding to those businesses seeking to establish themselves within the urban areas of the Shire, meaning **agri-business ventures**, such as farm stays (that are an important element of the regional tourism industry) **would not be eligible**. It is suggested that a separate and specific policy and budget be established for such rural businesses.

Coonamble Chamber of Commerce has provided input into the formulation of the proposed Business Activation Policy. It had suggested a broader membership of the determination committee, however, as these are public monies for which Council is responsible, the Policy has restricted membership of the determination committee to that of the full membership (or a quorum) of Coonamble Shire Council. The Chamber of Commerce will be invited to provide more specific feedback on the proposed Policy during the public exhibition period.

**(a) Governance/Policy Implications**

The policy gives transparency and consistency to Council's distribution of funds to stimulate economic activity across the Shire. The proposed Business Activation Policy requires the consideration of eligible business applications by the full membership (or quorum) of the elected Council, aligned with the schedule for the consideration of applications under Council's Donations Policy, that is, three times each year.

**(b) Legal Implications**

As each application will have a Business Plan attached, containing confidential financial data, applications will need to be treated confidentially during their processing and as commercial-in-confidence material in a closed session of Council during their determination. The eligibility criteria prevent Council from supporting an application from a business (or its directors) who owe money to Council or to the Australian Superannuation Guarantee Charge or from a business that seeks to expand its operations under Existing Use Rights in a zoning in which that enterprise is now prohibited.

**(c) Social Implications**

A business applicant that does meet the eligibility criteria for both instalments and plans its long-term economic viability is likely to increase pedestrian traffic in each of the urban areas of the Shire, thus improving the social profile of these areas.

**(d) Environmental Implications**

Environmental implications will be identified on a case-by-case basis and should be addressed in each business applicant's Business Plan. Applicants whose current business operates under Existing Use Rights in a land-use zoning in which that enterprise is now prohibited will only be considered for funding if they propose to move to a new zoning where that enterprise is permitted.

**(e) Economic/Asset Management Implications**

Economic implications of this proposed Business Activation Policy are moderated by its giving Council control of the number of units of \$5,000 to distribute from its Operational Budget each year. For example, in this FY25-26 budget, seven eligible businesses could be supported through Business Activation Funding (totalling \$35,000), but the following year, Council may either decrease this number or increase it, depending on its own financial health.

**(f) Risk Implications**

Implementation of the proposed Business Activation Policy aims to reduce risk implications to Council through the application of a set of criteria that determine applications worthy of consideration, based on a foundation of sound planning and good business practice, and the measured distribution of funding based on ongoing financial viability.

**CONCLUSION**

This draft Business Activation Policy systematises and makes transparent the process for distribution of small business grants to businesses seeking to expand or establish themselves in any of the three urban areas of the Coonamble Shire.

The proposed Policy, its procedures and application form balance the requirement for the applicant to be organised and have a sound business plan for the enterprise and for Council to manage the risk involved in expending public monies in business ventures outside its control.

The 'pay-off' of this balance between good planning and risk management is the creation of more focused and vibrant business areas that benefit the residents of Coonamble Shire and the visitors it attracts.

**RECOMMENDATION**

- 1. That Council place the draft Business Activation Policy on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**
- 2. That a further report be presented to Council, with all submissions received, for Council's further consideration and adoption of the Business Activation Policy (with or without changes).**
- 3. That, in the event of no submissions being received within the public exhibition and comment period, Council formally adopt the Business Activation Policy, without any changes, as a policy of Council.**

---

**BACKGROUND**

Council's role in economic development is to provide leadership and direction in order to foster, encourage and maximise sustainable development opportunities within Coonamble Shire. Council's Community Strategic Plan 2025-2035 has the goal that "we support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business."

Council facilitates business partnerships, participates in local and regional networks and assists with research and planning in the identification of business opportunities.

In order to encourage diverse and innovative business initiatives across Coonamble Shire, Council may offer incentives and support through the Business Activation Policy.

**1. PURPOSES**

The purpose of the Business Activation Policy is to systematically and methodically incentivise small business development and expansion in the three urban areas of Coonamble Shire – Coonamble, Gulargambone and Quambone – through the provision of a business activation payment to eligible enterprises meeting the required criteria, while sufficient funding remains in Council's Business Activation Fund.

**2. POLICY OBJECTIVES**

The objective of the Business Activation Policy is to provide a limited financial incentive to:

- An existing small business, located within Coonamble Shire, to expand its operations or relocate to a more appropriate area.
- An existing small business, located outside Coonamble Shire, to relocate or establish within the Shire.
- A new small business to establish within Coonamble Shire.

The expectation is that the business will directly or indirectly provide increased employment opportunities to the residents of Coonamble Shire or introduce an additional or unique service or range of products for which there is proven demand.

### 3. LEGISLATION AND RELATED DOCUMENTS

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

*Local Government Act 1993*

*Privacy and Personal Information Protection Act 1998*

Privacy Management Plan

Local Government Record-Keeping Rules GA28, GA39 and FA450

Community Strategic Plan

Delivery Program

Operational Plan

Coonamble Shire Council's suite of strategies and plans (including masterplans and plans of management)

Regional strategies and plans

State and Federal strategies and plans

Risk Management Framework and Risk Appetite Statement

Business Activation Policy Procedure

Business Activation Funding Application

EFT Bank Account Details Form

### 4. APPLICATION/SCOPE

This policy applies to businesses currently operating in Coonamble Shire or new businesses who demonstrate their establishment within an appropriate zoning of one of the three urban areas of the Shire – Coonamble, Gulargambone or Quambone.

### 5. POLICY

Coonamble Shire Council provide a one-off business activation payment, limited to \$5,000 (inc. GST if the applicant entity is registered for GST) to any single eligible small business operating or intending to establish within Coonamble Shire, where it is shown by the applicant business that such a payment will result in increased employment and/or provision of an additional or unique service, product or range of products proven to be of demand by residents of and visitors to Coonamble Shire.

Each Financial Year, Council will budget for a maximum number of business activation approvals (to be set at its discretion) to be made available through this Policy.

Eligibility is determined according to the criteria specified below.

Determination of any application for assistance through the Business Activation Policy will be made by the full membership or a quorum of the (elected) Council or by a committee whose membership it appoints, with determinations made several times each year in

alignment with the timing of the determination of submissions under Council's Donations Policy.

Each Business Activation Payment will be made in two instalments of \$2,500 (inc. GST, if the approved business is registered for GST); with Instalment 1 paid at the time of determination of the application for assistance under the Business Activation Policy, and then between six months and one year from the date of the first payment, dependent on verified evidence of the continued viability of the business, as determined by the Coonamble Shire Mayor and Coonamble Shire Council's General Manager and Director of Corporate Services. Where verified financial viability is not demonstrated or where the business owner fails to submit an invoice between 6 and 12 months of the date of payment of Instalment 1, the business forfeits the second instalment.

## 6. ELIGIBILITY CRITERIA

To be eligible for consideration under Council's Business Activation Policy, an entity must provide documentary evidence that it meets the following criteria. Evidence will be treated confidentially by Council.

- ☐ The applicant is a recognised business entity, with a current Australian Business Number, registered with the Australian Securities and Investments Commission.
- ☐ The applicant is a "small business" employing fewer than 20 people and/or has an aggregated annual turnover (excluding GST) of less than \$AU 10 million.
- ☐ The applicant business is a private, commercial enterprise.
- ☐ The applicant business is not a franchisor.
- ☐ The applicant is not an enterprise operating under Existing Use Rights in a zoning in which that enterprise is now prohibited, unless applying to relocate the business to a zoning where that enterprise is permitted.
- ☐ The applicant business and/or directors have no outstanding debts with Coonamble Shire Council.
- ☐ The applicant business has not received Business Activation funding under this policy previously.
- ☐ The applicant business has no outstanding payments to the Australian Superannuation Guarantee Charge.
- ☐ The applicant business currently operates or has committed to operate within Coonamble Shire (eg. a lease of one year or more has been signed and executed for operation within a land use zoning allowing such an operation, in Coonamble, Gulargambone or Quambone).
- ☐ The applicant business has current Public Liability, Workers Compensation and/or Professional or Product Liability insurances relevant to the type and size of operation.
- ☐ The business owner has submitted with the application a Business Plan, substantiating the financial viability of the expansion of its operations or of its relocation to an appropriate area within Coonamble Shire.
- ☐ The applicant business demonstrates, in the Business Plan, the provision of a new service or product offering unique to Coonamble or of an increase in the number of employees.

## 7. DEFINITIONS

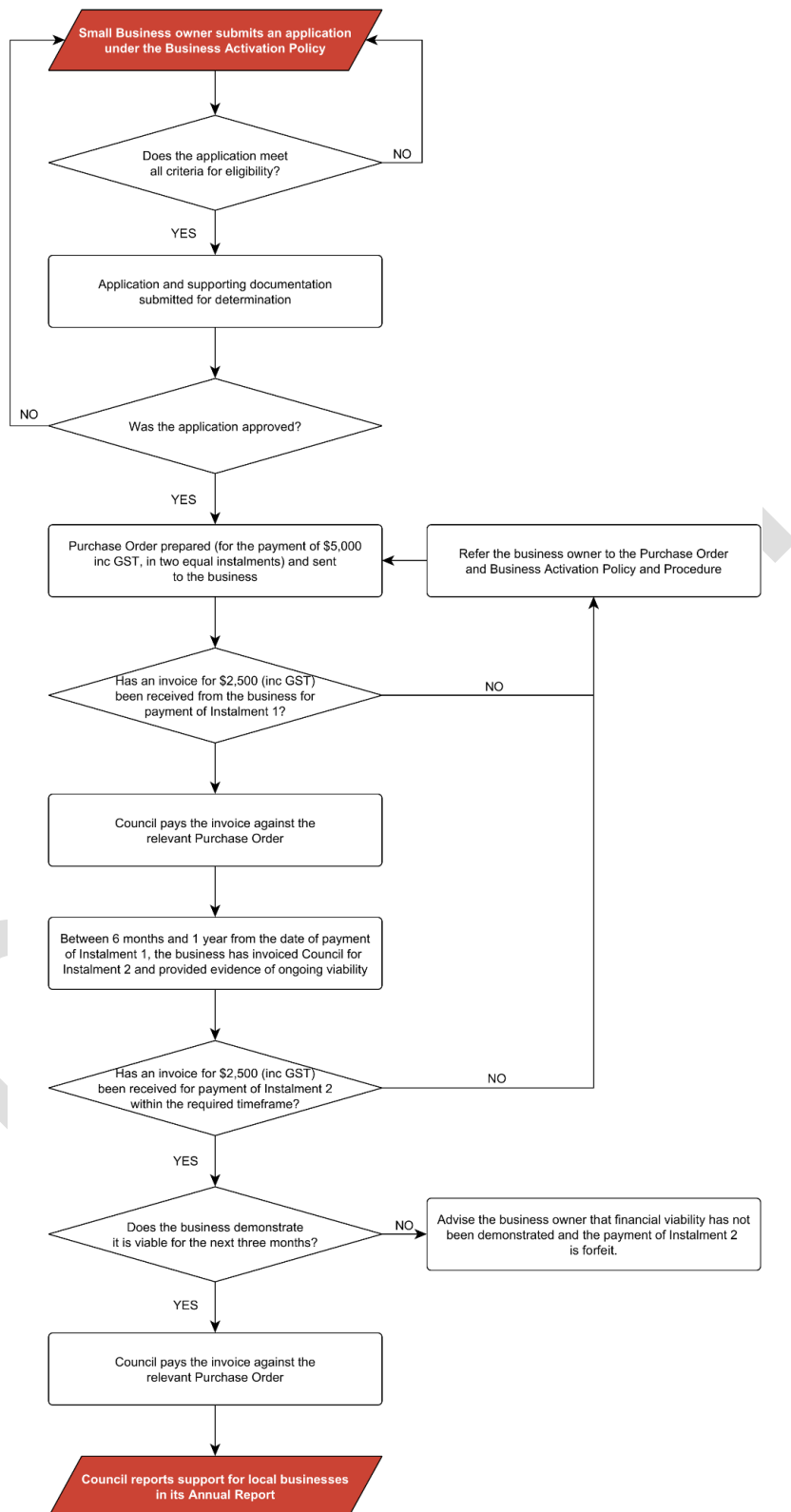
|                            |                                                                                                                                                                                                           |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Business Plan</b>       | A written document that substantiates and justifies the financial viability of an enterprise, usually comprising a Legal and Management Plan, a Marketing Plan, an Operational Plan and a Financial Plan. |
| <b>Financial Viability</b> | Financial Reporting shows sufficient cashflow to cover all anticipated debts, without further revenue, for the next three calendar months (inclusive).                                                    |
| <b>GST</b>                 | Goods and Services Tax, established under <i>A New Tax System (Goods and Services Tax) Act 1999</i>                                                                                                       |
| <b>Small Business</b>      | A business that employs fewer than 20 people and/or that has an aggregated annual turnover (excluding GST) of less than \$10 million.                                                                     |

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|---------------------------------------------------------------------|----------------|---------------|
| <b>Title:</b> Business Activation Policy                            |                |               |
| <b>Department:</b> Community, Planning, Development and Environment |                |               |
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|                                                                     |                |               |
| <b>Annexure Attached:</b>                                           |                |               |
| <b>Phillip Perram</b><br><b>Interim General Manager</b>             |                |               |

**Business Activation Policy Procedure**

1. An eligible small business submits to Council a completed Business Activation Application, along with required documentation. Documentation is treated confidentially.
2. The application and supporting documentation is checked to confirm it meets all criteria of eligibility under the Business Activation Policy; the business owner is advised that further documentation is required if the application is to proceed.
3. The application and supporting documentation are submitted for determination by the full membership or a quorum of the elected Council or a committee whose membership it appoints.
4. Determinations are made in alignment with the timing of the determination of submissions under Council's Donations Policy.
5. All business owners are notified of the determination of their application. Successful applicants confirm they understand and agree to abide by the criteria of the Business Activation Policy and conditions of the Business Activation Policy Procedure.
6. Successful applicants are sent a Purchase Order to the maximum value of \$5,000 (including GST if the business is registered for GST), valid for one year, showing two instalments of \$2,500.
7. Successful applicants will be invited to submit an invoice for \$2,500 (including GST, if the entity is registered for GST) as Instalment 1 of 2, quoting the Purchase Order number.
8. Council pays the invoice in the course of its normal creditor payment schedule.
9. The successful business applicant will submit a financial report (prepared and verified by an accountant or bookkeeper), showing the ongoing viability of the venture, along with an invoice for \$2,500 (including GST, if the entity is registered for GST) as Instalment 2 of 2, no sooner than six (6) months and no later than 12 months after receiving payment of Instalment 1; submission of the invoice for Instalment 2 is the sole responsibility of the business; Instalment 2 will be forfeit if the financial report and invoice is not received within the timeframe specified in this Step of the procedure.
10. Council pays the invoice for Instalment 2 of 2 in the course of its normal creditor payment schedule, provided it was received within the timeframe specified in the above Step of this procedure and that Council is satisfied the business demonstrates ongoing viability.
11. Council reports support for local businesses in its Annual Report.

## Business Activation Policy Process Flow





## Business Activation Funding Application

**Name of Business:** \_\_\_\_\_

**ABN:** \_\_\_\_\_

**Current Business Address:** \_\_\_\_\_

**Proposed Business Address:** \_\_\_\_\_  
(If different from current)

**Nature of enterprise:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Proposed shift in nature:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Name of Director/Owner (1):** \_\_\_\_\_  
(Please Print First and Last Name)

**Name of Director/Owner (2):** \_\_\_\_\_  
(Please Print First and Last Name)

**Name of Director/Owner (3):** \_\_\_\_\_  
(Please Print First and Last Name)

**Name of Director/Owner (4):** \_\_\_\_\_  
(Please Print First and Last Name)

**Are there other Directors?** ☐ NO ☐ YES (Attach details to this application)

**Person completing this form:** \_\_\_\_\_  
(Please Print First and Last Name)

**Email contact:** \_\_\_\_\_

**Mobile contact:** \_\_\_\_\_

*Please print, complete all parts of the form, sign and have the signature witnessed by a director/owner of the applicant business and submit all attachments as required (see check list on next page).*



---

**Check list of attachments**

- ☐ A Business Plan for the expansion, establishment or relocation of the business (named above) in or to Coonamble, Gulargambone or Quambone is attached.
- ☐ The Business Plan substantiates the financial viability of the expansion of its operations or of its relocation to an appropriate area within Coonamble Shire.
- ☐ The Business Plan demonstrates the provision of a new service or product offering unique to Coonamble or of an increase in the number of employees within the enterprise.
- ☐ A 'Bank Details for EFT Payments from Coonamble Shire Council' form is completed and attached.
- ☐ The applicant business (named above) is a recognised business entity, with a current Australian Business Number, registered with the Australian Securities and Investments Commission.
- ☐ The applicant is a "small business" employs fewer than 20 people and/or has an aggregated annual turnover (excluding GST) of less than \$AU 10 million (attach Annual Financial Statements).
- ☐ The applicant business is a private, commercial enterprise.
- ☐ The applicant business is not a franchisor.
- ☐ The applicant is an enterprise operating under Existing Use Rights in a zoning in which that enterprise is now prohibited and is applying to relocate the business to a zoning where that enterprise is permitted.
- ☐ Neither the applicant business nor any of its individual directors have any outstanding debts with Coonamble Shire Council.
- ☐ The applicant business has not received Business Activation funding under this policy previously.
- ☐ The applicant business has no outstanding payments to the Australian Superannuation Guarantee Charge (eg. attach the most recent superannuation clearance house statement).
- ☐ The applicant business currently operates or has committed to operate within Coonamble Shire (eg. a lease of one year or more has been signed and executed for operation within a land use zoning allowing such an operation, in Coonamble, Gulargambone or Quambone; attach lease or land Title deed).
- ☐ The applicant business has current Public Liability, Workers Compensation and/or Professional or Product Liability insurances relevant to the type and size of operation (attach Certificates of Currency for each).



## Agreement between the Business Entity and Coonamble Shire Council

As a Director of the company applying for this Business Activation assistance, I hereby agree, on behalf of the business entity and each of my fellow directors (if any):

1. To provide all documentation specified in this form and otherwise requested by an officer of Council in order for this application to be assessed in relation to its eligibility for consideration of the Business Activation funding, and

\_\_\_\_\_  
(initials)

2. To receive a maximum payment of \$5,000 (including GST where applicable), under this Business Activation Policy, and to utilise the financial assistance provided by Council to offset costs associated with the expansion, establishment or relocation of my business to an appropriate land-use zoning in Coonamble, Gulargambone or Quambone, and

\_\_\_\_\_  
(initials)

3. To provide required financial reports, between six and 12 months after receiving the first instalment of any Business Activation assistance, demonstrating the current degree of financial viability of the business, acknowledging I will forfeit the second and final instalment of the Business Activation assistance where I fail to provide these reports or where they show the business – in the majority opinion of Coonamble Shire Council's Mayor, General Manager and Director of Corporate Services – not to be financially viable, and

\_\_\_\_\_  
(initials)

4. To provide Coonamble Shire Council with appropriate invoices for each of the two instalments (maximum \$2,500, including GST if applicable) – the first invoice after receiving a Purchase Order for the Business Activation assistance, and the second between six and 12 months after the date of the Purchase Order – and acknowledge that the second instalment will be forfeit if the invoice for it is not received by Coonamble Shire Council within this timeframe, and

\_\_\_\_\_  
(initials)

5. To Coonamble Shire Council's treating my personal and business information confidentially and for the purposes only of administering the Business Activation Policy, application and procedure, and

\_\_\_\_\_  
(initials)

6. To Coonamble Shire Council's making public only my business name and the nature of the business during the course of the administration of this policy and application and in any reporting on its administration.

\_\_\_\_\_  
(initials)

\_\_\_\_\_  
(Please Print First and Last Name)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Please Print First and Last Name of Witness)

\_\_\_\_\_  
(Signature of Witness)

/ /  
(Date)



80 Castlereagh Street, Coonamble NSW 2829  
 Telephone. 02 6827 1900 Fax. 02 6822 1626  
 Email. [council@coonambleshire.nsw.gov.au](mailto:council@coonambleshire.nsw.gov.au)  
[www.coonambleshire.nsw.gov.au](http://www.coonambleshire.nsw.gov.au)  
 ABN. 19 499 848 443

All communications to be addressed to the General Manager  
 PO Box 249, Coonamble NSW 2829

## Notification of Bank Account Details for EFT (Electronic Funds Transfer) Payment(s) from Council

*Kindly complete the required fields in the form and return to [accounts@coonambleshire.nsw.gov.au](mailto:accounts@coonambleshire.nsw.gov.au)*

Company Name: \_\_\_\_\_

ABN: \_\_\_\_\_

Postal Address: \_\_\_\_\_

Email Address for our Purchase Orders: \_\_\_\_\_

Email Address for our Remittance to you: \_\_\_\_\_

Your Phone Number: \_\_\_\_\_

Your Payment Terms: \_\_\_\_\_

Name of Your Bank: \_\_\_\_\_

Account Name: \_\_\_\_\_

BSB: \_\_\_\_\_

Account Number: \_\_\_\_\_

Reference Details (eg. Invoice number): \_\_\_\_\_

Name of the authorised person completing this form: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

### Office Use Only

Creditor Code: \_\_\_\_\_

Details entered by: \_\_\_\_\_

Date entered: \_\_\_\_\_

**12.11 QUARTERLY BUDGET REVIEW - JUNE 2025****File Number: 83575****Author: Bruce Quarmby, Director Corporate Services****Authoriser: Phillip Perram, General Manager****Annexures: 1. June 2025 Budget Review (under separate cover) ****PURPOSE**

The purpose of this report is to provide Council with a quarterly budget review statement in accordance with Regulation 203 of the *Local Government (General) Regulation 2005* (the Regulations). Please refer to the Annexure relating to this report.

**BACKGROUND**

Regulation 203 of the Regulations states that:

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

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

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

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

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

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

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

L1.4.10. Maintain long term financial viability.

L1.4.4. Governance is open and transparent.

**(b) Financial Considerations**

The June review compares the estimated budget result with the actual result for the 2024/25 financial year. Council will note there are several significant variations from the estimated result to the actual for the financial year, as discussed in the body of the report and as shown in the documents distributed under separate cover.

**COMMENTARY**

Annexure 1 contains further detailed information regarding Cash and Investments, Contract and Consultancy Expenses and its progression towards achieving adopted Key Performance Indicators as of 30 June 2025.

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.

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 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 its 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.
- 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.

**(a) Governance/Policy Implications**

There are no governance or policy implications arising from this report.

**(b) Legal Implications**

In accordance with the *Local Government Regulations 2005* – Regulation 203.

**(c) Social Implications**

There are no social implications arising from this report.

**(d) Environmental Implications**

There are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

During the 2024/25 financial year, Council has programmed asset maintenance and capital renewals in order to satisfy required Key Performance Indicators.

**(f) Risk Implications**

There are no risk implications arising from this report.

## CONCLUSION

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.

## **RECOMMENDATION**

### **That Council:**

- 1. Approves the variations to votes as listed in the budget review documents distributed under separate cover.**
- 2. Note the opinion of the Responsible Accounting Officer, based on the information as presented in the June Budget review, that Council will be in a satisfactory financial position as at 30 June 2025.**
- 3. Note the position of Council's estimated restricted (reserve) funds as at 30 June 2025.**

**13.12 FINANCIAL REPORTS FOR YEAR ENDED 30/06/2025****File Number: 64821****Author: Bruce Quarmby, Director Corporate Services****Authoriser: Phillip Perram, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to comply with statutory requirements in relation to the General-Purpose Financial Statements and Special Purpose Financial Statements for the year ended 30 June 2025. The Financial Statements are to be referred to Council's Auditor, with authorisation from the Mayor, a Councillor, the General Manager, and the Responsible Accounting Officer.

**BACKGROUND**

As per Section 416(1) of the *Local Government Act 1993* (as amended), a Council's Financial Statements for a year must be prepared and audited within four (4) months of the end of the reporting period concerned.

The statutory process that must be followed is that:

1. A statement as required under section 413(2) (c) must be made by resolution and signed by the Mayor, one (1) Councillor, the General Manager, and the Responsible Accounting Officer.
2. The Financial Statements must then be referred to the Council's Auditor, and once audited the statements must be included in Council's Annual Report.
3. Copies of the Audited Financial Statements must then be lodged with the Office of Local Government by 31 October.
4. As soon as practicable after Council receives a copy of the Auditor's report, the Statements must be placed on public exhibition and notice given of a meeting at which Council proposes to present its Audited Financial Statements, together with the Auditors Report.

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

The Audited Financial Statements form part of Council's Annual Report and therefore represents a vital part of the Integrated Planning and Reporting Framework. The Audited Financial Statements provide an important avenue for the review of Council's progress by any interested stakeholders, including the Community. In providing the information contained in these reports, it ensures transparency of governance by Council.

**(b) Financial Considerations**

The Financial Statements act as a "report card" on Council's operations and financial performance throughout the reporting period. Whilst the information contained in the reports relate primarily to a past financial

reporting period, they also contain information that will need consideration in any future decisions made by Council.

## COMMENTARY

The preparation of the financial statements has been affected by several factors including periods of staff unavailability and delays in the finalisation of the desktop review of each of Council's various assets classes. For Council's information the completion of the desktop review for each of the asset classes of Council is required to ensure that Council is reporting its assets at their true "fair value".

As such at the time of writing this report, staff is currently in the process of completing the financial statements and making the necessary arrangements to allow for the external auditors' end of financial year audit to be carried out. A copy of the draft financial statements will be tabled at the meeting for Council's information.

At the time of writing this report, a meeting of Council's Internal Audit Committee is planned to be held on the 22 September 2025 at which the draft statements will also be tabled and considered.

### (a) Governance/Policy Implications

There are no governance or policy implications arising directly from this report.

### (b) Legal Implications

The preparation, audit and review of Council's Financial Statements are carried out in accordance with the requirements of the *Local Government Act 1993* (Sections 412 to 421).

### (c) Social Implications

There are no social implications arising directly from this report.

### (d) Environmental Implications

There are no environmental implications arising from this report.

### (e) Economic/Asset Management Implications

There are no specific economic or asset management implications arising from this report.

### (f) Risk Implications

There are no direct risk implications arising directly from this report.

## CONCLUSION

It is a requirement under Section 413(2)(c) of the *Local Government Act 1993*, (as amended) that a Statement, signed by the Mayor, a Councillor, the General Manager and Responsible Accounting Officer is prepared for the General-Purpose Financial Statements and the Special Purpose Financial Statements so that they can be forwarded to Council's Auditor.

## **RECOMMENDATION**

- 1. That the Mayor, Councillor....., the General Manager and Responsible Accounting Officer be authorised to sign the necessary Statement by Council on the Financial Reports for the year ended 30 June 2025.**
- 2. That Council's Financial Reports for the year ended 30 June 2025 be referred for audit.**

**14.13 STATEMENT OF BUSINESS ETHICS****File Number: 84224****Author: Deborah Tatton, Manager Finance & Procurement****Authoriser: Bruce Quarmby, Director Corporate Services****Annexures: 1. Statement of Business Ethics** [↓](#) **PURPOSE**

The purpose of this report is to provide Council with an opportunity to adopt a proposed draft Statement of Business Ethics to be applied when Council enters a relationship with suppliers.

**BACKGROUND**

This Statement is designed to ensure that all Council's commercial relationships are fair, productive and ethical and provide value for money for Council.

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

L2.3 Proactively communicate decisions and the processes to reach them to relevant stakeholders

**(b) Financial Considerations**

Ensuring transparency and risk mitigation within the procurement processes of Council

**COMMENTARY**

Council is bound by legislative requirements of the Local Government Act and Regulations and must adhere to sound contracting principles for the discharge of public money. Council needs to be mindful that they act in the interest of their residents, ratepayers and the wider community and that all transactions are

- Open, transparent and accountable
- Ensure that their dealings promote fairness and competition and
- Obtain the best value

Council has a suite of documents which make up its procurement and contract framework. The Statement of Business Ethics provides guidance to the private sector when conducting business with our Council. It sets out the mutual obligations, roles and constraints of Council and private sector contractors, suppliers, consultants, tenderers and business partners in addition to defining the principle of conduct expected of all parties including Councillors.

**(a) Governance/Policy Implications**

The Statement of Business Ethics forms part of the Procurement and Contract Framework of Council and aligns with the Code of Conduct.

**(b) Legal Implications**

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

**(c) Social Implications**

Nil

**(d) Environmental Implications**

Nil

**(e) Economic/Asset Management Implications**

Nil

**(f) Risk Implications**

Council is seeking to reduce / minimise its exposure to risks associated with its procurement processes.

**CONCLUSION**

This Statement of Business Ethics has been developed to assist Council to ensure that it, and the businesses with which it is associated, act in a transparent, ethical and accountable manner so as to enhance and protect Council's reputation, as well as safeguarding Council's culture of integrity and ethical conduct.

**RECOMMENDATION****That Council**

- 1. Note the report.**
- 2. Place the draft Statement of Business Ethics 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 Statement of Business Ethics of Council as tabled.**



## STATEMENT OF BUSINESS ETHICS POLICY

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### 1. PURPOSE

This policy outlines the ethical standards required of both Coonamble Shire Council delegates and its private industry business partners when engaged by Council. Adherence to these standards by both parties will enable the development of a mutually beneficial business relationship.

### 2. POLICY OBJECTIVE

Council will ensure its business relationships are ethical, honest, fair and consistent. Our business dealings will be made using informed decisions with trustworthiness, integrity and probity and open to public scrutiny wherever possible.

### 3. APPLICATION/SCOPE

This policy applies to tenderers, suppliers, contractors and consultants and their sub-contractors/employees, Councillors, and all Council employees.

### 4. LEGISLATION

- Local Government Act 1993
- Independent Commission Against Corruption (ICAC) Act 1998
- Protected Disclosures Act 1994

### 5. POLICY

Council's business principles are as follows

- All procurement is conducted as per Council Policy to ensure the best outcomes for the community
- All business relationships with external parties will be transparent
- Procurement and appointment decisions will be based on merit and will be impartial and will not take extraneous issues into account.

**Value for money** means an estimate of the worth or desirability of the goods or services offered. This can include such factors as initial cost, whole of life cost, quality, the extent to which the goods or services meet the specified requirements and social and environmental responsibilities.

**Transparency** means visible and verifiable confirmation of the integrity of the purchasing process and compliance with relevant legislation and adopted Council procedures.

**Impartiality** means the purchasing process must be undertaken in a fair, objective, consistent and business-like manner, leading to improved performance and cost-effective methods of doing business for Council. It does not mean pleasing everyone. We strive to be impartial by ensuring that our processes are appropriate.

These principles enable suppliers to promote their interests productively and avoid potentially questionable activity. Those providing goods and services also benefit from the assurance that their competitors are required to behave in accordance with the same guidelines.

#### **What to expect from Council and Councillors**

Council employees and Councillors are bound by Council's Code of Conduct. They are accountable for their actions and are expected to:

- Respect and follow Council policy and procedures
- Treat all tenderers for the supply of goods and services equitably
- Promote fair and open competition while seeking best value for money
- Protect confidential information
- Meet or exceed public interest and accountability standards
- Avoid situations where private interest could conflict with public duty
- Never solicit or accept remuneration, gifts or other benefits from a supplier for the discharge of official duties
- Respond promptly to reasonable requests for advice and information.

#### **What we ask of you**

We require all providers of goods and services to:

- Respect the conditions set out in documents supplied by us
- Respect the obligation of our employees to abide by Council's procurement policy
- Abstain from collusive practices
- Prevent unauthorised release of privileged information, including confidential Council information
- Refrain from offering Council employees or Councillors any financial or other inducement which may give any impression of unfair advantage
- There is to be no unsolicited contact by tenderers with Councillors, employees and/or delegates of the Council regarding their submitted tender until such time that the tender has been determined.

**Compliance**

Compliance with this statement will not disadvantage your organisation in any way. However, your organisation should be aware of the potential consequences of not complying with Council's Statement of Business Ethics.

Proven corrupt or unethical conduct could result in:

- Termination of contracts
- Loss of reputation
- Loss of future contracts
- Matters being referred to investigative bodies

**Intellectual Property Rights**

In business relationships with Council, parties will respect each other's intellectual property rights and will formally negotiate any access licence or use of intellectual property.

**Public Gifts and Benefits**

In general, Council expects its employees to decline gifts, benefits, travel or hospitality offered during the course of their duties. Council only permits employees to accept gifts if:

- Gifts are token and of nominal value
- Returning a gift is likely to be perceived as rude or offensive
- The offer is not targeted at an individual officer.

If a gift or benefit is taken, the staff member must record the gift in Council's public Gifts and Benefits Register. Council delegates including Councillors and employees should refer to Council's Code of Conduct for more detail on this issue.

**Conflicts of Interest**

All Council officials are required to disclose any potential conflicts of interest. Council extends this requirement to all our business partners, contractors, consultants, subcontractors, tenderers and suppliers

**Communication Between Parties**

All communication should be clear, direct and accountable to minimise the risk of perception of inappropriate influence being brought to bear on the business relationship.

**Use of Council Equipment, Resources and Information**

All Council equipment, resources and information should only be used ethically, effectively, efficiently and carefully in the course of official duties and must not be used

for private purposes unless use is lawfully authorised, and proper payment is made where appropriate.

### **Contracting Employees**

All contracting and subcontracting employees are expected to comply with Council's statement of business ethics. If you employ sub-contractors in your work for Council, you must make them aware of this statement.

### **Statement of Business Ethics - Who to contact?**

If you are concerned about a possible breach of this statement or about any conduct that could involve fraud, corrupt conduct, maladministration or serious and substantial waste of public funds, please contact Coonamble Shire Council's General Manager or Public Officer on 02 6827 1900 or email [council@coonambleshire.nsw.gov.au](mailto:council@coonambleshire.nsw.gov.au).

|                                                   |                |                |
|---------------------------------------------------|----------------|----------------|
| <b>Title: Statement of Business Ethics Policy</b> |                |                |
| <b>Department: Corporate Governance</b>           |                |                |
| <b>Version</b>                                    | <b>Date</b>    | <b>Author</b>  |
| 1. Sept 2025                                      | September 2025 | Deborah Tatton |
| <b>Review Date: September 2028</b>                |                |                |
| <b>Phillip Perram<br/>General Manager</b>         |                |                |

## SECTION B - MATTERS FOR INFORMATION ONLY

### 15.14 DECLARATIONS OF CONFLICTS OF INTEREST

**File Number:** 81731

**Author:** Jenni Maundrell-Executive Manager Corporate Governance

**Authoriser:** Phillip Perram, General Manager

**Annexures:** 1. Conflicts of Interest Declaration Form (Councillor) [↓](#) 

#### PURPOSE

To inform Councillors on their statutory and ethical obligations to declare conflicts of interest, clarify the distinctions between different types of interests, and introduce a new declaration form that supports compliance with the Code of Conduct and relevant legislation.

#### EXECUTIVE SUMMARY

Councillors are required to declare conflicts of interest in accordance with the *Local Government Act 1993* (NSW) and Council's *Code of Conduct for Councillors*. Recent court and tribunal decisions have reinforced that simply stating a conflict is "pecuniary" or "non-pecuniary" is insufficient. Declarations must include the nature and context of the interest. This report outlines the differences between pecuniary, significant non-pecuniary, and less than significant non-pecuniary interests, and introduces a new declaration form designed to support transparency and compliance.

#### BACKGROUND

Conflicts of interest arise when a Councillor's private interests interfere, or appear to interfere, with their public duties. The Local Government Act and the Model Code of Conduct require Councillors to disclose such interests and manage them appropriately. Failure to do so can result in serious consequences, including findings of misconduct and suspension or termination of employment.

Recent legal decisions have clarified that:

- A declaration must explain the nature of the interest, not merely label it.
- Interests involving family members, business dealings, or reputational concerns may constitute significant conflicts.
- Councillors must exclude themselves from decision-making where a conflict exists.

In *Eldridge v Wagga Wagga City Council*, the NSW Supreme Court found that failure to declare a pecuniary interest involving a family member was a serious breach, even though the interest was not directly financial to the Councillor. In *Deputy Secretary v Byrne*, the NSW Civil and Administrative Tribunal found that a Mayor's failure to declare a significant non-pecuniary interest (his personal reputation) constituted misconduct.

#### (a) Relevance to Integrated Planning and Reporting Framework

CSP L2.1 Decisions are supported by referenced knowledge sources (eg within business paper reports).

**(b) Financial Considerations**

There are no direct financial considerations related to this report. However, under the *Local Government Act 1993*, failure to disclose a pecuniary interest can result in fines up to \$2,200.

**COMMENTARY****Nature of the conflict must be declared**

The courts have made it clear that declarations must include:

- A description of the interest (e.g., ownership of property, family relationship, reputational concern).
- The reason the interest may influence the councillor's decision-making.
- Whether the interest is pecuniary or non-pecuniary, and its significance.

Simply stating "I have a pecuniary interest" is not sufficient. The declaration must allow a reasonable person to understand the nature and potential impact of the interest.

**Types of interests**

- **Pecuniary Interest:** A financial interest that could result in gain or loss. This includes interests held by close associates (e.g., spouse, partner, employer, company in which the councillor holds shares).
- **Significant Non-Pecuniary Interest:** A non-financial interest that is likely to influence decision-making. Examples include close personal relationships, reputational concerns, or political affiliations.
- **Less than Significant Non-Pecuniary Interest:** Interests that are unlikely to influence decision-making. These may still require disclosure but do not necessarily require exclusion from discussion or voting.

Councillors must assess the significance of non-pecuniary interests and act accordingly.

As Councillors have been previously advised, the Independent Commission Against Corruption advises that, in effect, there is no difference between a significant non-pecuniary interest and a pecuniary interest. Council's previous declaration form listed only 'pecuniary' and 'non-pecuniary' options; however, moving forward, the distinction should be made between the three types of interests.

**New declaration form**

To support compliance, Council is introducing a revised Conflict of Interest Declaration Form. Key features include:

- Fields to describe the nature of the interest.
- Identification of whether the interest is pecuniary or non-pecuniary.
- Assessment of significance.
- A declaration of intended action (e.g., exclusion from discussion).
- An annexure with definitions and references to the Code of Conduct and relevant legislation.

This form is designed to ensure transparency and assist Councillors in meeting their obligations.

**(a) Governance/Policy Implications**

Councillors must provide detailed and transparent disclosures of conflicts of interest to uphold integrity and comply with legal standards, and Council must implement structured processes to ensure consistent adherence to the Model Code of Conduct and *Local Government Act 1993*.

**(b) Legal Implications**

Council officials who fail to fully and accurately disclose conflicts of interest, especially pecuniary or significant non-pecuniary interests, may face fines up to \$2,200, findings of misconduct, and potential suspension or termination under the *Local Government Act 1993* and with reference to legal precedent.

**(c) Social Implications**

Transparent and complete conflict of interest disclosures help maintain public trust in Council decision-making and reinforce the community's confidence in the integrity and accountability of Council officials.

**(d) Environmental Implications**

There are no environmental implications directly arising from this report.

**(e) Economic/Asset Management Implications**

There are no economic/asset management implications directly arising from this report.

**(f) Risk Implications**

Failure to fully disclose conflicts of interest exposes Council to legal and reputational risks, which is inconsistent with Council's adopted low risk appetite and risk-averse stance toward legal exposure. Implementing the new declaration form mitigates this risk by promoting compliance and transparency.

## **CONCLUSION**

Councillors must take proactive steps to identify, declare, and manage conflicts of interest. The new declaration form provides a structured and compliant approach to disclosure. Councillors are encouraged to familiarise themselves with the definitions and legal expectations outlined in the Code of Conduct and recent case law. Adherence to these standards is essential to maintaining public trust and the integrity of Council decision-making.

## **RECOMMENDATION**

**That Council note the information contained in the report on Declarations of Conflicts of Interest.**



## CONFLICTS OF INTEREST DECLARATION FORM (COUNCILLOR)

*In accordance with Council's Code of Conduct for Councillors (the Code)*

|                                                                                                                                                                                                                                                                                                          |                                                                                                                                                          |             |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--|
| <b>1. DECLARANT DETAILS</b>                                                                                                                                                                                                                                                                              |                                                                                                                                                          |             |  |
| <b>NAME</b>                                                                                                                                                                                                                                                                                              |                                                                                                                                                          |             |  |
| <b>2. DETAILS OF THE CONFLICT OF INTEREST</b>                                                                                                                                                                                                                                                            |                                                                                                                                                          |             |  |
| <b>NAME OF MEETING</b>                                                                                                                                                                                                                                                                                   |                                                                                                                                                          |             |  |
| <b>MEETING ITEM NO</b>                                                                                                                                                                                                                                                                                   |                                                                                                                                                          |             |  |
| <b>REPORT TITLE</b>                                                                                                                                                                                                                                                                                      |                                                                                                                                                          |             |  |
| <b>DATE OF MEETING</b>                                                                                                                                                                                                                                                                                   |                                                                                                                                                          |             |  |
| <b>TYPE OF CONFLICT OF INTEREST</b><br>(Refer to Annexure 1)                                                                                                                                                                                                                                             | <input type="checkbox"/> Pecuniary<br><input type="checkbox"/> Significant Non-Pecuniary<br><input type="checkbox"/> Less than Significant Non-Pecuniary |             |  |
| <b>DESCRIPTION OF CONFLICT OF INTEREST:</b><br>Include name of person and/or organisation; the relationship to you; and the reason(s) why you consider that there is (or may be) a conflict of interest or perception of a conflict of interest.                                                         |                                                                                                                                                          |             |  |
|                                                                                                                                                                                                                                                                                                          |                                                                                                                                                          |             |  |
| <b>3. ACTION TO BE TAKEN TO MANAGE THE CONFLICT OF INTEREST</b>                                                                                                                                                                                                                                          |                                                                                                                                                          |             |  |
| <input type="checkbox"/> I intend to <b>leave</b> the meeting and take no part in any debate, discussion or decision on the item.<br><input type="checkbox"/> I intend to <b>stay</b> in the meeting to debate and vote on the matter.<br><input type="checkbox"/> Other: Provide details _____<br>_____ |                                                                                                                                                          |             |  |
| <b>4. DECLARATION</b>                                                                                                                                                                                                                                                                                    |                                                                                                                                                          |             |  |
| <i>I hereby declare that the above details are correct to the best of my knowledge and that I will take appropriate action as I have indicated above.</i>                                                                                                                                                |                                                                                                                                                          |             |  |
| <b>SIGNATURE</b>                                                                                                                                                                                                                                                                                         |                                                                                                                                                          | <b>DATE</b> |  |



**NOTE:** This is not a standing Conflict of Interest declaration.

A declaration form must be completed on every relevant occasion including, but not limited to, each Council meeting and/or Councillor workshop.

Incomplete or partially completed declaration forms will not be accepted.

## ANNEXURE 1

| DEFINITIONS                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Conflict of Interest</b>                         | Occurs where a Council Official's personal or private interests and relationships conflict, or could conflict with, the Council Official's ability to act impartially and in the best interest of Council.                                                                                                                                                                                                                                                                                                                                                          |
| <b>Actual Conflict of Interest</b>                  | Occurs where a Council Official's personal or private interests conflict with their official duties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Perceived Conflict of Interest</b>               | Occurs where a Council Official could be perceived by a third party to be acting in such a way that their official duties are influenced by their personal or private interests.                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Potential Conflict of Interest</b>               | Occurs where a Council Official has personal or private interests that may later develop into a conflict of interest with their official duties.                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Pecuniary Interest</b>                           | <p>An interest that an individual has based on a reasonable likelihood or expectation of significant financial gain or loss to themselves or to a related individual (eg spouse, direct family member, relatives or associated companies).</p> <p><u>Required Action:</u> (clause 4.16 and 4.17 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.</p>                                                                                                      |
| <b>Significant Non-Pecuniary Interest</b>           | <p>A non-pecuniary interest whereby an individual has a close relationship with an individual; a strong relationship with an organisation; a non-pecuniary financial interest or stands to gain or lose a personal benefit; is a board member and there is a conflict between Council and the organisation interests, constituting a conflict of duties.</p> <p><u>Required Action:</u> (clause 5.10 of the Code): Make a declaration, do not participate in the item, leave the meeting or forum during discussion, consideration and/or voting on the matter.</p> |
| <b>Less than Significant Non-Pecuniary Interest</b> | <p>A private or personal interest that does not involve a financial gain or loss but may stem from family or personal interests and/or relationships.</p> <p><u>Required Action:</u> (clause 5.11 of the Code): Make a declaration, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.</p>                                                                                                                     |

**16.15 CORRESPONDENCE****File Number: C20****Author: Marina Colwell-Executive Support****Authoriser: Phillip Perram, General Manager****Annexures: Nil****CORRESPONDENCE**

Each month a list of correspondence is sent out in the Business Paper to Councillors to ensure that they have not missed any information since the last Business Paper was produced.

| Date     | Information Sent                                                        | Author    | In | Out | Sent |
|----------|-------------------------------------------------------------------------|-----------|----|-----|------|
| 27/08/25 | OLG Circular 25-19 Procurement Guidelines for NSW Local Government      | M Colwell | ✓  | ✓   | ✓    |
| 21/08/25 | Newsletter – <i>Council Comms</i>                                       | M Colwell |    | ✓   | ✓    |
| 15/08/25 | OLG Circular 25-18 Updated Ministerial Guidelines on Alcohol Free Zones | M Colwell | ✓  | ✓   | ✓    |
| 14/08/2  | Draft Minutes – August Ordinary Meeting                                 | M Colwell |    | ✓   | ✓    |
| 11/08/25 | Supplementary Business Paper                                            | M Colwell |    | ✓   | ✓    |
| 11/08/25 | Disclosure of Interests                                                 | M Colwell |    | ✓   | ✓    |
| 11/08/25 | Reminder Email – Workshops                                              | M Colwell |    | ✓   | ✓    |
| 11/08/25 | Email Security Breach                                                   | M Colwell |    | ✓   | ✓    |
| 07/08/25 | August Ordinary Business Papers                                         | M Colwell |    | ✓   | ✓    |
| 07/08/25 | Media Release – Local Government week                                   | S Kelly   | ✓  | ✓   | ✓    |

**RECOMMENDATION**

**That the Correspondence Report August 2025 be received and noted.**

**17.16 COUNCIL RESOLUTIONS/ACTIONS UPDATE****File Number:** C17; C20**Author:** Marina Colwell-Executive Support**Authoriser:** Phillip Perram, General Manager**Annexures:** 1. Resolutions/Actions Report September 2025 (under separate cover) **PURPOSE**

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

**BACKGROUND**

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

Updates will be based on the resolution across a monthly, quarterly, six monthly or annual range. By way of example, a Council resolution to construct a new Pound, with no funds approved, will be referred to the following year budget deliberations with a single comment. Similarly, a Council resolution seeking a quarterly financial report will be aligned with the mandatory quarterly financial reporting cycle and closed.

The agenda for Council Meetings close two weeks after the prior meeting resulting in some monthly updates not being provided due to priority being given to actioning the prior meeting resolutions.

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

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

**(b) Financial Considerations**

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

**COMMENTARY**

The outstanding Council resolutions' status and actions are detailed in the attachment.

**RECOMMENDATION**

**That Council note the Council resolutions report and status.**

**18.17 NSW GOVERNMENT RESPONSE TO REPORT INTO LOCAL GOVERNMENT RATING SYSTEM****File Number:** L-10**Author:** Marina Colwell-Executive Support**Authoriser:** Phillip Perram, General Manager**Annexures:**  

1. Correspondence - Letter to Council Regarding Government Rating Review (under separate cover) 
2. Critical Assessment NSW Government Response to Inquiry (under separate cover) 

**PURPOSE**

To inform Council of the Critical Assessment of the Inquiry into the Ability of Local Governments to Fund Infrastructure and Services (2024) by the United Services Union (USU).

**BACKGROUND**

In November 2024, the NSW Legislative Council's State Development Committee presented its report entitled Inquiry into the Ability of Local Governments Fund Infrastructure and Services (2024), in which it made seventeen recommendations.

The United Services Union has commissioned independent analysis of the Government's response. This analysis captures many of the concerns raised by Councils across NSW.

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

Financial sustainability is critical to the ability of Council to have integrated and planned infrastructure and services.

**(b) Financial Considerations**

The existing funding of local government is unsustainable.

**COMMENTARY**

The USU analysed the five key responses, and seventeen recommendations is informative and attached. By way of example, in respect of rate pegging:

*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.

Their conclusion found:

### **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.

This analysis is valuable in its assessment of the status of local government funding and the NSW Government position.

#### **(a) Governance/Policy Implications**

Sustainable revenue stream underpinned the capability to provide good governance.

**(b) Legal Implications**

NSW Government reform is expected to be mandatory.

**(c) Social Implications**

Reduced services will impact communities.

**(d) Environmental Implications**

Nil

**(e) Economic/Asset Management Implications**

Sustainability of services and assets is dependent on revenue streams.

**(f) Risk Implications**

Financial risks are detailed in the attachment.

**CONCLUSION**

Coonamble Shire Council, like many local government authorities, is challenged to find sufficient revenue to meet critical services and infrastructure.

The USU analysis highlights these challenges and identifies critical issues.

**RECOMMENDATION**

**That council note the USU Critical Analysis of the NSW Government Inquiry which found that the government:**

- 1. Outlines no coherent method of accurately assessing financial sustainability in NSW Local Government**
- 2. Accepts no responsibility for the present alarming degree of fiscal stress experienced by many local councils**
- 3. Bears none of the financial costs of the proposed reform program**

**19.18 REVIEW OF PROCUREMENT POLICY****File Number:** Policies - P15**Author:** Deborah Tatton, Manager Finance & Procurement**Authoriser:** Bruce Quarmby, Director Corporate Services

**Annexures:**

1. Sustainable Procurement and Contracts Policy (under separate cover) 
2. Draft Office Local Government Guidelines (under separate cover) 

**PURPOSE**

The purpose of this report is to provide Council with a report after reviewing the Sustainable Procurement and Contracts.

**BACKGROUND**

For Council's information, a review is currently being undertaken of the entire Procurement Framework that has been in operation within Council. The focus of the review has been to simplify processes and policies, reduce risk whilst seeking to ensure the procurement practices of Council reflect a value for money and probity-driven service. As part of this process, Council has reviewed its existing Sustainable Procurement and Contracts Policy which was adopted June 2022 and ensure it follows the recently released draft Office of Local Government Procurement Guidelines.

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

L2.3 Proactively communicate decisions and the processes to reach them to relevant stakeholders.

**(b) Financial Considerations**

Ensuring transparency and risk mitigation within the procurement processes of Council.

**COMMENTARY****PROCUREMENT GUIDELINES**

Council follows a three-stage approach for Procurement which is in line with the OLG Procurement Guidelines "Guidelines". The Plan, Source, Manage approach provides best practice methodology to deliver value for money, align with business needs, improve service delivery and support a competitive economy.

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. Council recognises its 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.

The Guidelines identify areas which the Council should endeavour to follow when adopting its Procurement Policy. The current 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 Policy focuses on outcomes 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. The current policy aligns with the Guidelines and no changes to the existing policy are required at this time.

**(a) Governance/Policy Implications**

The Sustainable Procurement and Contracts Policy forms part of the overall Procurement Framework of Council and aligns with the Office of Local Government Procurement Guidelines 2009 and Draft Office of Local Government Procurement Guidelines 2025.

**(b) Legal Implications**

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

**(c) Social Implications**

The Sustainable Procurement and Contracts Policy takes into consideration social implications.

**(d) Environmental Implications**

The Sustainable Procurement and Contracts Policy seeks to promote sustainable purchasing through the elimination of unnecessary inefficiency, waste, and expenditure.

**(e) Economic/Asset Management Implications**

The Sustainable Procurement and Contracts Policy seeks to achieve the best value for money in its procurement of goods and services, and works with the Local Purchasing Policy to allow preference to local suppliers, and non-local suppliers using local content, to support the Council's economic development.

**(f) Risk Implications**

Through the implementation of the control measures included in the Procurement Framework which includes the Sustainable Procurement and Contracts Policy, Council is seeking to reduce / minimise its exposure to risks associated with its procurement processes.

## **CONCLUSION**

Council's Sustainable Purchasing and Contracts Policy has been reviewed alongside the draft Office of Local Government Procurement Guidelines and the Local

Government Act 1993. The Policy focuses on outcomes 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. The current policy aligns with the Guidelines and no changes to the existing policy are required at this time.

## **RECOMMENDATION**

- 1. That Council notes the information in this report.**

**20.19 SALE OF LAND UNPAID RATES FORMAL NOTIFICATION****File Number: D3****Author: Deborah Tatton-Manager Finance & Procurement****Authoriser: Bruce Quarmby, Director Corporate Services****Annexures: Nil****PURPOSE**

The purpose of this report is to advise Council's approval for the sale of properties for unpaid rates and charges on properties that have met the condition of Section 713 of the *Local Government Act 1993* (the Act) and in accordance with Council's Credit Management and Debt Recovery Policy.

**BACKGROUND**

Under Section 713 of the Act, Council may sell land for unpaid rates and charges. In accordance with Section 713 (1), the properties identified are eligible to be sold for unpaid rates and charges as they have rates and charges that have been outstanding for more than five (5) years, or they are parcels of vacant land that have charges that have remained outstanding for more than one (1) year and less than (5) years and the value of outstanding rates exceeds the value of the land. The properties listed in this report satisfy the criteria for the sale and all possible action has been undertaken to recover the outstanding rates and charges.

The sale of land for unpaid rates and charges is required to be undertaken by Public Auction with a date yet to be set.

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

DPP 10.7 Deliver a Long-Term Financial Plan (LTFP) that achieves balance between Council's financial capabilities and the community's aspirations.

**(b) Financial Considerations**

By undertaking the Sale of Land for unpaid rates Council provides an ongoing reduction of outstanding debts owed to Council and an increase in cash available to fund operations or to invest.

**COMMENTARY**

Council has contracted the services of a specialist company SR Law to manage the Sale of Land process on behalf of Council.

A total of 51 parcels of land (31 assessments) are held on Council's records that satisfy the requirements of Section 713 of the Act, enabling Council to sell them for unpaid rates and charges, and are not under some other satisfactory payment arrangement.

Particulars of the properties that satisfy the criteria for the sale ate as follows:

| <b>Assessment</b>  | <b>LAND<br/>PARCEL<br/>REFERENCE</b>                                                             | <b>Property Address</b>                |
|--------------------|--------------------------------------------------------------------------------------------------|----------------------------------------|
| 01152-00000000-000 | 1/1194198<br>2/1194198<br>3/1194198                                                              | QUAMBONE ROAD QUAMBONE NSW 2831        |
| 01228-10000000-000 | 203/754199<br>41/754199<br>56/754199                                                             | ABATTOIRS ROAD COONAMBLE 2829          |
| 01229-20000000-000 | 22/1177801                                                                                       | BACK GULAR ROAD COONAMBLE NSW 2829     |
| 01267-00000000-000 | 63/253491                                                                                        | ABERFORD STREET COONAMBLE NSW 2829     |
| 01268-00000000-000 | 1/906786                                                                                         | ABERFORD STREET COONAMBLE NSW 2829     |
| 01301-10000000-000 | 100/586157                                                                                       | ABERFORD STREET COONAMBLE NSW 2829     |
| 01484-00000000-000 | 2/1138721<br>3/1138721                                                                           | CASTLEREAGH STREET COONAMBLE NSW 2829  |
| 01926-50000000-000 | 8/1/758282                                                                                       | NAMOI STREET COONAMBLE NSW 2829        |
| 02199-00000000-000 | 3/8496.                                                                                          | TOOLOON STREET COONAMBLE NSW 2829      |
| 02228-00000000-000 | 1/207622                                                                                         | TOWNSEND STREET COONAMBLE NSW 2829     |
| 02405-00000000-000 | 1/533273                                                                                         | YARRAN STREET COONAMBLE NSW 2829       |
| 02502-10000000-000 | 7/43479                                                                                          | OTTENDORF LANE COONAMBLE NSW 2829      |
| 02589-00000000-000 | 1/304778                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02597-00000000-000 | 8/660919                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02598-00000000-000 | 7/660920                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02599-00000000-000 | 6/4535.                                                                                          | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02600-00000000-000 | 4/211592                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02601-00000000-000 | 3/211592                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02602-00000000-000 | 2/211592                                                                                         | BOURBAH STREET GULARGAMBONE NSW 2828   |
| 02621-00000000-000 | 15/5721                                                                                          | COONAMBLE STREET GULARGAMBONE NSW 2828 |
| 02632-00000000-000 | 38/4535                                                                                          | COONAMBLE STREET GULARGAMBONE NSW 2828 |
| 02639-00000000-000 | 22/4535<br>1/1117522                                                                             | COONAMBLE STREET GULARGAMBONE NSW 2828 |
| 02663-00000000-000 | 120/633674                                                                                       | COONAMBLE STREET GULARGAMBONE NSW 2828 |
| 02692-10000000-000 | 10/8/758480<br>11/8/758480<br>2/8/758480<br>3/8/758480<br>4/8/758480<br>5/8/758480<br>6/8/758480 | KIRBAN STREET GULARGAMBONE NSW 2828    |

|                    |                                                  |                                        |
|--------------------|--------------------------------------------------|----------------------------------------|
|                    | 7/8/758480<br>8/8/758480<br>9/8/758480           |                                        |
| 02769-00000000-000 | 2/372173                                         | YALCOGRIN STREET GULARGAMBONE NSW 2828 |
| 02770-00000000-000 | B/418944                                         | YALCOGRIN STREET GULARGAMBONE NSW 2828 |
| 02962-00000000-000 | 10/17/758861<br>9/17/758861                      | GIDGERAH STREET QUAMBONE NSW 2831      |
| 03007-00000000-000 | 51/753474<br>52/753474<br>53/753474<br>54/753474 | QUABOTHOO STREET QUAMBONE NSW 2831     |
| 03029-00000000-000 | 7/9/758861                                       | TUCKA TUCKA STREET QUAMBONE NSW 2831   |
| 03040-00000000-000 | 1/2/758861                                       | TUCKA TUCKA STREET QUAMBONE NSW 2831   |
| 03497-01410000-000 | 10/3/758479<br>11/3/758479                       | RAILWAY STREET GULARGAMBONE NSW 2828   |

The collection of rates in this manner is a last resort, with many other recovery processes and attempts to contact the owners having been attempted without success. The action constitutes good financial management by preventing the excessive build-up of large outstanding debts. At the time of this report, the combined total of the outstanding debt is over \$678,000. Interest continues to be accrued on this debt. It should be noted that even through a Sale of Land Auction, Council may not be able to fully recover this debt and there may be instances where a write-off of the debt will be required. Council has a provision available for the write off and any debt to be written off will be resolved by Council. It should be noted that twelve (12) of the properties are associated with deceased estates.

Certificates under Section 713 have been prepared for the properties concerned and signed by the General Manager as required by the Act.

It is now necessary for Council to set a date and place for the proposed sale.

Advertisements will need to be placed in the NSW Government Gazette and at least one newspaper not more than six (6) months and not less than three (3) months before the proposed sale.

**(a) Governance/Policy Implications**

Council's Credit Management and Debt Recovery Policy refers to the Sale of Land for Unpaid Rates section 6.2.5 to be activated once all other avenues of debt recovery have been extinguished.

**(b) Legal Implications**

Under Division 5 of the Act, the Council is permitted to sell land which have accrued unpaid rates and charges, in the case of vacant land, for more than one (1) year, and, in the case of any other land, for more than five (5) years. (refer to the Act: section 713).

Certain procedural requirements must be met. (refer to the Act: sections 713 (3); 715; 716). If there is any remaining surplus money after satisfying from the purchase money all rates, charges and debts in respect of the land due to the council, or any other rating authority, such surplus money will be held in trust by the Council subject to s720 of the Act and the Unclaimed Money Act 1995 (NSW). This Policy seeks to ensure as far as possible the financial sustainability of the council the Act section 223 (1(c), and seeks to represent the collective interests of residents, ratepayers and the local community THE ACT section 232(1(d)).

Section 716(3) of the Act allows for the Council, a Councillor, a relative of a Councillor, a member of staff of the council or any relative of a member of staff of the Council to purchase land by public auction but excludes them from the purchase of the land which is sold by private treaty.

**(c) Social Implications**

Communities expect Council to act in their best interest, with transparency and accountability.

**(d) Economic/Asset Management Implications**

The economic benefits of the recovery of unpaid rates and charges through the sale of land is in accordance with the Council's long term financial management strategy.

**(e) Risk Implications**

Land sales can bring revenue and strategic value, but they also carry legal, financial, operational, reputational, social, and governance risks. Council will implement mitigation strategies to reduce these risks.

**CONCLUSION**

Council is advised that 31 properties are held on Council's records that satisfy the requirements of Section 713 of the Act, enabling Council to sell them for unpaid rates and charges.

**RECOMMENDATION**

**That Council note that 31 properties are progressing to sale for unpaid rates and charges.**

**21.20 STATUS OF INVESTMENTS - AUGUST 2025**

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

**PURPOSE**

To advise Council of the investment portfolio.

**BACKGROUND**

Council conducts cashflow analysis on a weekly basis to maximise its capability to realise revenue from investments.

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

DPP 10.5 Deliver a Long-Term Financial Plan (LTFP) that achieves balance between the Council's financial capabilities and the community's aspirations, and which is a quality decision making and problem-solving tool.

**(b) Financial Considerations**

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

**COMMENTARY**

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

The attached Investment Report was calculated on 29 August 2025 after all maturing dates for investments had passed.

The total Capital Value of Investments is \$26,750,000. This is broken down with \$24,750,000 invested in term deposits as shown in the attached report, and \$2,000,000 in at call savings accounts.

The main areas of expenditure are seen in the below table:

|                                                                                                                    |           |
|--------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Youth</b><br>Empowerment program                                                                                | \$88,000  |
| <b>Transport –</b><br>Includes various sealing works and hire of plant,<br>Tooraweenah Road project, sealing works | \$417,294 |
| <b>Plant</b><br>Purchase plant, fuel                                                                               | \$154,540 |

Of these areas totalling \$659,834 it is expected \$359,955 will be either funded through Grants or reimbursed to Council.

### **INTEREST RATE**

The average interest rate for Council's new investments currently sits at approximately 4.10%, reflecting three base rate cuts by the RBA so far this calendar year. While this represents a notable decline compared to last year's rates, the introduction of Council's new investment policy has provided greater flexibility, allowing investments to be strategically placed to secure the most competitive returns available.

### **AVAILABLE WORKING FUNDS**

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

As per the recently completed 2024/2025 June Budget Review the balance of unrestricted cash has been calculated at \$241,000.

#### **(a) Governance/Policy Implications**

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

#### **(b) Legal Implications**

Council's responsible accounting officer has certified that all investments continue to be made in accordance with Section 223(c) of the *Local Government Act 1993*, which requires Council to ensure, as far as possible, the financial sustainability of the Council.

The investments comply with all local government regulations and Councils' Investment Policy.

#### **(c) Social Implications**

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

#### **(d) Environmental Implications**

There are no environmental implications arising from this report.

#### **(e) Economic/Asset Management Implications**

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

**(f) Risk Implications**

All investments are monitored to mitigate risk in accordance with Council's Investment Policy.

**CONCLUSION**

Funds have been appropriately restricted to ensure all areas of Council can continue to operate in accordance with both the annual Operational Plan and the Long-Term Financial Plan.

All investments are made in accordance with the requirements of the *Local Government Act 1993*, the Regulations and *Council's Investment Policy*.

**RECOMMENDATION**

**That Council note the report of investments from 1 August 2025 to 31 August 2025 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2021* and Council's Investment Policy.**



# Investment Report

01/08/2025 to 31/08/2025

## Portfolio Valuation as at 31/08/2025

| Issuer                  | Rating  | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$) | Face Value (\$) | Accrued (\$) | Accrued MTD (\$) |
|-------------------------|---------|------|------------|---------------|---------------|---------------|----------|--------------------|-----------------|--------------|------------------|
| BOQ                     | A-2     | TD   | GENERAL    | At Maturity   | 02/12/2024    | 02/09/2025    | 5.0500   | 1,000,000.00       | 1,000,000.00    | 37,771.23    | 4,289.04         |
| Suncorp Bank            | A-1+    | TD   | GENERAL    | At Maturity   | 12/05/2025    | 11/09/2025    | 4.3400   | 2,000,000.00       | 2,000,000.00    | 26,634.52    | 7,372.05         |
| NAB                     | A-1+    | TD   | GENERAL    | At Maturity   | 29/05/2025    | 29/09/2025    | 4.2500   | 1,500,000.00       | 1,500,000.00    | 16,592.47    | 5,414.38         |
| AMP Bank                | A-2     | TD   | GENERAL    | At Maturity   | 07/04/2025    | 07/10/2025    | 4.5000   | 1,000,000.00       | 1,000,000.00    | 18,123.29    | 3,821.92         |
| Westpac                 | A-1+    | TD   | GENERAL    | At Maturity   | 24/10/2024    | 24/10/2025    | 5.1000   | 1,000,000.00       | 1,000,000.00    | 43,594.52    | 4,331.51         |
| Westpac                 | A-1+    | TD   | GENERAL    | At Maturity   | 28/10/2024    | 28/10/2025    | 5.0700   | 1,000,000.00       | 1,000,000.00    | 42,782.47    | 4,306.03         |
| Westpac                 | A-1+    | TD   | GENERAL    | At Maturity   | 04/11/2024    | 04/11/2025    | 5.0900   | 1,000,000.00       | 1,000,000.00    | 41,975.07    | 4,323.01         |
| Unity Bank              | Unrated | TD   | GENERAL    | At Maturity   | 18/11/2024    | 18/11/2025    | 5.0000   | 250,000.00         | 250,000.00      | 9,828.77     | 1,061.64         |
| NAB                     | A-1+    | TD   | GENERAL    | At Maturity   | 25/06/2025    | 20/11/2025    | 4.3000   | 2,000,000.00       | 2,000,000.00    | 16,021.92    | 7,304.11         |
| BOQ                     | A-2     | TD   | GENERAL    | At Maturity   | 04/06/2025    | 04/12/2025    | 4.3500   | 2,000,000.00       | 2,000,000.00    | 21,213.70    | 7,389.04         |
| Suncorp Bank            | A-1+    | TD   | GENERAL    | At Maturity   | 18/06/2025    | 19/01/2026    | 4.4100   | 2,000,000.00       | 2,000,000.00    | 18,123.29    | 7,490.96         |
| Suncorp Bank            | A-1+    | TD   | GENERAL    | At Maturity   | 12/06/2025    | 12/02/2026    | 4.3300   | 500,000.00         | 500,000.00      | 4,804.52     | 1,838.77         |
| BOQ                     | A-2     | TD   | GENERAL    | At Maturity   | 28/08/2025    | 27/02/2026    | 4.1400   | 2,000,000.00       | 2,000,000.00    | 907.40       | 907.40           |
| NAB                     | A-1+    | TD   | GENERAL    | At Maturity   | 20/08/2025    | 20/03/2026    | 4.1000   | 1,000,000.00       | 1,000,000.00    | 1,347.95     | 1,347.95         |
| Westpac                 | A-1+    | TD   | GENERAL    | At Maturity   | 17/07/2025    | 17/04/2026    | 4.2000   | 1,000,000.00       | 1,000,000.00    | 5,293.15     | 3,567.12         |
| Westpac                 | A-1+    | TD   | GENERAL    | At Maturity   | 31/07/2025    | 31/07/2026    | 4.1700   | 2,500,000.00       | 2,500,000.00    | 9,139.73     | 8,854.11         |
| Regional Australia Bank | A-2     | TD   | GENERAL    | At Maturity   | 06/08/2025    | 06/08/2026    | 4.1500   | 1,000,000.00       | 1,000,000.00    | 2,956.16     | 2,956.16         |
| IMB Bank                | A-2     | FRTD | GENERAL    | Quarterly     | 06/08/2024    | 06/08/2026    | 4.2000   | 1,000,000.00       | 1,000,000.00    | 2,991.78     | 2,991.78         |



| Issuer            | Rating | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$) | Face Value (\$) | Accrued (\$) | Accrued MTD (\$) |
|-------------------|--------|------|------------|---------------|---------------|---------------|----------|--------------------|-----------------|--------------|------------------|
| IMB Bank          | BBB+   | FRTD | GENERAL    | Quarterly     | 16/01/2025    | 17/01/2028    | 4.4200   | 1,000,000.00       | 1,000,000.00    | 5,691.51     | 3,753.97         |
| Commonwealth Bank | A-1+   | CASH | GENERAL    | Annual        | 31/08/2025    | 31/08/2025    | 0.0000   | 2,000,000.00       | 2,000,000.00    | -            | -                |
| TOTALS            |        |      |            |               |               |               |          | 26,750,000.00      | 26,750,000.00   | 325,793.42   | 83,320.96        |

## Portfolio by Asset as at 31/08/2025

### Asset Type: CASH

| Issuer                | Rating | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$)  | Face Value (\$)     | Accrued (\$) | Accrued MTD (\$) |
|-----------------------|--------|------|------------|---------------|---------------|---------------|----------|---------------------|---------------------|--------------|------------------|
| Commonwealth Bank     | A-1+   | CASH | GENERAL    | Annual        | 31/08/2025    | 31/08/2025    | 0.0000   | 2,000,000.00        | 2,000,000.00        | -            | -                |
| <b>CASH SUBTOTALS</b> |        |      |            |               |               |               |          | <b>2,000,000.00</b> | <b>2,000,000.00</b> | <b>-</b>     | <b>-</b>         |

### Asset Type: TD

| Issuer       | Rating  | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$) | Face Value (\$) | Accrued (\$) | Accrued MTD (\$) |
|--------------|---------|------|------------|---------------|---------------|---------------|----------|--------------------|-----------------|--------------|------------------|
| BOQ          | A-2     | TD   | GENERAL    | At Maturity   | 02/12/2024    | 02/09/2025    | 5.0500   | 1,000,000.00       | 1,000,000.00    | 37,771.23    | 4,289.04         |
| Suncorp Bank | A-1+    | TD   | GENERAL    | At Maturity   | 12/05/2025    | 11/09/2025    | 4.3400   | 2,000,000.00       | 2,000,000.00    | 26,634.52    | 7,372.05         |
| NAB          | A-1+    | TD   | GENERAL    | At Maturity   | 29/05/2025    | 29/09/2025    | 4.2500   | 1,500,000.00       | 1,500,000.00    | 16,592.47    | 5,414.38         |
| AMP Bank     | A-2     | TD   | GENERAL    | At Maturity   | 07/04/2025    | 07/10/2025    | 4.5000   | 1,000,000.00       | 1,000,000.00    | 18,123.29    | 3,821.92         |
| Westpac      | A-1+    | TD   | GENERAL    | At Maturity   | 24/10/2024    | 24/10/2025    | 5.1000   | 1,000,000.00       | 1,000,000.00    | 43,594.52    | 4,331.51         |
| Westpac      | A-1+    | TD   | GENERAL    | At Maturity   | 28/10/2024    | 28/10/2025    | 5.0700   | 1,000,000.00       | 1,000,000.00    | 42,782.47    | 4,306.03         |
| Westpac      | A-1+    | TD   | GENERAL    | At Maturity   | 04/11/2024    | 04/11/2025    | 5.0900   | 1,000,000.00       | 1,000,000.00    | 41,975.07    | 4,323.01         |
| Unity Bank   | Unrated | TD   | GENERAL    | At Maturity   | 18/11/2024    | 18/11/2025    | 5.0000   | 250,000.00         | 250,000.00      | 9,828.77     | 1,061.64         |
| NAB          | A-1+    | TD   | GENERAL    | At Maturity   | 25/06/2025    | 20/11/2025    | 4.3000   | 2,000,000.00       | 2,000,000.00    | 16,021.92    | 7,304.11         |
| BOQ          | A-2     | TD   | GENERAL    | At Maturity   | 04/06/2025    | 04/12/2025    | 4.3500   | 2,000,000.00       | 2,000,000.00    | 21,213.70    | 7,389.04         |
| Suncorp Bank | A-1+    | TD   | GENERAL    | At Maturity   | 18/06/2025    | 19/01/2026    | 4.4100   | 2,000,000.00       | 2,000,000.00    | 18,123.29    | 7,490.96         |

| Issuer                  | Rating | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$)   | Face Value (\$)      | Accrued (\$)      | Accrued MTD (\$) |
|-------------------------|--------|------|------------|---------------|---------------|---------------|----------|----------------------|----------------------|-------------------|------------------|
| Suncorp Bank            | A-1+   | TD   | GENERAL    | At Maturity   | 12/06/2025    | 12/02/2026    | 4.3300   | 500,000.00           | 500,000.00           | 4,804.52          | 1,838.77         |
| BOQ                     | A-2    | TD   | GENERAL    | At Maturity   | 28/08/2025    | 27/02/2026    | 4.1400   | 2,000,000.00         | 2,000,000.00         | 907.40            | 907.40           |
| NAB                     | A-1+   | TD   | GENERAL    | At Maturity   | 20/08/2025    | 20/03/2026    | 4.1000   | 1,000,000.00         | 1,000,000.00         | 1,347.95          | 1,347.95         |
| Westpac                 | A-1+   | TD   | GENERAL    | At Maturity   | 17/07/2025    | 17/04/2026    | 4.2000   | 1,000,000.00         | 1,000,000.00         | 5,293.15          | 3,567.12         |
| Westpac                 | A-1+   | TD   | GENERAL    | At Maturity   | 31/07/2025    | 31/07/2026    | 4.1700   | 2,500,000.00         | 2,500,000.00         | 9,139.73          | 8,854.11         |
| Regional Australia Bank | A-2    | TD   | GENERAL    | At Maturity   | 06/08/2025    | 06/08/2026    | 4.1500   | 1,000,000.00         | 1,000,000.00         | 2,956.16          | 2,956.16         |
| <b>TD SUBTOTALS</b>     |        |      |            |               |               |               |          | <b>22,750,000.00</b> | <b>22,750,000.00</b> | <b>317,110.14</b> | <b>76,575.21</b> |

### Asset Type: FRTD

| Issuer                | Rating | Type | Allocation | Interest Paid | Purchase Date | Maturity Date | Rate (%) | Capital Value (\$)  | Face Value (\$)     | Accrued (\$)    | Accrued MTD (\$) |
|-----------------------|--------|------|------------|---------------|---------------|---------------|----------|---------------------|---------------------|-----------------|------------------|
| IMB Bank              | A-2    | FRTD | GENERAL    | Quarterly     | 06/08/2024    | 06/08/2026    | 4.2000   | 1,000,000.00        | 1,000,000.00        | 2,991.78        | 2,991.78         |
| IMB Bank              | BBB+   | FRTD | GENERAL    | Quarterly     | 16/01/2025    | 17/01/2028    | 4.4200   | 1,000,000.00        | 1,000,000.00        | 5,691.51        | 3,753.97         |
| <b>FRTD SUBTOTALS</b> |        |      |            |               |               |               |          | <b>2,000,000.00</b> | <b>2,000,000.00</b> | <b>8,683.29</b> | <b>6,745.75</b>  |



Portfolio by Asset Totals as at 31/08/2025

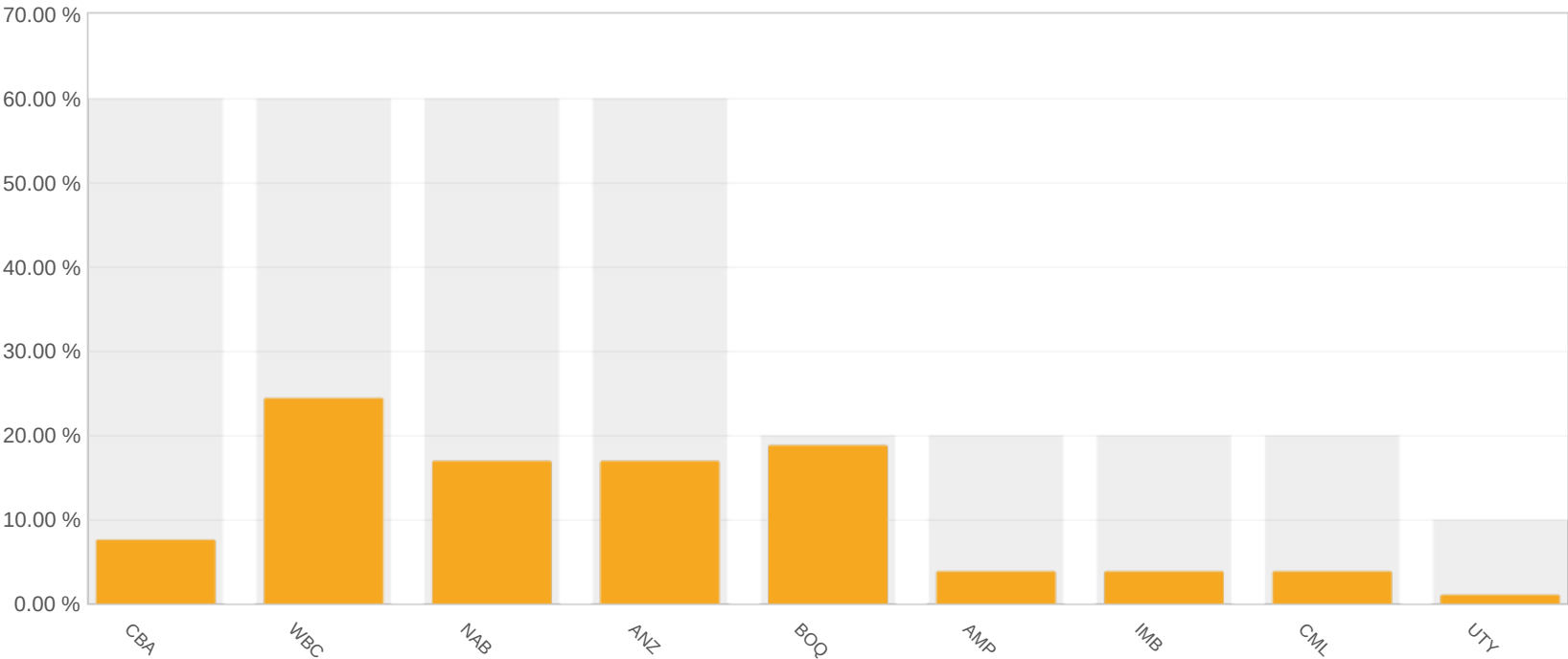
| Type   | Capital Value (\$) | Face Value (\$) | Accrued (\$) | Accrued MTD (\$) |
|--------|--------------------|-----------------|--------------|------------------|
| CASH   | 2,000,000.00       | 2,000,000.00    | -            | -                |
| TD     | 22,750,000.00      | 22,750,000.00   | 317,110.14   | 76,575.21        |
| FRTD   | 2,000,000.00       | 2,000,000.00    | 8,683.29     | 6,745.75         |
| TOTALS | 26,750,000.00      | 26,750,000.00   | 325,793.42   | 83,320.96        |

## Counterparty Compliance as at 31/08/2025

### Short Term Investments

| Compliant     | Bank Group         | Term  | Rating  | Invested (\$)        | Invested (%) | Limit (%) | Limit (\$) | Available (\$) |
|---------------|--------------------|-------|---------|----------------------|--------------|-----------|------------|----------------|
| ✓             | Commonwealth Bank  | Short | A-1+    | 2,000,000.00         | 7.48         | 60.00     | -          | 14,050,000.00  |
| ✓             | Westpac            | Short | A-1+    | 6,500,000.00         | 24.30        | 60.00     | -          | 9,550,000.00   |
| ✓             | NAB                | Short | A-1+    | 4,500,000.00         | 16.82        | 60.00     | -          | 11,550,000.00  |
| ✓             | ANZ Bank           | Short | A-1+    | 4,500,000.00         | 16.82        | 60.00     | -          | 11,550,000.00  |
| ✓             | BOQ                | Short | A-2     | 5,000,000.00         | 18.69        | 20.00     | -          | 350,000.00     |
| ✓             | AMP Bank           | Short | A-2     | 1,000,000.00         | 3.74         | 20.00     | -          | 4,350,000.00   |
| ✓             | IMB Bank           | Short | A-2     | 1,000,000.00         | 3.74         | 20.00     | -          | 4,350,000.00   |
| ✓             | Regional Aust Bank | Short | A-2     | 1,000,000.00         | 3.74         | 20.00     | -          | 4,350,000.00   |
| ✓             | Unity Bank         | Short | Unrated | 250,000.00           | 0.94         | 10.00     | -          | 2,425,000.00   |
| <b>TOTALS</b> |                    |       |         | <b>25,750,000.00</b> | <b>96.26</b> |           |            |                |

Counterparty Compliance - Short Term Investments





Long Term Investments

| Compliant | Bank Group | Term | Rating | Invested (\$) | Invested (%) | Limit (%) | Limit (\$) | Available (\$) |
|-----------|------------|------|--------|---------------|--------------|-----------|------------|----------------|
|           | IMB Bank   | Long | BBB+   | 1,000,000.00  | 3.74         | 15.00     | -          | 3,012,500.00   |
| TOTALS    |            |      |        | 1,000,000.00  | 3.74         |           |            |                |



Counterparty Compliance - Long Term Investments



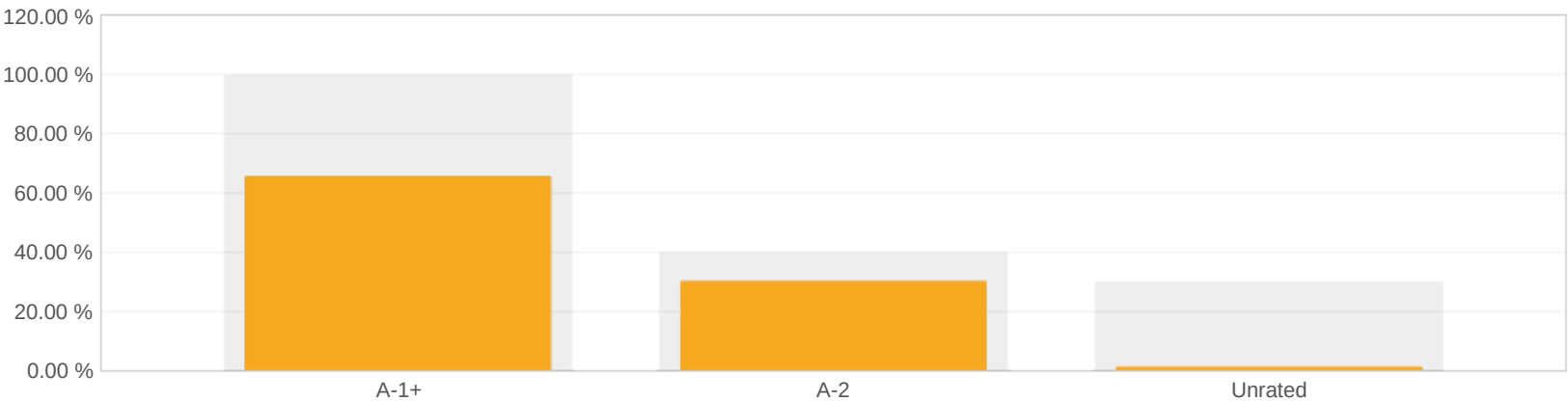


Credit Quality Compliance as at 31/08/2025

Short Term Investments

| Compliant | Rating  | Invested (\$) | Invested (%) | Limit (%) | Available (\$) |
|-----------|---------|---------------|--------------|-----------|----------------|
| ✓         | A-1+    | 17,500,000.00 | 65.42        | 100.00    | 9,250,000.00   |
| ✓         | A-2     | 8,000,000.00  | 29.91        | 40.00     | 2,700,000.00   |
| ✓         | Unrated | 250,000.00    | 0.94         | 30.00     | 7,775,000.00   |
| TOTALS    |         | 25,750,000.00 | 96.26        |           |                |

Credit Quality Compliance - Short Term Investments

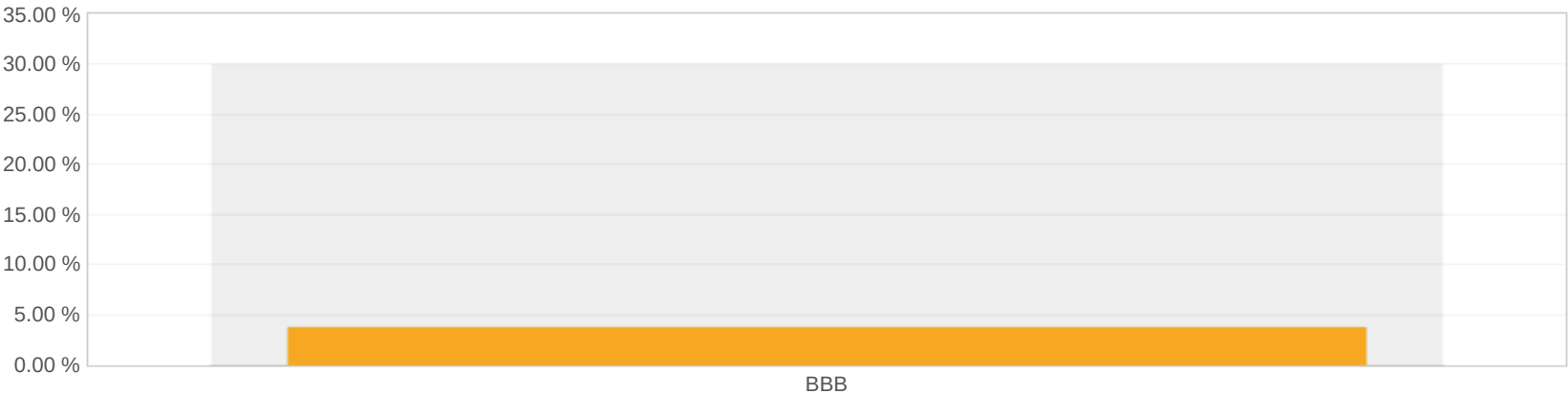




Long Term Investments

| Compliant | Rating | Invested (\$) | Invested (%) | Limit (%) | Available (\$) |
|-----------|--------|---------------|--------------|-----------|----------------|
| ✓         | BBB    | 1,000,000.00  | 3.74         | 30.00     | 7,025,000.00   |
| TOTALS    |        | 1,000,000.00  | 3.74         |           |                |

Credit Quality Compliance - Long Term Investments

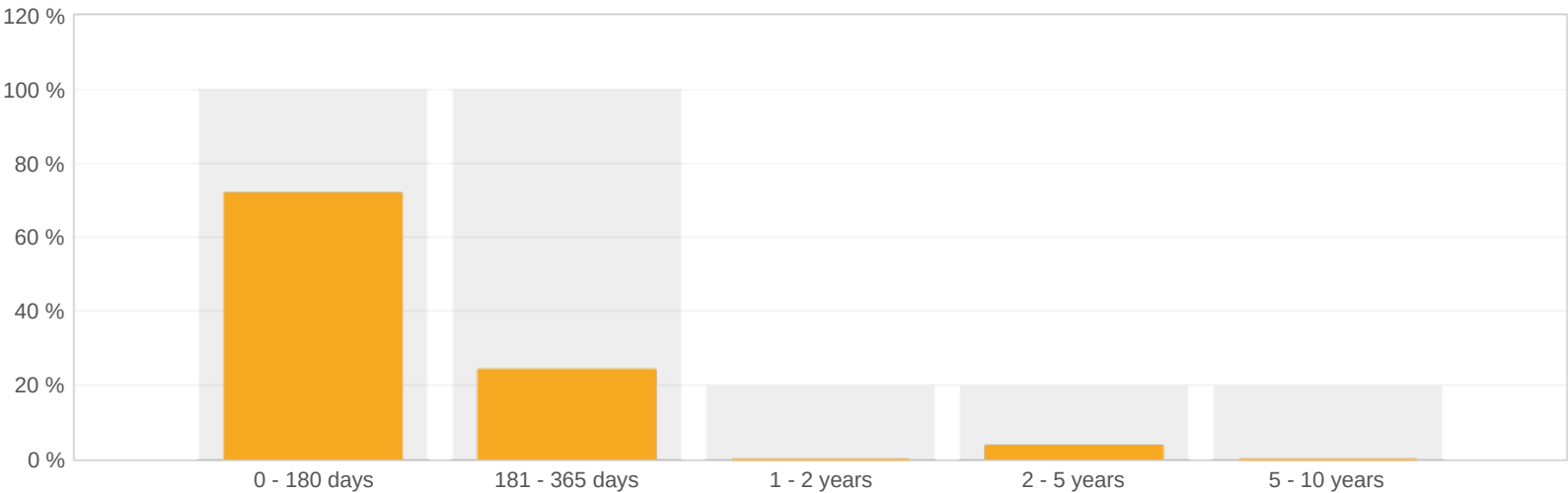




Maturity Compliance as at 31/08/2025

| Compliant | Term           | Invested (\$) | Invested (%) | Min Limit (%) | Max Limit (%) | Available (\$) |
|-----------|----------------|---------------|--------------|---------------|---------------|----------------|
| ✓         | 0 - 180 days   | 19,250,000.00 | 71.96        | 0.00          | 100.00        | 7,500,000.00   |
| ✓         | 181 - 365 days | 6,500,000.00  | 24.30        | 0.00          | 100.00        | 20,250,000.00  |
| ✓         | 1 - 2 years    | -             | 0.00         | 0.00          | 20.00         | 5,350,000.00   |
| ✓         | 2 - 5 years    | 1,000,000.00  | 3.74         | 0.00          | 20.00         | 4,350,000.00   |
| ✓         | 5 - 10 years   | -             | 0.00         | 0.00          | 20.00         | 5,350,000.00   |
| TOTALS    |                | 26,750,000.00 | 100.00       |               |               |                |

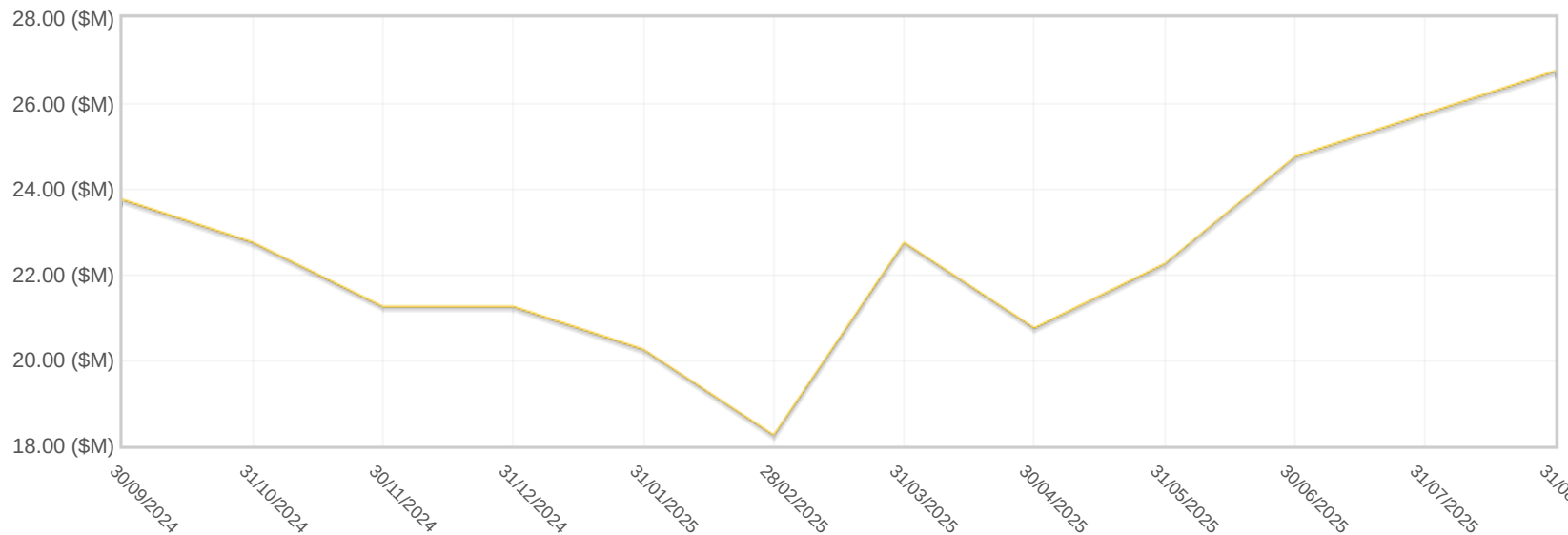
Maturity Compliance





Historical Portfolio Balances as at 31/08/2025

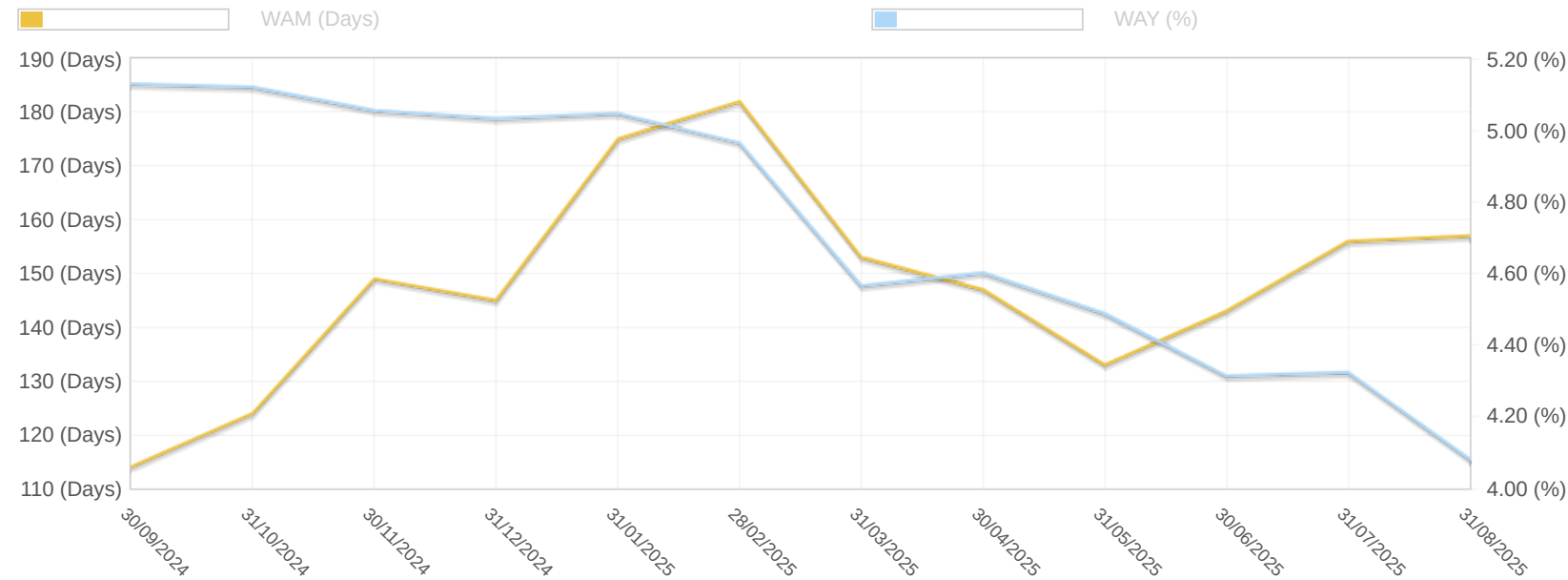
| 30/09/2024 | 31/10/2024 | 30/11/2024 | 31/12/2024 | 31/01/2025 | 28/02/2025 | 31/03/2025 | 30/04/2025 | 31/05/2025 | 30/06/2025 | 31/07/2025 | 31/08/2025 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 23.75      | 22.75      | 21.25      | 21.25      | 20.25      | 18.25      | 22.75      | 20.75      | 22.25      | 24.75      | 25.75      | 26.75      |





Historical Ratios as at 31/08/2025

|            | 30/09/2024 | 31/10/2024 | 30/11/2024 | 31/12/2024 | 31/01/2025 | 28/02/2025 | 31/03/2025 | 30/04/2025 | 31/05/2025 | 30/06/2025 | 31/07/2025 | 31/08/2025 |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| WAM (Days) | 114        | 124        | 149        | 145        | 175        | 182        | 153        | 147        | 133        | 143        | 156        | 157        |
| WAY (%)    | 5.1293     | 5.1201     | 5.0553     | 5.0332     | 5.0467     | 4.9647     | 4.5656     | 4.6023     | 4.4882     | 4.3143     | 4.3241     | 4.0813     |



**22.21 RATES AND CHARGES COLLECTIONS - AUGUST 2025****File Number: Rates - General - R4****Author: Kylie Fletcher, Revenue Officer****Authoriser: Bruce Quarmby, Director Corporate Services****Annexures: Nil****PURPOSE**

The purpose of this report is to update Council with the latest information pertaining to its rates and charges collections.

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

The annual rate charges are set out within Council's 2025 / 26 Operational Plan.

**(b) Financial Considerations**

The annual rate charges are set out within Council's 2025 / 26 Operational Plan.

|                   | 31 August 2025        | 31 August 2024        |
|-------------------|-----------------------|-----------------------|
| Rates and Charges | \$7,749,290.99        | \$7,126,020.93        |
| Water Consumption | \$897,095.91          | \$ 614,9879.39        |
| <b>Total</b>      | <b>\$8,646,386.90</b> | <b>\$7,741,010.32</b> |

**COMMENTARY****Rates and Charges**

|                                                 | 31 August 2025      | 31 August 2024        |
|-------------------------------------------------|---------------------|-----------------------|
| Rates and charges in arrears as at 30 June 2025 | 1,627,752.89        | \$1,431,587.79        |
| Rates/charges levied & adjustments for 2025/26  | 9,119,572.11        | \$8,527,723.49        |
| Pension Concession                              | -99,521.52          | -\$99,390.27          |
| Amounts collected as at 31 August 2025          | -2,898,512.49       | -\$2,733,900.08       |
| <b>Total Rates and Charges to be Collected</b>  | <b>7,749,290.99</b> | <b>\$7,126,020.93</b> |

The amount levied for rates and charges for 2025 / 26 includes the current year's annual rates and charges and any interest added since the date the rates notices were issued. The amount received as of 31 August 2025 includes receipts for both arrears and the current year's amounts outstanding.

It should be noted that the rates and charges 2025 / 26 levied amount is reduced by the pensioner concession of \$99,521.52; reducing the amount of income derived

from these rates and charges. Of this concession, Council's contribution is 45%, which represents an amount of \$44,784.68.

The rates and charges as of 31 August 2025 represent 72.10% of the total annual rates and charges levied and outstanding (compared with 71.55% on 31 August 2024).

### Water Consumption Charges

|                                                                | 31 August 2025       | 31 August 2024      |
|----------------------------------------------------------------|----------------------|---------------------|
| Water Consumption Charges and arrears as at 30 June 2025       | \$1,442,815.84       | \$621,860.35        |
| Water Consumption charges & adjustments 2025 / 26 year to date | \$ 10,934.41         | \$ 27,467.79        |
| Amounts collected as at 31 August 2025                         | -\$ 556,654.34       | -\$ 34,338.75       |
| <b>Total Water Consumption Charges to be Collected</b>         | <b>\$ 897,095.91</b> | <b>\$614,989.39</b> |

The water consumption charges as of 31 August 2025 represents 61.71% of the total water consumption charges outstanding (compared to 94.71% on 31 August 2024).

### Debt Recovery Agency

During August 2025 Council staff have continued to consult with Council's debt recovery agency with a view to continuing Council's process outlined within Council adopted Debt recovery policy. For Council's information, actions undertaken for the previous month include:

- Several Payment arrangements have been negotiated with ratepayers.
- Staff have continued to work with the debt recovery agency in progressing the sale of land for overdue rates.

#### (a) Governance/Policy Implications

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

#### (b) Legal Implications

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

#### (c) Social Implications

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

**(d) Environmental Implications**

There are no direct environmental implications arising from this report. However, it needs to be acknowledged that the additional increase in the cost of living could have an impact on Council's ability to collect its rates and charges.

**(e) Economic/Asset Management Implications**

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

**(f) Risk Implications**

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

**CONCLUSION**

The rates and charges as of 31 August 2025 represent 72.10% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 71.55% on 31 August 2024).

The water consumption charges as of 31 August 2025 represent 61.71% of the total water consumption charges outstanding from previous years (compared to 94.71% on 31 August 2024).

**RECOMMENDATION**

**That Council receive and note the information provided in the rates and charges collections report.**

**23.22 PLANNING, REGULATORY & COMPLIANCE PROGRESS REPORT****File Number:** E5**Author:** Lesley Duncan, Manager Regulatory, Planning & Compliance Services**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

To provide information on the activities within Council's Planning, Regulatory and Compliance Services section for the past month. This progress report considers town planning and strategic land use planning, compliance and regulation, environmental management and public health.

**BACKGROUND**

The Planning, Regulatory and Compliance Services section focuses on all town planning and environmental planning matters including regulation and compliance, public health requirements, waste management, and environmental management considerations.

Strategic Land Use Planning refers to updates to Council's planning instruments and is also included.

The following topics will be included in the Council Report where there is relevant information to report on:

- Compliance and Regulation

The *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* ('EP&A Act') and *Protection of the Environment Operations Act 1997* are the main legislation providing provisions around environmental management. Compliance and regulation enforce individuals, organisations and businesses to comply with the relevant act or regulation. Environmental management can include the atmosphere, built environment, heritage, land, and water.

- Development Application Information

This information refers to development applications lodged in the Coonamble local government area. However, the consent authority is another authority and not Council or its delegated staff / contractors. This can include:

- The Independent Planning Commission for state significant development,
- The Regional Planning Panel for regionally significant development, or
- A Public Authority (other than council) depending on the type of development declared with an environmental planning instrument.

These types of development applications are rare.

- Strategic Land Use Planning

This relates to any potential amendments to Council's planning instruments such as the Coonamble Local Environmental Plan or Council's Development Control Plans. Council staff also attend forums, committees and workshops around strategic land use planning, and this information will be provided to Council for information.

- Environmental Management

Opportunities exist for Council to promote ecologically and environmentally sustainable land use and development, initiatives, and programs. Information under this topic will be reported when opportunities present themselves and can come from government agencies, community groups and environmental advocates.

- Ranger's Monthly Report

This report provides a summary of companion animals (cats and dogs) impounded and other animals. This includes information on how many animals were rehomed and euthanised. Information on dog attacks is also provided.

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

P3.1.2. Inspection of Food Premises.

I3.3.1. Implementation Waste Management recommendations.

EN1.1.1. Enforcement of environmental regulations.

EN.1.1.2. Continue to review Local Environmental Plan.

EN.1.1.3. Ensure compliance with NSW Building Certification.

EN.1.1.4 Provide quality over the counter, telephone, and email advice to customers.

EN.1.1.5 Approvals completed within timeframe required.

P2.2.4 Controlling straying animals.

**(b) Financial Considerations**

There are no direct financial considerations with this report.

## **COMMENTARY**

### **Development Applications Issued Under Delegated Authority**

This section of the report provides Council with information on what has been determined under delegated authority which is not subject to Council's endorsement or approval.

Individual development applications that require the elected Council's approval will be under its own separate Council business paper report with a recommendation to decide on the application.

Under the *Government Information (Public Access) Act 2009* (GIPA Act), information in the form of Development Applications and its associated information is prescribed as 'open access information' by Clause 3 of Schedule 1 of the GIPA Act. This also

includes staff's development assessment report that is written prior to an application's determination. This provides a high level of transparency.

The following is a summary of applications determined under delegated authority.

| <b>August 2025</b>               |                                                                                               |                                     |                      |
|----------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------|----------------------|
| <b>Application Number</b>        | <b>Description of Works</b>                                                                   | <b>Address of Proposed Works</b>    | <b>Approved Date</b> |
| <b>Development Applications</b>  |                                                                                               |                                     |                      |
| DA021/2025                       | Erect two cubicle modular WC                                                                  | Gular Rail Road<br>Gulargambone     | 20/08/2025           |
| DA020/2025                       | In ground fibre glass swimming pool                                                           | 17 Zoccoli Street<br>Coonamble      | 20/08/2025           |
| DA015/2025                       | New transportable 4 bedroom dwelling & verandah                                               | 2407 Vatua Lane<br>Coonamble        | 14/08/2025           |
| <b>Construction Certificates</b> |                                                                                               |                                     |                      |
| CC021/2025                       | Erect two cubicle modular WC                                                                  | Gular Rail Road<br>Gulargambone     | 26/08/2025           |
| CC006/2024/2                     | Small internal changes to the current club and installation of an awning and slab – detached. | 64D Aberford Street<br>Coonamble    | 26/08/2025           |
| CC020/2025                       | In ground fibre glass swimming pool                                                           | 17 Zoccoli Street<br>Coonamble      | 20/08/2025           |
| CC011/2025                       | Single Storey Dwelling                                                                        | 31-33 Kirban Street<br>Gulargambone | 18/08/2025           |
| CC010/2025                       | 2 x Single Storey Dwellings (dual occupancy)                                                  | 46 Yarran Street<br>Coonamble       | 18/08/2025           |
| CC006/2025                       | Erection of detached shed (excluding existing slab)                                           | 145 Carinda Road<br>Coonamble       | 13/08/2025           |
| <b>Occupation Certificates</b>   |                                                                                               |                                     |                      |
| OC026/2021                       | New Dwelling                                                                                  | 593 Back Gular Road<br>Coonamble    | 25/08/2025           |
| OC037/2024                       | Concrete slabs, drains and cattle yard fencing                                                | 701 Quambone Road<br>Coonamble      | 19/08/2025           |

### **Saleyards**

During August 2025, the Coonamble Regional Livestock Market conducted one cattle sale, with a total of 1050 head sold.

#### **Saleyards**

|             | <b>August</b> | <b>Year to Date</b> |
|-------------|---------------|---------------------|
| Income      | (10,180)      | (29,767.16)         |
| Expenditure | 13,883        | 44,327.43           |
|             | <b>3703</b>   | <b>14,560.27</b>    |

### **Truck Wash**

The financial report for August 2025 is provided below.

#### **Truck Wash**

|             | <b>August</b>  | <b>Year to Date</b> |
|-------------|----------------|---------------------|
| Income      | (13,232)       | (13,232.18)         |
| Expenditure | 8409           | 19,515.79           |
|             | <b>(4,823)</b> | <b>6,283.61</b>     |

### **Companion Animal Seizure and Impounding Activities – as at 26 August**

| <b>Seizure Activities:</b> | <b>Dogs</b> | <b>Cats</b> |
|----------------------------|-------------|-------------|
| Seized                     | 0           | 0           |
| Returned to Owner          | 0           | 0           |

| <b>Impounding Activities:</b>       | <b>Dogs</b> | <b>Cats</b> |
|-------------------------------------|-------------|-------------|
| Animals in pound at start of month  | 3           | 0           |
| <b>Incoming Animals</b>             | <b>Dogs</b> | <b>Cats</b> |
| Transferred from seizure activities | 0           | 0           |
| Abandoned or Stray                  | 6           | 0           |
| Surrendered                         | 2           | 1           |
| <b>Total Animals in Pound</b>       | <b>11</b>   | <b>2</b>    |

| <b>Outgoing Animals</b> | <b>Dogs</b> | <b>Cats</b> |
|-------------------------|-------------|-------------|
| Released to Owner       | 2           | 0           |
| Euthanised              | 1           | 1           |

|                                    |          |          |
|------------------------------------|----------|----------|
| Released to Rehoming Organisation  | 3        | 0        |
| Sold                               | 0        | 0        |
| Died at Pound                      | 0        | 0        |
| Stolen from Pound                  | 0        | 0        |
| Escaped from Pound                 | 0        | 0        |
| <b>Total Animals Leaving Pound</b> | <b>5</b> | <b>1</b> |
| Animals in Pound at end of Month.  | 6        | 0        |

**Dog Attacks**

There were two (2) dog attacks reported during August 2025. One incident has been resolved by the issue of penalty infringements. One incident remains under investigation.

**(a) Governance/Policy Implications**

The report provides Council with opportunities to understand governance and policy implications in the environment and strategic land use planning area. There may be risk implications depending on the nature of the enquiry.

**(b) Legal Implications**

There are no current legal implications arising from this report.

**(c) Social Implications**

Providing information that is open and transparent to the community will provide positive social implications for the community to understand the work that Council does.

**(d) Environmental Implications**

The progress report allows for environmental management to be an area of focus for Council and subsequently providing positive environmental benefits. This specifically relates to the area of public health, environmental sustainability, and waste management.

**(e) Economic/Asset Management Implications**

There may be risk implications depending on the nature of the issue.

**(f) Risk Implications**

There may be risk implications depending on the nature of the issue.

## **CONCLUSION**

The Planning, Regulatory and Compliance Progress Report has considered town planning and strategic land use planning, compliance and regulation, and environmental management and health since the last meeting.

## **RECOMMENDATION**

**That the Planning, Regulatory and Compliance Progress Report for August be received and noted.**

**24.23 ECONOMIC DEVELOPMENT & GROWTH****File Number:** 75210**Author:** Lesley Duncan-Manager Regulatory, Planning & Compliance Services**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

The purpose of this report is to provide Council with an update on recent activities in the economic development and growth section to inform Council's strategic oversight.

**BACKGROUND**

The economic development and growth function is about facilitating the achievement of a more diversified economic base for the Local Government Area (LGA), enhancing business prospects, growth, productivity, incomes, employment and economic development.

The function facilitates the development of programs and activities that will stimulate economic development by assisting growth and retention of businesses, as well as aiming to reduce investment barriers, attract diverse, sustainable, and responsible new industry development and improve the profile of the Coonamble LGA.

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

- C1 We are a united, vibrant, capable and welcoming community.
- C4 We showcase and celebrate our diversity.
- E6 We support a resilient local economy by increasing its diversity and boosting opportunities for entrepreneurship and business.
- E7 We enhance our ability to contribute to and care for our community.
- A10 We maintain and improve our natural and built assets to help our families, community, economy and environment thrive.

**(b) Financial Considerations**

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

**COMMENTARY****Economic Development and Growth**

The following summarises progress on key initiatives.

*Coonamble Main Street Enhancement*

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|

- Weight/load capacity for awnings in Coonamble's main street determined ☒
- Integrity of awnings in Coonamble's main street determined ☒
- Building owners advised of outcomes of inspections ☒
- Immediate remedial actions taken ☒
- Paint scheme colour palette received for awning painting project ☒
- Lighting determined to highlight Art Deco streetscape ☐
- CBD Precinct Masterplan developed ☐

Commentary: Painting of three (3) buildings is due to commence in early September.

*Industrial Land Provision*

|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|

- Rezoning determined for more industrial land and for improved alignment of zoning to current usage across Coonamble township ☒
- Planning Report drafted for rezoning of the old sheepyards site ☒
- Planning Report drafted for rezoning of the Artesian bore bath project site ☒
- Planning Report drafted for house-keeping rezoning for such areas as the Coonamble Showground ☐
- Some Planning Reports ratified by Council ☒
- Council-ratified Planning Report submitted to the Department of Planning ☒
- Public Exhibition ☐
- Rezoning approval ☐

Commentary: A gateway determination has been issued for the rezoning. There is some conditions of the determination that are required to be met prior to public exhibition.

*Youth Accommodation – Coonamble and Gulargambone*

|  |  |  |  |  |  |  |
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|--|--|--|--|--|--|--|

- Advertise RFT for design-and-construction of the youth accommodation units at Coonamble and Gulargambone ☒
- Assess tenders for Youth Accommodation ☒
- Seek further quotations and consider scope adjustments to match budget ☒
- Award contract ☒
- Construction start ☐

- Operations Plan finalised ☐
- Build Youth Accommodation in Coonamble and Gulargambone ☐

Commentary: Construction certificates have been issued for both Youth Accommodation Projects. The Expression of Interest for a Community Housing Provider closed on 29 August.

*Real Country Regional Tourism Collaboration*

|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|--|--|--|--|

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

Commentary: A three-year *Real Country* Calendar of Events across the three Shires is being finalised to ensure complementarity of event timing in each area.

*Country Heartline – Regional Drought Resilience Program Grant consortium project*

|  |  |  |  |  |  |  |  |  |  |
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|--|--|--|--|--|--|--|--|--|--|

- Acknowledge program timeframes and urgency of delivery ☒
- Determine steering committee and project team membership ☒
- Determine governance and decision-making ☒
- Confirm branding, website, signage, farm hosts and legacy tools ☐
- Determine marketing 'name' ☐
- Develop marketing collateral ☐
- Build the experience ☐
- Rally those interested in agri-tourism ☐
- Launch a marketing campaign ☐
- Develop evaluation tools, resources and handbook ☐

**Commentary:** This is a collaborative project with Bogan and Warren Shires, led by Warren Shire staff. It has a similar aim as the Real Country Regional Tourism collaboration between Coonamble, Gilgandra and Warrumbungle Shires. It gives Coonamble Shire another opportunity to market its tourism opportunities regionally and interstate, thus building the local tourism industry.

Council has provided photos for the three themes, descriptions for an attraction in each area under the themes, suitable video material and prepared a directory of relevant businesses for submission to the project.

*Coonamble Region Art Trail*

|  |  |  |  |  |
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|--|--|--|--|--|

- Artist brief and project brief developed ☒
- Artist liaison confirmed ☒
- Public Art Advisory Panel appointed ☐
- Detailed submissions invited ☐
- Artworks produced and installed ☐

Commentary: The contracted Project Manager and Council's operational team are finalising the roles and responsibilities of stakeholders involved in this project before formalising membership of the Public Art Advisory Panel.

Grants

| Grants completed & awaiting acquittal        | Comment                       |
|----------------------------------------------|-------------------------------|
| Seniors Week 2025                            | Completion report - submitted |
| Coonamble Sports Ground Women's Change Rooms | Completion report – submitted |

Further details on the above grants, their dollar value, due dates, and milestones are attached at the end of this report.

Pending grant submissions:

| Submission                                                      | Amount sought | Announcement date |
|-----------------------------------------------------------------|---------------|-------------------|
| Coonamble Heritage Reflections                                  | \$25,000      | May 2025          |
| Advisory Services and Training (Landfill Consolidation program) | \$17,770      | June 2025         |
| Spring Holiday Break                                            | \$5,000       | September 2025    |
|                                                                 |               |                   |

☐ Pending    ☒ Successful    ☐ Reserve listed    ☐ Not Successful

Communications

Council continues to maintain its communication with the community through:

- 1 x weekly half-page advertisement, *Weekly Connect* in *The Coonamble Times* – advertising Requests for Quotations, Tenders and Expressions of Interest, policies and other reports currently on public exhibition and upcoming events for the community.
- Paid classified advertising for current tenders, requests for quotations, expressions of interest and positions vacant.
- Posts in the News column on the homepage of Council's website, on various topics as required.
- Posts in the Events Calendar hosted on Council's website.
- Posts on Council's Facebook page, on various topics including all media releases.

- Council's website – sharing all policies, plans and procedures, fees and charges, and documents for public exhibition, in the spirit of open and transparent governance.
- Media releases as required – on road conditions, project milestones, water supply interruptions, etc – distributed to print, radio and TV media across the Central West.

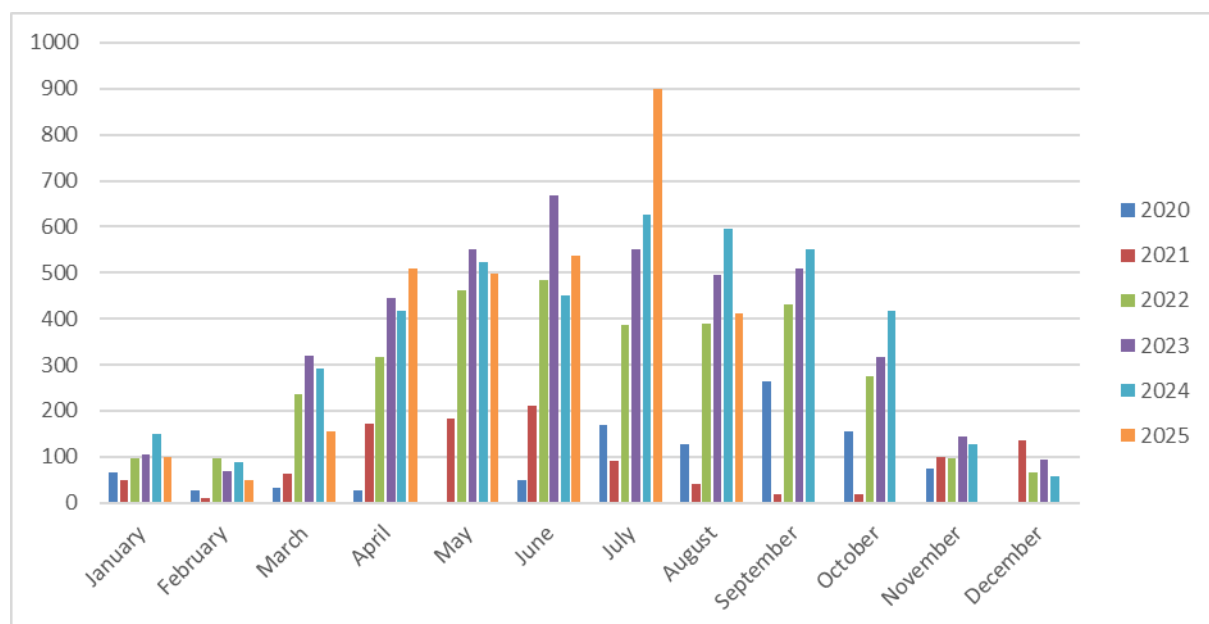
### Tourism and visitation

#### **Coonamble Information and Exhibition Centre**

From July 21 to August 28, the Coonamble Information and Exhibition Centre welcomed 606 visitors.

July marked an unprecedented peak, with the highest monthly visitation ever recorded, driven by a significant surge in travellers. While August has seen a steadier pace, with numbers trending lower than previous years, the year-to-date total of 3,156 visitors reflects a notable increase compared to last year.

The continual increase in visitor engagement with the Centre highlights its value as a key opportunity to enhance travellers' experience.



#### **The Country Heartline**

The Country Heartline initiative is a strategic tourism partnership between Bogan, Coonamble, and Warren Shires, designed to enhance drought resilience through the development of a robust agritourism sector.

This project includes the development of a regional tourism brand, the creation of digital promotional platforms, and a comprehensive marketing plan.

A core component of the project is to support both new and existing farm-based tourism businesses, enabling landholders to diversify income streams and strengthen community resilience against drought.

The first of three workshops, titled "Building Your Agritourism Business", is designed to introduce the project and begin to equip landholders, local businesses, and community members with the knowledge and tools to develop and expand agritourism ventures.

## Workshop Details

Date: Thursday, 11 September 2025 Time: 4:00 pm

Location: Coonamble Bowling Club, Auditorium

Registration: By Tuesday, 9 September 2025

Contact: Maddi Ward

Phone: 0458 921 981

Email: [tourism@coonambleshire.nsw.gov.au](mailto:tourism@coonambleshire.nsw.gov.au)

## Coonamble Nickname Hall of Fame

The Nickname Hall of Fame was established in 2004 in collaboration with the Coonamble 'Streets Ahead' Committee. The project was created to celebrate and explore the local community's identity and culture while offering an affordable tourism attraction to encourage travellers to stop, step out of their cars, and explore the town's CBD.

In 2015, a commemorative tea towel was produced to mark 10 years since the project's launch. This year, 2025, celebrates the 20th anniversary of the Nickname Hall of Fame's establishment.

This month, updated profile signage of the current profiles has been installed in the Coonamble CBD.

The 20-year anniversary edition commemorative tea has also been very popular and available for purchase from the Coonamble Information and Exhibition Centre.



Coonamble RV Parking Signage Installed

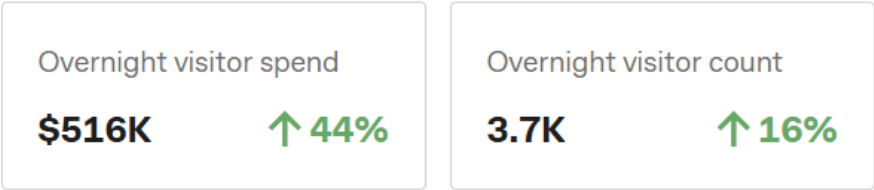
New directional signage has been installed at the Coonamble Showground RV Parking area to enhance the visitor experience. A prominent entrance sign clearly marks the correct entry point. This sign includes a sliding panel that can be updated to indicate whether the RV Parking area is open or closed for an event.

Additionally, informative signs have been placed within the parking area, detailing available facilities, conditions of stay, and where to find further information.

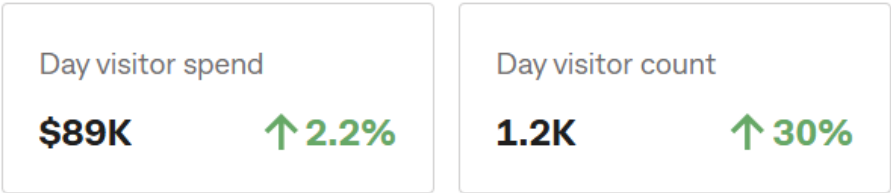


Visitor spending

During July 2025, overnight visitor numbers rose by 16% compared to July 2024, with spending showing a very positive increase of 44%. Overnight visitors are defined as those travelling over 40km and staying consecutive days in the region.

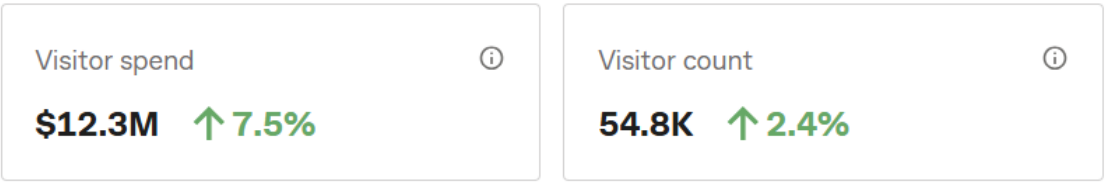


Day visitors, travelling over 25km and staying at least 4 hours in a single day, have increased by 30%, and visitor spending increased marginally by 2.2% compared with June last year.

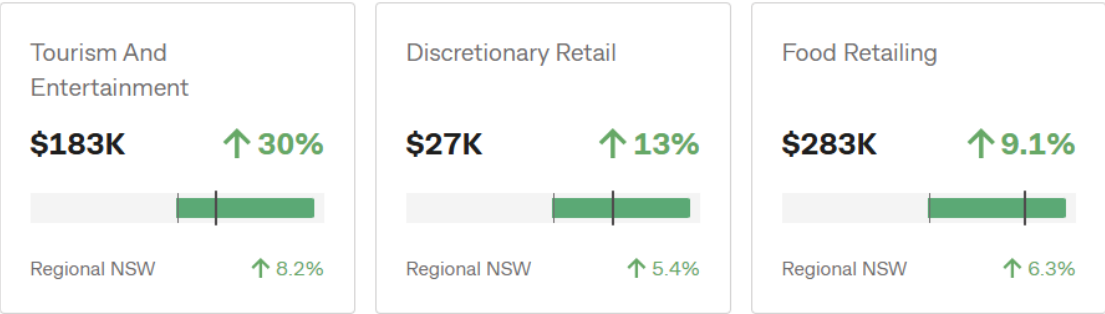


Data captured through electronic in-store spend of visitors from outside the LGA with local businesses in Coonamble Shire Council over 12 months to Jul 2025. Has seen a positive and steady increase. These figures also support the direct economic

benefits driven by the increased visitor numbers, with a 2.4% increase in visitor numbers, resulting in a 7.5% increase in visitor spend.



Following a sharp 63% decline in Discretionary Retail last month, July recorded a steady 13% increase compared to July last year, surpassing the Regional NSW average of 5.4%. Key spending categories, including Tourism, Entertainment, and Food Retailing, saw positive increases, outperforming the Regional NSW average with higher percentage increases.



Events

Vision Splendid Coonamble, Sunday, 5 October 2025

Coonamble Shire Council, in collaboration with the NSW Government’s Open Streets Program and Transport for NSW, is pleased to be presenting Vision Splendid Coonamble again this year, a vibrant festival scheduled for Sunday, 5 October 2025.

This event will transform Coonamble’s main street into a lively hub featuring live music, street food, market stalls, a licensed bar, and family-friendly entertainment, fostering a festive atmosphere during the October long weekend. Admission to the event is free, ensuring accessibility for all attendees.

The event aligns with a series of regional events across the Real Country tourism region, including Under the Gums in Gilgandra and Warrumbungle Shire’s Bloomfest and Siding Spring Observatory Open Day, both occurring on Saturday, 4 October. Additionally, a variety of local activities will enhance the weekend, including a *Dumpling Making Masterclass: Craft Healthy, Traditional Dumplings from Scratch*, with sessions held on Friday and Saturday at the Coonamble CWA Hall.

The 2025 line-up of performers has been announced and includes.

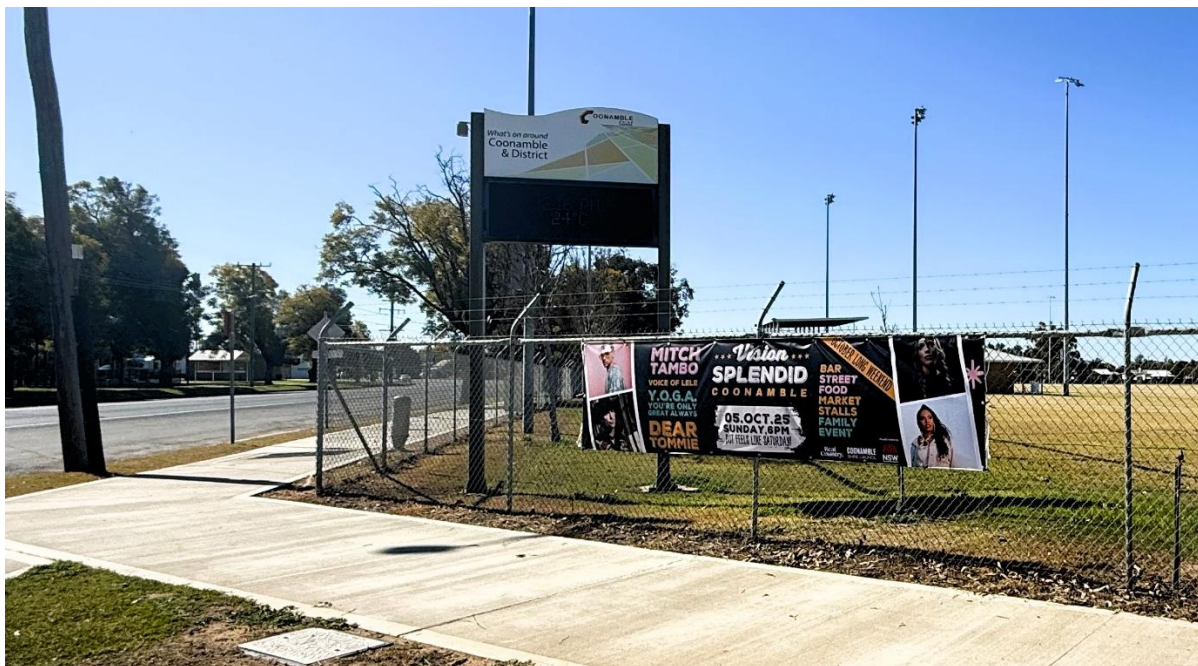
**Mitch Tambo** - a distinguished First Nations artist, will headline the event with his dynamic performances, seamlessly blending global musical influences with cultural pride. Renowned for achieving 14 number-one iTunes World Music hits, including *You’re the Voice* and *Dreamtime Princess*, Tambo’s recent tours, *Burn the Floor: Walanbaa Yulu-gi* and the *I AM ME Youth Tour* (engaging over 45,000 students), demonstrate his ability to captivate audiences with performances rich in heart and cultural significance.

**Voice of Lele** - West Papuan singer-songwriter Lele, continuing her father's legacy as a cultural song man, will perform soulful hits such as *Island Proud* and *My Island Home* (a duet with Mitch Tambo). Having shared stages with The Black Sistas alongside artists like UB40 and Julian Marley, and performed at international festivals including Glastonbury and WOMAD, Lele's evocative vocals will resonate deeply with attendees.

**Y.O.G.A.** - Reuben Styles, formerly of Peking Duk, presents Y.O.G.A. (You're Only Great Always), a high-energy musical project aimed at challenging mental health stigma in Australia. This performance promises an uplifting experience, encouraging audiences to dance and embrace a message of positivity and freedom.

**Dear Tommie** - Emerging from Tamworth, Dear Tommie is a rising star in country music, delivering a bluesy, cinematic sound reminiscent of Leon Bridges and Zach Bryan. With a remarkable 2025, including supporting Dasha and ARIA-nominated Tori Forsyth, composing the number-one radio hit *Cowboy* for Bella Mackenzie, and performing nine sold-out shows at the Tamworth Country Music Festival, Dear Tommie's performance will be a highlight of the festival.

As the event approaches, more information will be promoted through Council's tourism social media, website, and event website [vision-splendid-coonamble.com](http://vision-splendid-coonamble.com) as well as updates in the Coonamble Times.



This event is among those to be promoted through regional marketing associated with the *Real Country* and *Country Heartline* regional tourism promotional initiatives of which Coonamble Shire is a member council.

#### Upcoming events:

- 1-5 September, Women's Health Week
- 3 September, Women's Health Week - Chill and Chat in the Park
- 7 September, Coonamble Cancer Survival Fund 2025 Colour Run
- 10 September, Have a Yarn at the Men's Table
- 13 September, Coonamble Auto Club Open Day and Markets
- 20 September, Coonamble Rams Presentation Lunch
- 25 September, NAIDOC Family Fun Day

- 26 September, Eleanor Bryant Memorial Scholarship Art Exhibition & Auction
- 27-28 September, Coonamble Team Penning
- 27-28 September, Pave the Way to Gular Festival
- 3-4 October, Dumpling Making Masterclass: Craft Healthy, Traditional Dumplings from Scratch
- 5 October, Vision Splendid Coonamble
- 12 October, Gold Cup Coonamble Jockey Club

**Online events calendar:**

More information about events can be found on Council's website by selecting the 'Events' page. Local organisers are highly encouraged to also submit their events via the 'add my event' submission form.

**(a) Governance/Policy Implications**

Community Consultation Policy.

**(b) Legal Implications**

There are no legal implications directly associated to this report.

**(c) Social Implications**

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

**(d) Environmental Implications**

There are no environmental implications directly associated with this report.

**(e) Economic/Asset Management Implications**

Development of the projects proposed for funding through available grants and sponsorship are initiatives to meet objectives of the Community Strategic Plan 2025-2035, Delivery Program 2025-2029, Coonamble Shire Masterplan 2020, the Economic Development Strategy 2021, and the Coonamble Destination Management Plan 2020.

**(f) Risk Implications**

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

**CONCLUSION**

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

## **RECOMMENDATIONS**

**That Council receive and note the Economic Development and Growth report.**

**25.24 COMMUNITY DEVELOPMENT MONTHLY REPORT****File Number: C8****Author: Azita Sobhani-Community Services Manager  
Raquel Pickering-Librarian****Authoriser: Lesley Duncan, Manager Regulatory, Planning & Compliance Services****Annexures: Nil****PURPOSE**

The purpose of this report is to provide information on the activities within Council's Community Development section for the month of August 2025.

**BACKGROUND**

The Community Development (CD) section focuses on our community and our people and the support that Council offers in the delivery of positive support and outcomes. A short summary of the key areas in the CD section as follows:

- **Youth & Community Services**

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

- **Library Services**

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

The Coonamble Library has two (2) satellite branches located in the villages of Gulargambone and Quambone. The Librarian buys stock that is rotated between all libraries and participates in book exchanges with Gulargambone and Quambone seven times per year. The Gulargambone Library is run under an agreement with the Gulargambone Rural Transaction Centre Committee. The Quambone Library is run by Council staff.

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

Community Strategic Plan - P1 Community Services and Wellbeing.

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

**(b) Financial Considerations**

There are no financial considerations arising from this report.

**COMMENTARY**

This report presents a summary of community development activities for the previous month.

Coonamble Shire coordinates and delivers the following community services:

- School Holiday Program – Coonamble, Gulargambone & Quambone
- Youth Centre Gulargambone (After School & Holiday Activity)
- After School Care Quambone
- Library Services (Coonamble, Gulargambone, Quambone)
- Creating, coordinating and supporting events e.g. Seniors Week Luncheon
- Funding events e.g. the Interagency Resilience Day, October Wellbeing Day
- Youth Empowerment Program

***Community Development*****Community Engagement Activities**

During the reporting period, the Community Development Manager engaged in several key meetings and initiatives aimed at fostering collaboration and supporting community wellbeing:

- **Local Aboriginal Land Council**  
Planning for NAIDOC celebrations on 25 September.
- **Early Intervention Working Group**  
Finalised a comprehensive list of survey questions to be distributed across services. This initiative aims to assess the current landscape and identify perceived gaps in access for children and families within the early intervention space, with a view to improving support mechanisms.
- **REDI.E**  
Held discussions with early intervention caseworkers about their program delivery approach and how their engagement model differs from other services operating in this space. The conversation provided insight into their tailored strategies for supporting young people and families.

- **Headspace**

Engaged in discussions around the establishment of a Headspace Youth Advisory Group. They are currently seeking young people who are interested in co-designing new programs and supporting the promotion of youth-focused events and activities in both Coonamble and Gulargambone.

- **Seventh-day Adventist Church**

Held a constructive discussion with Pastor Peau Afoa regarding the church's vision for community involvement and their desire to contribute to local vibrancy. This year, they plan to engage more actively by offering youth-focused activities, beginning with participation in the Coonamble School Holiday Program in October.

## **Internal Departmental Developments**

### **Recruitment**

Progress continued in recruiting a pool of casual staff for the Gulargambone and Quambone After School Care programs. In addition, the full-time Community Development Officer position—vacant for nearly a year—has been re-advertised in an effort to attract suitable candidates and strengthen the team's capacity for community engagement.

This role will be responsible for coordinating and delivering youth programs and activities, while also working closely with local and regional service providers and stakeholders to maximise opportunities and address emerging challenges.

### **Operations Risk Register**

Work is ongoing on the development of a comprehensive risk management matrix covering all services within the portfolio. This includes the library, after-school care programs in Quambone and Gulargambone, and school holiday programs. The matrix will support proactive risk identification and mitigation across all operational areas.

### **Youth Services Framework Development**

Work continued on developing a clearer understanding of youth service delivery for young people aged 12 to 24. Following the initial analysis and the creation of a structured framework to map existing services and guide future planning, the Community Development Manager has commenced one-on-one engagement with local service providers.

This second phase aims to identify the operational scope of each agency and highlight any service gaps in relation to the framework. Given the limited resources currently available within the department, this process will take time. However, it is a critical step toward developing a comprehensive policy that will

define Council's role in youth service delivery. The policy will also help determine the most effective level of Council involvement, based on available resources and existing services.

## NAIDOC DAY CELEBRATIONS

Following the success of NAIDOC Week activities held during the July school holidays; planning is now underway for NAIDOC Day celebrations to take place just before the upcoming October school holidays on **Thursday 25 September 2025**.

The Community Services Manager has been liaising and negotiating with the Coonamble Local Aboriginal Land Council to finalise the acquittal of last year's grant funding. Completion of this process is essential to ensure Council can access grant funding for the future year's activities.

## October Holiday Program

The Community Development Department has been actively engaging with a range of local service providers to develop a vibrant and inclusive program of activities for the October school holidays.

A coordination meeting is scheduled on Thursday, 28 August, bringing together all participating services to share ideas, align efforts, and ensure broad coverage and accessibility across our three townships.

Already we are beginning to receive a steady stream of "Book My Spot" submissions for potential activities. The program is shaping up to be a wonderfully rich tapestry of educational and recreational opportunities for young people across the Shire—reflecting strong collaboration and a shared commitment to supporting our youth.



### COONAMBLE OCTOBER HOLIDAY PROGRAM 2025

**HEALTHY MINDS**

|                                                                                                                                      |                                                                                                                                                     |                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MONDAY 29</b><br><b>MONDAY MOVIES @ THE LIBRARY</b><br>10.30am-12.15pm<br>Coonamble Shire Library                                 | <b>TUESDAY 30</b><br><b>LASER TAG, COLOUR RUN, FUN &amp; GAMES with CREATIVE COMMUNITY CONCEPTS &amp; HEADSPACE</b><br>11am - 1pm<br>MacDonald Park | <b>WEDNESDAY 1</b><br><b>TOTUM SKATEBOARDING SESSION for 10-16years</b><br>10.30am-12.30pm<br>Skate Park at Smith Park                                                                    |
| <b>THURSDAY 2</b><br><b>GET CREATIVE WITH HEADSPACE BBQ LUNCH</b><br>10.30am-12.30pm<br>100 Castlereagh St                           | <b>FRIDAY 3</b><br><b>SHAKES AND PANCAKES WITH MISSION AUSTRALIA</b><br>10.30am-12.30pm<br>REDIE Youth Centre                                       | <b>SUNDAY 5</b><br><b>VISION SPLENDID MAIN ST 6PM FREE ENTRY music, stalls, food</b><br>go to: <a href="http://www.vision-splendid-coonamble.com/">www.vision-splendid-coonamble.com/</a> |
| <b>MONDAY 6</b><br><b>PUBLIC HOLIDAY</b>                                                                                             | <b>TUESDAY 7</b><br><b>CRAFTING WITH INTERRELATE</b><br>10.30am - 12.30pm<br>100 Castlereagh St                                                     | <b>WEDNESDAY 8</b><br><b>FUN DAY WITH REDIE</b><br>10.30am-12.30PM<br>Youth Centre morning tea provided                                                                                   |
| <b>THURSDAY 9</b><br><b>MACKILLOP FAMILY SERVICES PLAYGROUP 0-5YRS ACTIVITIES 6-11YRS</b><br>10.30am - 12.30pm<br>100 Castlereagh St | <b>FRIDAY 10</b><br><b>FRIDAY FLICKS @ THE LIBRARY</b><br>10.30am - 12.15pm<br>2pm - 4pm                                                            |                                                                                                                                                                                           |

CHILDREN UNDER 10 MUST BE ACCOMPANIED BY AN ADULT  
PLEASE BE AWARE THAT PHOTOGRAPHS MAY BE TAKEN FOR PUBLICITY PURPOSES

### GULARGAMBONE OCTOBER HOLIDAY PROGRAM 2025

**HEALTHY MINDS**

|                                                                                             |                                                                                                                         |                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MONDAY 29</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>11am - 3pm<br>Youth Centre | <b>TUESDAY 30</b><br><b>FUN WITH MACKILLOP FAMILY SERVICES</b><br>11am - 3pm<br>Youth Centre                            | <b>WEDNESDAY 1</b><br><b>TOTUM SKATEBOARDING for 12-16years COONAMBLE **10 PLACES ONLY**</b><br>10.30am-12.30pm<br>Skate Park at Smith Park                                                   |
| <b>THURSDAY 2</b><br><b>JEWELLERY MAKING WITH HEADSPACE</b><br>11am - 1pm<br>Youth Centre   | <b>FRIDAY 3</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>10.30am-12.30pm<br>23 Namoi Street morning tea provided | <b>SUNDAY 5</b><br><b>VISION SPLENDID FESTIVAL MAIN ST COONAMBLE music, stalls, food</b><br>go to: <a href="http://www.vision-splendid-coonamble.com/">www.vision-splendid-coonamble.com/</a> |
| <b>MONDAY 6</b><br><b>PUBLIC HOLIDAY</b>                                                    | <b>TUESDAY 7</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>11am - 3pm<br>Youth Centre                             | <b>WEDNESDAY 8</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>11am - 3pm<br>Youth Centre                                                                                                 |
| <b>THURSDAY 9</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>11am - 3pm Youth Centre   | <b>FRIDAY 10</b><br><b>FUN WITH REDIE AT THE YOUTH CENTRE</b><br>11am - 3pm Youth Centre                                |                                                                                                                                                                                               |

CHILDREN UNDER 10 MUST BE ACCOMPANIED BY AN ADULT  
PLEASE BE AWARE THAT PHOTOGRAPHS MAY BE TAKEN FOR PUBLICITY PURPOSES

Please note that much of the above activities will need final confirmation and may move across the calendar. There are two major events are currently in planning:

**TOTEM Skateboarding** – TOTEM's mission is to highlight the positive impact skateparks and park facilities can have on community health and wellbeing. Council is in discussions with the TOTEM team to curate a dedicated workshop day for young people aged **12–18 years** across Coonamble, Gulargambone and Quambone. This age group has been identified as having limited activity options during previous school holiday periods. Part of the activity will potentially include decorating a skateboard that they will be able to take home with them, safety talks and lessons in skateboarding and finally, tips and tricks. Council is presently awaiting the outcome of a grant application that, if successful, will support the delivery of this activity.



**Headspace Coonamble & Creative Community Concepts Collaboration** – Headspace Coonamble will be working in partnership with Creative Community Concepts, an organisation that empowers individuals, families, and communities to take ownership of their health and wellbeing. Their work is guided by a multi-layered Community Development Strategy that motivates communities to improve both physical and mental health outcomes. As part of the October program, they will host a **day of activities** featuring **Laser Tag**, a **Colour Run**, and a **range of interactive games** designed to energise and engage young people.



Key services including **Mission Australia**, **Interrelate**, **Headspace**, **MacKillop**, and **Redi.E** are integral partners in this strategy. Their ongoing support and collaboration are essential, and without their involvement the holiday activities would not be as impactful as they are.



## **LIBRARY SERVICES**

### **AUTHOR VISIT – PETER WATT**

Author Peter Watt is making a tour of the region, and we have been able to secure a visit to Coonamble Library. Peter will be here on Tuesday 21 October and plans are currently being made for an afternoon event starting at 4pm.

Peter Watt has spent time as a soldier, prawn trawler deckhand, builder's labourer, pipe layer, real estate salesman, private investigator, police sergeant, surveyor's chainman and advisor to the Royal Papua New Guinea Constabulary. He speaks, reads and writes Vietnamese and Pidgin. He now lives at MacLean in northern New South Wales. He has volunteered with the Volunteer Rescue Association, Queensland Ambulance Service and currently with the Rural Fire Service. Fishing and the vast open spaces of outback Queensland are his main interests in life.

### **COUNCIL RISK REGISTER AND STAFF TRAINING**

The Librarian and Community Services Manager met with the Risk Management Specialist to discuss and work through the Operations Risk Register in relation to the Library and Community Services including After School Care and Holiday Programs.

The Librarian also attended Manage Your Staff Training with other senior staff.

### **SENIORS WEEK 2026**

In previous years, Council has celebrated Seniors Week with a luncheon open to residents aged 50 and over, fully funded by Council at no cost to attendees. In 2025, Council was fortunate to secure a grant to deliver an additional event – the *Seniors Gone Wild* excursion to Taronga Western Plains Zoo in Dubbo. This event was attended by over 40 seniors and their carers and proved to be extremely successful and well received by the community.

Building on this success, Council aims to deliver another unique experience for 2026. The Community Development Manager, Librarian and Grants are working together to apply for funding under the NSW Seniors Festival Grant Program. The proposed event, titled *Seniors Star Trek*, would involve a group excursion to the Siding Spring Observatory near Coonabarabran. The day would include a guided tour of the observatory and a luncheon, followed by a return trip through the Warrumbungles. As part of the experience, the group would also stop at the Visitor Information Centre, where staff will provide insights into the Warrumbungles National Park and its significance.

Regardless of the grant outcome, Council will continue to fully fund and deliver the annual Seniors Luncheon, ensuring this valued event proceeds for the community.

**CELEBRATING BOOK WEEK**

The Children's Book Council of Australia (CBCA) Book Week was held from **Saturday 16 to Saturday 23 August 2025**, with the theme *"Book an Adventure."* This year also marked a milestone, as the CBCA NSW Branch celebrated **80 years of Children's Book Week**. For eight decades, the CBCA has inspired young minds to explore the many worlds that books open up.

Coonamble Library created an **eye-catching pyramid display** featuring the 2025 shortlisted titles, while Gulargambone and Quambone libraries each presented themed decorations and made a limited selection of the shortlisted books available for borrowing.

To extend the celebration into the schools, the Librarian purchased copies of shortlisted books for schools in Coonamble, Gulargambone and Quambone. These were delivered along with **bookmarks and activity packs** to support teachers in engaging students with the theme and shortlisted works.

**LIBRARY STATISTICS – JULY 2025**

| Service   | Loans | New M/ships | Wi-Fi (ppl) | Internet (people) | Internet (hours) | Kids Comp (children) | Junior Visits | Adult Visits |
|-----------|-------|-------------|-------------|-------------------|------------------|----------------------|---------------|--------------|
| Coonamble | 416   | 15          | 6           | 89                | 136.4            | 155                  | 195           | 516          |
| Gular     | 27    | 2           |             |                   |                  |                      |               |              |

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

| Library Visits | Reference Enquiries | Technology Enquiries | Local History |
|----------------|---------------------|----------------------|---------------|
| 711            | 17                  | 42                   | 5             |

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

| Senior Craft | Pre-School Visits/Storytime | Seniors Tech | Seniors Cinema | Other |
|--------------|-----------------------------|--------------|----------------|-------|
| 16           | 21                          | 0            | 5              | 41    |

**(a) Governance/Policy Implications**

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

**(b) Legal Implications**

There are no legal implications arising from this report.

**(c) Social Implications**

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

**(d) Environmental Implications**

There are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

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

**(f) Risk Implications**

There are no risk implications arising from this report.

**CONCLUSION**

The updates in this report provide information to Council on the key activities recently undertaken in Council's Community Development section.

**RECOMMENDATION**

**That Council note the August 2025 Community Development Report.**

**26.25 PLANNING, REGULATORY & COMPLIANCE PROGRESS REPORT****File Number:** E5**Author:** Lesley Duncan, Manager Regulatory, Planning & Compliance Services**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

To provide information on the activities within Council's Planning, Regulatory and Compliance Services section for the past month. This progress report considers town planning and strategic land use planning, compliance and regulation, environmental management and public health.

**BACKGROUND**

The Planning, Regulatory and Compliance Services section focuses on all town planning and environmental planning matters including regulation and compliance, public health requirements, waste management, and environmental management considerations.

Strategic Land Use Planning refers to updates to Council's planning instruments and is also included.

The following topics will be included in the Council Report where there is relevant information to report on:

- Compliance and Regulation

The *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* ('EP&A Act') and *Protection of the Environment Operations Act 1997* are the main legislation providing provisions around environmental management. Compliance and regulation enforce individuals, organisations and businesses to comply with the relevant act or regulation. Environmental management can include the atmosphere, built environment, heritage, land, and water.

- Development Application Information

This information refers to development applications lodged in the Coonamble local government area. However, the consent authority is another authority and not Council or its delegated staff / contractors. This can include:

- The Independent Planning Commission for state significant development,
- The Regional Planning Panel for regionally significant development, or
- A Public Authority (other than council) depending on the type of development declared with an environmental planning instrument.

These types of development applications are rare.

- Strategic Land Use Planning

This relates to any potential amendments to Council's planning instruments such as the Coonamble Local Environmental Plan or Council's Development Control Plans. Council staff also attend forums, committees and workshops around strategic land use planning, and this information will be provided to Council for information.

- Environmental Management

Opportunities exist for Council to promote ecologically and environmentally sustainable land use and development, initiatives, and programs. Information under this topic will be reported when opportunities present themselves and can come from government agencies, community groups and environmental advocates.

- Ranger's Monthly Report

This report provides a summary of companion animals (cats and dogs) impounded and other animals. This includes information on how many animals were rehomed and euthanised. Information on dog attacks is also provided.

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

P3.1.2. Inspection of Food Premises.

I3.3.1. Implementation Waste Management recommendations.

EN1.1.1. Enforcement of environmental regulations.

EN.1.1.2. Continue to review Local Environmental Plan.

EN.1.1.3. Ensure compliance with NSW Building Certification.

EN.1.1.4 Provide quality over the counter, telephone, and email advice to customers.

EN.1.1.5 Approvals completed within timeframe required.

P2.2.4 Controlling straying animals.

**(b) Financial Considerations**

There are no direct financial considerations with this report.

## **COMMENTARY**

### **Development Applications Issued Under Delegated Authority**

Information provided within this section of the report provides Council with information on what has been decided for the month under delegated authority and not subject to Council's endorsement or approval.

Individual development applications that require the elected Council's approval will be under its own separate Council business paper report with a recommendation to decide on the application.

Under the *Government Information (Public Access) Act 2009* (GIPA Act), information in the form of Development Applications and its associated information is prescribed as 'open access information' by Clause 3 of Schedule 1 of the GIPA Act. This also

includes staff's development assessment report that is written prior to an application's determination. This provides a high level of transparency.

The following is a summary of applications determined under delegated authority.

| <b>August 2025</b>               |                                            |                                    |                      |
|----------------------------------|--------------------------------------------|------------------------------------|----------------------|
| <b>Application Number</b>        | <b>Description of Works</b>                | <b>Address of Proposed Works</b>   | <b>Approved Date</b> |
| <b>Development Applications</b>  |                                            |                                    |                      |
| DA008/2025                       | Dual Occupancy                             | 24-26 Limerick Street<br>Coonamble | 12/06/2025           |
| DA003/2025                       | Transportable Home                         | 78 Yarran Street<br>Coonamble      | 22/07/2025           |
| DA017/2025                       | Inground Swimming Pool                     | 35 Hermann Street<br>Coonamble     | 23/07/2025           |
| DA018/2025                       | Rural Subdivision                          | 1 Thurloo Road<br>Coonamble        | 23/07/2025           |
| <b>Construction Certificates</b> |                                            |                                    |                      |
| CC025/2024                       | Alterations and Additions to Existing Shop | 38 Castlereagh Street<br>Coonamble | 04/06/2025           |
| CC012/2025                       | Detached Shed                              | 2 McMahon Street<br>Coonamble      | 23/07/2025           |
| CC017/2025                       | Inground Swimming Pool                     | 35 Hermann Street<br>Coonamble     | 23/07/2025           |
| <b>Subdivision Certificates</b>  |                                            |                                    |                      |
| SC002/2025                       | Rural Subdivision                          | 1 Thurloo Road<br>Coonamble        | 23/07/2025           |

### **Re-zoning of the old sheepyard site**

Following Council's endorsement to proceed with the rezoning, the Planning Proposal has received the Gateway Determination from the NSW Department of Planning, Housing and Infrastructure, with the amendment to the Coonamble Local Environmental Plan 2011 to be finalised on or before 26 March 2026.

Prior to public exhibition Council is to:

- Remove references to outdated mapping from planning proposal and include updated mapping.
- Add reference to the site's terrestrial biodiversity in Direction 3.1 Conservation Zones
- Update project timeline.

In accordance with Gateway requirements, consultation regarding terrestrial biodiversity will be undertaken with the NSW Department of Climate Change, Energy, the Environment and Water, with a minimum of 30 working days provided for agency

comment. The proposal will also be publicly exhibited for a minimum of 20 working days.

**Reclassification of Land**

Council has received the Gateway Determination on 15 May 2025 for the proposed reclassification of land at 40 Calga Street and 34-46 Hickey Street, Coonamble from Community to Operational. No further consultation is required with public authorities or government agencies. Public exhibition of the proposal concluded on Friday, 1 August 2025. No submissions were received.

A public hearing must be held prior to the finalisation of this proposal.

The NSW Department of Planning, Housing and Infrastructure has advised that the associated Local Environmental Plan amendment is to be finalised on or before 4 November 2025.

**Core and Cluster Project – Transitional Accommodation and Community Facility**

Council is currently assessing a development application submitted by BEJJCO Pty Ltd on behalf of Orana Support Services. The proposal is for the establishment of short to medium-term crisis accommodation for women and children affected by domestic and family violence. The facility will include onsite support services managed by Orana Support Services. Public exhibition and neighbour notification are underway, with submissions closing at 5.00pm on Thursday, 7 August 2025.

**Regulatory and Compliance Matters**

In June 2025, twenty-six (26) food premises were inspected for compliance with the NSW Food Authority Health Guidelines. All inspected premises met the criteria to participate in the Scores of Doors program. As a result of these inspections, the following outcomes were achieved:

| Stars                                                                               | Number of Premises |
|-------------------------------------------------------------------------------------|--------------------|
|  | 8                  |
|  | 15                 |
|  | 3                  |
| No stars                                                                            | Nil                |

Council will be distributing certificates in the coming weeks.

**Saleyards**

During July 2025, the Coonamble Regional Livestock Market conducted two cattle sales, with a total of 1,912 head sold. On 16 July and 30 July respectively, one animal was injured at each sale and subsequently removed to the Coonamble Waste Facility. Scheduled maintenance activities continue as programmed.

**Saleyards**

|             | <b>July</b>     | <b>Year to Date</b> |
|-------------|-----------------|---------------------|
| Income      | (19,587.51)     | (19,587.51)         |
| Expenditure | 22,909.77       | 22,909.77           |
|             | <b>3,322.26</b> | <b>3,322.26</b>     |

**Truck Wash**

Income was not available at the time of producing the financial report for July 2025 below, and will be provided in the August 2025 report.

**Truck Wash**

|             | <b>July</b>     | <b>Year to Date</b> |
|-------------|-----------------|---------------------|
| Income      | 0               | 0                   |
| Expenditure | 2,673.11        | 2,673.11            |
|             | <b>2,673.11</b> | <b>2,673.11</b>     |

**Companion Animals**

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

| <b>CORRESPONDENCE</b>   | <b>July 2025</b> | <b>YTD 2025</b> |
|-------------------------|------------------|-----------------|
| Infringements (Animals) | 2                | 2               |
| Infringements (Other)   | 0                | 0               |
| Change of Details       | 1                | 11              |
| Microchipped dogs       | 9                | <b>16</b>       |
| Registrations           | 4                | <b>11</b>       |

**Companion Animal Seizure and Impounding Activities – July**

| <b>Seizure Activities:</b> | <b>Dogs</b> | <b>Cats</b> |
|----------------------------|-------------|-------------|
| Seized                     | <b>0</b>    | <b>0</b>    |
| Returned to Owner          | <b>0</b>    | <b>0</b>    |

| <b>Impounding Activities:</b>       | <b>Dogs</b> | <b>Cats</b> |
|-------------------------------------|-------------|-------------|
| Animals in pound at start of month  | <b>4</b>    | <b>0</b>    |
| <b>Incoming Animals</b>             | <b>Dogs</b> | <b>Cats</b> |
| Transferred from seizure activities | 1           | 0           |
| Abandoned or Stray                  | 2           | 2           |

|                               |           |          |
|-------------------------------|-----------|----------|
| Surrendered                   | 5         | 0        |
| <b>Total Animals in Pound</b> | <b>12</b> | <b>2</b> |

| <b>Outgoing Animals</b>            | <b>Dogs</b> | <b>Cats</b> |
|------------------------------------|-------------|-------------|
| Released to Owner                  | 1           | 0           |
| Euthanised                         | 4           | 2           |
| Released to Rehoming Organisation  | 3           | 0           |
| Sold                               | 1           | 0           |
| Died at Pound                      | 0           | 0           |
| Stolen from Pound                  | 0           | 0           |
| Escaped from Pound                 | 0           | 0           |
| <b>Total Animals Leaving Pound</b> | <b>5</b>    | <b>0</b>    |
| Animals in Pound at end of Month.  | 3           | 0           |

### **Dog Attacks**

There were two (2) dog attacks reported during July 2025 that are currently under investigation, with penalty infringement notices and dog orders to be issued.

#### **(a) Governance/Policy Implications**

The report provides Council with opportunities to understand governance and policy implications in the environment and strategic land use planning area. There may be risk implications depending on the nature of the enquiry.

#### **(b) Legal Implications**

There are no current legal implications arising from this report.

#### **(c) Social Implications**

Providing information that is open and transparent to the community will provide positive social implications for the community to understand the work that Council does.

#### **(d) Environmental Implications**

The progress report allows for environmental management to be an area of focus for Council and subsequently providing positive environmental benefits. This specifically relates to the area of public health, environmental sustainability, and waste management.

**(e) Economic/Asset Management Implications**

There may be risk implications depending on the nature of the issue.

**(f) Risk Implications**

There may be risk implications depending on the nature of the issue.

**CONCLUSION**

The Planning, Regulatory and Compliance Progress Report has considered town planning and strategic land use planning, compliance and regulation, and environmental management and health since the last meeting.

**RECOMMENDATION**

**That the Planning, Regulatory and Compliance Progress Report for July be received and noted.**

**27.26 WASTE MANAGEMENT REPORT SEPTEMBER 2025****File Number: G 1-1****Author: Janelle Whitehead-Manager Waste, Recycling & Employment  
Lesley Duncan-Manager Regulatory, Planning & Compliance Services****Authoriser: Phillip Perram, General Manager****Annexures: Nil****PURPOSE**

To provide information on the activities within Council's Waste, Recycling and Employment Opportunities Section for the last month. This report will also discuss options to be investigated for the operation of the Gulargambone and Quambone Waste Facilities to address resolution number 2025/186.

**BACKGROUND**

Waste services reductions were discussed at the Operational Plan/Budget workshop and the May Council meeting. Accordingly, Council's Operational Plan and Budget for the 2025/2026 financial year was that adopted by Council on 18 June 2025 has identified that cost savings for the provision of waste services. The reduction in service hours aim to reduce the deficit operations of these facilities.

The savings adopted in the Operational Plan totals \$108,000:

Quambone: \$7,000 (labour only)

Gulargambone: \$7,000 (labour only)

Coonamble: \$94,000 (labour and plant)

To achieve these outcomes, a reduction of three (3) hours per week was proposed for both Quambone and Gulargambone, with the Coonamble Facility to close each Friday.

The waste service level changes were proposed to be implemented on 1 August 2025.

At the Council meeting held on 9 July 2025 a Notice of Motion (10.3) was tabled with the following resolution:

*That Council:*

- 1. Reinstate the Gulargambone and Quambone 2024/2025 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.*

In accordance with the resolution the proposed reduction in hours of the Gulargambone and Quambone Waste Transfer Stations have been deferred. A comprehensive review has been undertaken to determine appropriate service levels.

From 5 September 2025, the Coonamble Waste Facility will be closed on Fridays.

### FINANCIAL REPORT AS AT 31 AUGUST 2025

Table 1 below identifies the income for waste services activities. The rates levied column represents the total amount payable and not income received to date. The gate takings indicate the monies received year to date as indicated in the table.

| Centre       | Table 1: Income                  |                                 |                       |
|--------------|----------------------------------|---------------------------------|-----------------------|
|              | Rates Levied<br>(Access Charges) | Gate Takings<br>as at 31/8/2025 | Total Income          |
| Coonamble    | \$889,409.80                     | \$35,868.17                     | \$925,095.97          |
| Gulargambone | \$138,780.00                     | \$1,168.19                      | \$139,948.19          |
| Quambone     | \$33,160.00                      | \$109.08                        | \$33,269.08           |
| <b>Total</b> | <b>\$1,061,349.80</b>            | <b>\$37,145.44</b>              | <b>\$1,098,313.24</b> |

Table 2 identifies the expenditure incurred by Council for waste activities. The collection refers to the costs associated with the kerbside domestic waste collection service, while disposal relates to expenditure resulting from the operation of waste facilities.

| Centre       | Table 2: Expenditure as at 31 August 2025 |                    |                     |
|--------------|-------------------------------------------|--------------------|---------------------|
|              | Collections                               | Disposal           | Total Expenditure   |
| Coonamble    | \$19,520.05                               | \$66,257.34        | \$85,777.39         |
| Gulargambone | \$10,663.17                               | \$3,330.36         | \$125,954.66        |
| Quambone     | \$5,328.63                                | \$2,864.18         | \$8,192.81          |
| <b>Total</b> | <b>\$35,511.85</b>                        | <b>\$72,451.88</b> | <b>\$219,924.86</b> |

Table 3 sets out the net operating result for all three sites. The tables will be updated monthly to summarise the overall result for each of Council's waste facilities.

| Centre       | Table 3: Net Operating Result as at 31 August 2025 |                   |                      |
|--------------|----------------------------------------------------|-------------------|----------------------|
|              | Total Income                                       | Total Expenditure | Net Operating Result |
| Coonamble    | \$925,095.97                                       | \$85,777.39       | <b>\$839,318.58</b>  |
| Gulargambone | \$139,948.19                                       | \$125,954.66      | <b>\$125,954.66</b>  |
| Quambone     | \$33,269.08                                        | \$8,192.81        | <b>\$25,076.27</b>   |

The Table 4 below summarises visits to each site, waste received and gate takings. It should be noted that the Coonamble figures includes waste from Council works:

| Centre       | Table 4: Waste Received August 2025 |            |                |
|--------------|-------------------------------------|------------|----------------|
|              | Vehicle Count                       | Weight (t) | Amount         |
| Coonamble    | 610                                 | 1015.89    | \$41,783.50    |
| Gulargambone | 74                                  | 8.27       | \$505.00       |
| Quambone     | 9                                   | 1.25       | <b>\$90.00</b> |

#### Return and Earn

| Centre       | August 2025   |                   | YTD            |                    |
|--------------|---------------|-------------------|----------------|--------------------|
|              | Bottles       | Amount            | Bottles        | Amount             |
| Coonamble    | 67,148        | \$6,714.80        | 146,888        | \$14,688.80        |
| Quambone     | 8,291         | \$829.10          | 12,137         | \$1,213.70         |
| <b>TOTAL</b> | <b>75,439</b> | <b>\$7,543.90</b> | <b>159,025</b> | <b>\$15,902.50</b> |

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

All actions and strategies related to waste and the environment.

**(b) Financial Considerations**

Funding is needed to meet the ongoing operational costs, Environmental Protection Authority (EPA) compliance, purchase of plant and equipment and implementation of any new initiatives.

#### COMMENTARY

#### WASTE REVIEW

Council staff have commenced a review of all waste operations. This includes investigating the current service levels at each waste disposal sites and identifying options for future operations.

**Proposed Timeline of Waste Review**

- September – Community Meetings in Gulargambone and Quambone
- October- report on community feedback to Council and determination on a way forward for hours of operation
- November – publicity of Council's decision for transfer stations effective 1 January 2026
- December – waste review report to Council.

**Gulargambone Waste Transfer Station**

The Gulargambone Waste Transfer Station services the village of Gulargambone and the surrounding area. The facility accepts domestic waste only. Commercial, industrial and hazardous waste are not accepted at the facility.

The facility does accept car tyres, mattresses, scrap steel, white goods, green waste and household waste. There is no active landfill cell at this site.

The site is currently open three (3) days a week:

Tuesday: 2pm to 5pm

Thursday: 2pm to 5pm

Saturday: 2pm to 5pm

NetWaste contractors are not prepared to pick up scrap steel or process green waste at the site, which requires the waste is transported back to the Coonamble facility for processing. The acceptance of these problem wastes creates a financial burden for the Council and the community.

**Quambone Waste Facility**

The Quambone Waste Facility is for local residents and only accepts domestic waste. Commercial, industrial, hazardous waste and tyres are not accepted at this facility. Currently there is an active landfill cell at the site. The main issue is there is no plant and equipment onsite for compaction and covering of the waste. Plant and equipment have to be relocated from Coonamble at considerable cost to Council.

NetWaste contractors have also advised that they are not prepared to pick up or process smaller quantities of green waste and scrap steel from these smaller sites. This creates a similar issue to that at Gulargambone where these types of waste have to be transported back to Coonamble for processing.

The current site currently operates three days per week:

Tuesday: 2pm to 5pm

Friday: 2pm to 5pm

Saturday: 8am to noon

A blue bin is also onsite which is emptied as required, normally fortnightly. At the conclusion of the waste review, the closure of the landfill cell at Quambone will be closed and other services or facilities that will be determined as an outcome of the review. Based on the small number of residents at Quambone it is not financially

sustainable in the long term to operate a small landfill site or transfer station. Residents currently receive a weekly kerbside collection for domestic waste.

### **Hours of Operation**

The adopted operational plan requires the reduction of hours at both the Gulargambone and Quambone sites by three (3) hours. The following scenarios are being investigated and will be publicised in the villages in late September:

#### **Quambone**

- Close Tuesday, open Friday and Saturday
- Close Friday, open Tuesday and Saturday
- Tuesday open 2 hours, Friday open 2 hours and Saturday open 3 hours.

#### **Gulargambone**

- Close Tuesday, open Thursday and Saturday
- Close Thursday, open Tuesday and Saturday
- Tuesday open 2 hours, Thursday open 2 hours and Saturday open 3 hours.

#### **(a) Governance/Policy Implications**

Updated policies and procedures need to be reviewed and updated, especially as more change and new initiatives are implemented, and new staff are employed.

#### **(b) Legal Implications**

Council needs to meet all laws and regulations including environmental, safety and health.

#### **(c) Social Implications**

Continuous engagement with the community and education is ongoing to explain the required changes and encourage recycling.

#### **(d) Environmental Implications**

Council needs to actively work to maintain a clear focus on protecting the environment surrounding each of the landfill sites and waste facilities and achieve EPA compliance.

#### **(e) Economic/Asset Management Implications**

Council needs to actively work to avoid financial penalties. Assets must also be well managed to minimise whole of life costs. Also ensuring budgets and resources are reviewed and effectively managed and initiatives are staged in a manageable and fundable way.

#### **(f) Risk Implications**

The main risks that must be well managed are health and safety, environmental, costs and public satisfaction with the services.

Fees and charges must reflect the cost of the services being provided – user pays is the key principle.

**CONCLUSION**

The key activities of the waste operations have continued within the Waste Section for the past month with continuous improvement being implemented across all sites and services.

As an outcome of the waste review the following options have been identified for consideration as part of the long-term waste management strategy. Further investigation is required to determine the appropriate pathway, however, the following options are being considered:

1. No change to service delivery at the Gulargambone Waste Transfer Station and the Quambone Waste Facility.
2. Reduction of hours at both waste facility sites by 3 per week.
3. Investigate closure of each site in its entirety.
4. Investigate the introduction of a fortnightly kerbside recycling collection for residents of Gulargambone and Quambone.

**RECOMMENDATION****That Council:**

1. **Note the report on waste management activities.**
2. **Note that community consultation will be held in Gulargambone and Quambone.**

**28.27 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS****File Number: R6****Author: Kerrie Murphy-Director Infrastructure Services****Authoriser: Phillip Perram, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to provide Council with information on operations and other works in progress within Council's Infrastructure Directorate.

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

- I1.1 Employ a strategic approach to the management of our critical road network.
- I1.2 Strengthen our strategic approach to the management of our water infrastructure and services.
- I1.3 Improve our strategic approach to the management of our sewerage infrastructure and services.
- I1.4 Strengthen our strategic approach to the management of our urban drainage infrastructure and services.
- I1.5 Adopt successful strategies which maximises our community's access to quality infrastructure and assets.
- P3.1 Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.
- P3.2 Improve the quality of our parks, open spaces, sporting, and recreational facilities, including the MacDonald Park Precinct.

**(b) Financial Considerations**

Provision is made within the 2025 / 2026 Operational Plan and Budget to fund the associated works and programs listed in this report.

**COMMENTARY**

This report aims to inform Council of the works in progress in the Infrastructure Directorate. Updates are provided for each Departmental area which includes Roads, Water and Sewer, Quarry and Urban Services.

Please note that the capital works attachment will now be submitted quarterly, with the next update at the October Ordinary meeting which lines up to report on expenditure per quarter.

**Utilities**

In the month of August, there were four (4) water main breaks, and seven (7) water service line repairs completed within the three water reticulation networks.

Stop valve and hydrant replacements have been progressing, which saw two (2) hydrants replaced and one (1) stop valve replaced within the Coonamble and Gulargambone water reticulation networks.

Three (3) water meters were replaced through the various water reticulation networks in the month of August due the existing meters reaching the end of their useful life.

The Utilities Team has been busy with number of sewer service chokes/failures within the month of August, this saw five (5) sewer chokes unblocked within the Coonamble and Gulargambone reticulation networks.

The team completely rebuilt one (1) new sewer (boundary shaft/sewer junction) service within the Coonamble sewer reticulation system.

The Gulargambone and Coonamble Sewage Treatment Plants (STP) were both operated and maintained satisfactorily within their respective Environmental Protection Authority (EPA) license requirements within July.

The team had a site visit from the EPA which was extremely pleasing, the regulator was ecstatic will all the works completed post the recent 5 year EPL renewal site inspections.

The installation of the step-screen has been finalised at the Coonamble STP has been finalised. This will allow for the removal of solid waste while minimizing manual handling risks.

Within August the Utilities project delivery team worked on completing all the water supply works for the new wash bay out at the Quarry

The vegetation removal works were completed on the turkeys nest effluent storage dam at the Golf Club/Racecourse along with the desludging works.

***Upcoming works:***

- *Water mains replacement Aberford Street/Castlereagh Highway, Wingadee / Hickey Streets, Coonamble and Breealong St Gulargambone*
- *Installation of flow meter at head of sewer treatment plant works in Coonamble*
- *Installation of new valves/actuators at Coonamble water treatment plant*

**URBAN SERVICES**

Continuing of mowing including Ovals, Parks, Town approaches and urban streets, tree trimming, and removals as requested by the community and for safety reasons.

***Sporting Fields***

Council has had soil samples done on the fields and will be treating the turf and soil to get the best out of the existing surfaces into the Spring and Summer seasons.

Council will be planting additional trees around the grounds of both Coonamble and Gulargambone Ovals, this will further improve the amenity of the facilities.

**Parks**

McDonald Park is still receiving a lot of vandalism including damage to the toilets, irrigation and furniture, Council will continue to monitor the situation.

The public toilets in Skillman's lane are also receiving ongoing vandalism.

Council is investigating alternate toilet structures to replace existing structures in these parks and at other locations. The major benefit of these units is that the plumbing is not exposed and other fittings are mostly vandal-proof.

*Upcoming works:*

- *Installation of two (2) standard picnic tables and an accessible picnic table, with shelters.*

**Coonamble Showground**

Regular maintenance and weed spaying continue and preparation works are done as events come around.

**Cemeteries**

Planning has also commenced for new lawn sections to be installed at Coonamble and will commence shortly as the existing lawn section is filling up fast.

The fencing for the Pioneer cemetery has commenced and will be an ongoing project until finished. The work is being done by staff members as resources allow. The old turnstiles are being refurbished and will be reinstalled at the Cemetery once completed.

*Upcoming works:*

- *Hedging and tree planting to occur at Cemeteries*
- *Construction new lawn sections at Coonamble*

**Aerodrome**

Council is currently seeking quotations for the materials for the animal exclusion fence. Once these quotations are finalised, the materials will be purchased and a request for quotation will be released for the installation of the fence.

This is the most economical way for Council to facilitate this project.

Council will also be upgrading the perimeter fencing of the aerodrome facility as it has been identified that the fencing is in a poor state of repair.

**Gulargambone Sportsground Facilities Upgrade**

The Gulargambone Sportsground facilities have been completed and handed over to Council.

Council will monitor the stormwater issues going forward to ensure that this does not create issues in the future.

**MT MAGOMETON QUARRY**

Council has submitted the evidence to the Resources Regulator regarding the remainder of the outstanding Improvement Notices. At the time of writing this report, no response has been received.

The NSW Resources Regulator needs to be satisfied with the quality of the documentation prior to allowing the Quarry to re-open.

Council has also recently had a wash-down bay constructed which is the result of an outstanding EPA notice from October 2022.

The following operational components are provided for Council's information.

Staff have also been enrolled into Certificate III Surface Extraction Operations. This is the first step in Council training their own staff to become Quarry Managers. Additional staff are also enrolled into Certificate IV Surface Extraction Operations which will allow for those staff to be eligible for a Practising Certificate to be Quarry Managers. This is to provide Council some redundancy and allow the operations of the Quarry to continue in the event that Quarry Manager cannot be retained.

Council is now in receipt of the new pit design. This will enable further blasts to be in accordance with best practice and facilitate the most beneficial extraction from the site.

Council has engaged a contractor to commence mobile crushing through the Crushing panel Tender. The contractor is on standby, awaiting advice of the re-opening of the Quarry.

All contractors working at the Quarry are subject to this safety documentation review and any engagement is subject to the successful outcomes of these reviews. These reviews are necessary to ensure that Council can demonstrate their due diligence in engaging contractors, especially given the incident that occurred in August 2023.

his is due to Council being the Mine Operator and responsible for managing risks to health and safety associated with mining operations in accordance with the Work Health Safety (Mines and Petroleum Sites) Regulation 2022.

## **ROADS**

### ***Natural Disaster Work***

AGRN 1034 natural disaster restoration works are underway with work complete on Kenilworth, Talegar, Merri Merri, Thurloo, Bulgan, Calga, McGlynns, Mungery, Nortongong, Old Wongy, Thara, Walla Walla, Williga, Old Dubbo, Yarranville, Fishers, Carinda, Gilgooma and Billeroy Roads.

Work is currently occurring on Back Gulargambone, Gumin Gumin, Coonamoona and Warrangwong Roads. Work is being completed by Council roads crews and one contract crew.

#### ***Upcoming works:***

- *Flood damage work –Bramble, Gilgooma, Ottendorf, Beanbah and Nelgowrie Roads*

### ***Unsealed Roads Maintenance***

Staff have been busy over the last month carrying out maintenance on Wingadee, Urawilkie, and Merri Merri Roads. The focus has been on natural disaster restoration works during August.

### ***Heavy Patching on Baradine Road***

Heavy Patching work has been completed on Baradine Road as well as upgrading floodways.

**RMCC**

Maintenance is being completed in accordance with the RMAP (agreed schedule with TfNSW). This includes potholes patching, rest area cleaning, routine inspections, sign repairs and roadside slashing.

The rehabilitation project just south of Coonamble on segment 3195 has been completed. Council is awaiting further details from TfNSW in regard to future works including heavy patching and the upgrade to the intersection with Warren Road which is funded for this financial year.

**(a) Governance/Policy Implications**

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

**(b) Legal Implications**

There are no legal implications arising from this report.

**(c) Social Implications**

Maintenance works are programmed where practical, to minimise social impacts.

**(d) Environmental Implications**

There are no environmental implications arising from this report.

**(e) Economic/Asset Management Implications**

Works are scheduled in accordance with Council's adopted 2025/2026 Operational Plan and Budget.

**(f) Risk Implications**

Maintenance works are programmed to minimise the risk to Council and the public.

**CONCLUSION**

This report provides updated information on the projects and planned works within the Infrastructure Department for Council's information.

**RECOMMENDATION**

**That Council note the report on the works in progress within Council's Infrastructure Directorate.**

**29.28 TOORAWEEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE****File Number:** R-8-32-1**Author:** Kerrie Murphy-Director Infrastructure Services**Authoriser:** Phillip Perram, General Manager**Annexures:** Nil**PURPOSE**

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

**EXECUTIVE SUMMARY**

Work is continuing to get the project to a point where construction can commence with side tracks and vegetation clearing. Council will be undertaking the construction of any dry weather side tracks.

**BACKGROUND**

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

The section of road to be upgraded commences from the end of the sealed section at Coonamble and continues to the boundary with Gilgandra Shire Council.

The 56.8 km road currently consists of 30.1 km sealed pavement of varying width, followed by 26.7 km of unsealed road with an average width of 7m. The unsealed section includes two short-sealed sections that total 1.3km.

The project originally aimed to provide 56.8 km of sealed road with a 9.9m wide pavement and 7.5m wide seal with guideposts, centreline, and edge marking. The focus is now on the unsealed section, which is approximately 27km long.

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

11.1.5 Complete the Tooraweenah Road upgrade project, on time and on budget.

**(b) Financial Considerations**

The capital cost of the project is funded by the Federal Government's Roads of Strategic Importance Program (ROSI). The funded budget is \$41.2 million.

**COMMENTARY****Work completed to date***Community Consultation*

The project team are working on updates for Council's website, which include FAQs and a project specific email for the community to get in touch with regards to the project.

The team have also met with Tooraweenah Road residents on multiple occasions to touch base and provide information around where the project is currently up and the next steps.

*Tender documentation*

Tender documentation is currently being finalised. It is currently sitting at 90% complete. Now that the REF has been received, it will form a part of this documentation.

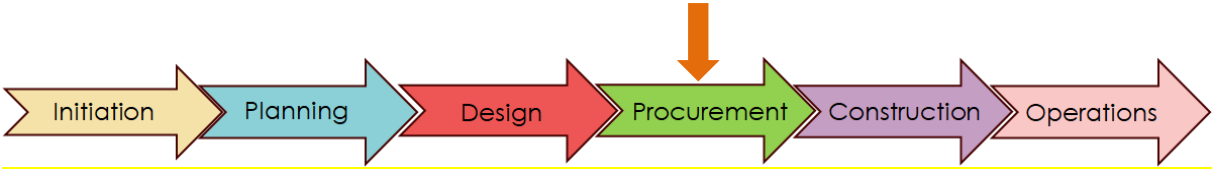
The proposed detour routes and road closures will also form a component of the tender so that the prospective contractor is aware of how the project is to proceed.

The Probity Officer has now been engaged, and the Tender document is currently being reviewed by them so it can be finalised in preparation for release to the public.

At the request of the General Manager a review of the delivery and procurement strategy is being completed to assess if equivalent local engagement of suppliers, workforce, etc. can be achieved through a single principal contractor delivery methodology in comparison to a co-delivery model. The review is taking into consideration CSC's desire to maximise local engagement while balancing the overall lowest risk and most economical project delivery model.

**Future project development**

We are currently in the following stages of project development:



*Planning*

The review of the REF was necessary to take into consideration updates to relevant legislation to ensure Council is undertaking its due diligence with regard to vegetation assessment for removal.

*Design*

The design has been finalised. Consideration has been given to feedback received on the raising of the height of the road the project team are now confident that the design process can be closed out.

*Procurement*

The tender for the culvert construction is being finalised, with a view to being advertised in September. Council has engaged a probity advisor to assist with the risk management of the process and to ensure there is transparency for Council in the process. This will be a single tender with one contractor looking to be engaged. Notwithstanding this, the successful contractor will have the ability to nominate sub-contractors in their tender.

There will be no requirement for prospective tenderers to have formal R1 or F5 prequalification certification, however, they must still, informally, meet the requirements of these schemes. This is necessary to manage the risk to Council for this project.

For the purpose of the tender, the construction specifications have been amended to reflect the changes that have occurred since the original tender went out last year. This includes the components that were originally in the tender being removed for example: fisheries permit, service location, site office, etc.

Council would also be aware that a brief workshop has been organised with the probity advisor, to take place after the September council meeting. This is for the purpose of providing Council with an overview of how the Tooraweenah Road tender will work as well as procurement processes in general.

### *Construction*

The project team are currently identifying work zones that need to be restricted at particular times eg: harvest.

The following operational components are provided for Council's information.

Now that the REF review has been finalised, the areas of vegetation concern can be sectioned off and the additional clearing and grubbing can commence. Then, when the clearing and grubbing has been finished, any side tracks in Council's sections of works can then be constructed.

The site compound hardstand area has been extended with the delivery of the additional culvert units commenced. Further crown units will be delivered over the next few weeks. The footings for the site compound have been installed ready for delivery.

Delivery of remaining crown units has been completed. Procurement of pipes and headwalls is ongoing with the first delivery of same expected early September.

There was one (1) submission received regarding the raising of the height of the road and the project team have worked through it. A determination of the feedback has been finalised and the residents has been advised of the outcome.

### **CONCLUSION**

A Councillor workshop was held after the ordinary council meeting on 13 August 2025 where Councillors were provided an update on progress of the project and the construction tender.

Pending review of the tender documentation by the probity officer, it is anticipated that the culvert construction tender will be released in September. It is noted that a workshop will be held with the probity advisor after the September council meeting.

Council completed maintenance works on the road over the previous months, however, wet weather has led to new damage to the road. Staff are continuing to monitor the road conditions and will intervene when there is an unacceptable safety risk that can be addressed within the available resources and funded from the maintenance budget.

### **RECOMMENDATION**

**That Council note the report and the progress on the Tooraweenah Road Upgrade Project.**

## 9 COMMITTEE REPORTS

### 9.1 MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

**File Number:** 75182

**Author:** Jenni Maundrell-Executive Manager Corporate Governance

**Authoriser:** Phillip Perram, General Manager

**Annexures:**

1. ARIC Minutes 20250304 (under separate cover) 
2. ARIC Minutes 20250527 (under separate cover) 
3. Assurance Map and Internal Audit Plan 2025-2027. (under separate cover) 
4. Four-Year ARIC Work Plan 2025-2028 (under separate cover) 
5. 2025 ARIC Annual Work Plan (under separate cover) 
6. Draft ARIC Minutes 20250828 (under separate cover) 

#### PURPOSE

To present Council with minutes of the Audit, Risk and Improvement Committee (ARIC) meetings held on 4 March 2025, 27 May 2025 and 28 August 2025.

#### EXECUTIVE SUMMARY

Quarterly ARIC meetings are held via Teams at the Coonamble Shire Council administration building. Due to a staffing issue, the Minutes of the meeting held on 4 March 2025 were unable to be circulated to the committee ahead of its meeting of 27 May 2025; consequently, the Minutes of the March and May meetings were both endorsed by the committee on 28 August 2025 and are now presented to Council.

The Minutes of committee meetings have traditionally been reported to Council only after they have been confirmed at a subsequent committee meeting. Going forward, ARIC Minutes will be presented in draft form to Council at the next Council meeting after an ARIC meeting. Therefore, this report also presents the draft Minutes of the meeting held on 28 August 2025.

#### BACKGROUND

The Audit, Risk and Improvement Committee was established by Council resolution 2023/58 (13 September 2023)

##### (a) Relevance to Integrated Planning and Reporting Framework

CSP L2.3 Proactively communicate decisions, and the processes to reach them, to relevant stakeholders.

##### (b) Financial Considerations

Nil

#### COMMENTARY

The ARIC meeting of 4 March 2025 was held via Teams at the Council administration building.

Items discussed at the meeting were:

- Internal audit
- Corporate governance
- Risk management
- Financial management
- ARIC workplans
- Compliance with OLG guidelines.

Items discussed at the meeting of 27 May 2025 were:

- Internal audit
- Business continuity planning
- Risk management
- Financial management
- Integrated Planning and Reporting
- ARIC workplans
- ARIC Country Councils Conference
- Compliance with OLG guidelines.

Resulting from the May meeting, the Internal Audit 4-year workplan; ARIC 4-year workplan; and ARIC 1-year schedule are endorsed and now presented to Council for adoption. All documents were developed in conjunction with ARIC, as required by the OLG Guidelines for risk management.

Items discussed at the meeting of 28 August 2025 were:

- Internal audit
- IT governance
- Insurance renewals
- Governance
- Risk management
- Fraud and corruption controls
- Financial management
- Draft Attestation and Non-Compliance Statement
- Compliance with OLG Guidelines.

The Attestation and Non-Compliance Statement is a requirement in the Annual Report from November 2025.

**(a) Governance/Policy Implications**

The ARIC is a key component of Council's corporate governance.

**(b) Legal Implications**

It is a statutory requirement to have an ARIC.

**(c) Social Implications**

Nil

**(d) Environmental Implications**

Nil

**(e) Economic/Asset Management Implications**

Nil

**(f) Risk Implications**

None attached to this report.

**CONCLUSION**

ARIC Minutes and resulting ARIC and Internal Audit workplans are now presented to Council.

**RECOMMENDATION**

**That Council:**

1. **Note the Minutes of the Audit, Risk and Improvement Committee meeting held on Tuesday 4 March 2025.**
2. **Note the Minutes of the Audit, Risk and Improvement Committee meeting held on Tuesday 27 May 2025.**
3. **Adopt the Assurance Map and Internal Audit Plan 2025-2027.**
4. **Adopt the Four Year ARIC Work Plan 2025-2028.**
5. **Adopt the 2025 ARIC Annual Work Plan.**
6. **Note the Minutes of the Audit, Risk and Improvement Committee meeting held on Thursday 28 August 2025.**

**10      REPORTS TO COUNCIL**

Nil

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

Nil

## **12 CONFIDENTIAL MATTERS**

### **RECOMMENDATION**

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

**12.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 13 August 2025**

**12.2 TENDER RFT250806ML SUPPLY AND DELIVERY OF A JET PATCHER TRUCK**

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

**12.3 TENDER REGPRO092526 SUPPLY AND DELIVERY OF CONCRETE PIPES**

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

## **13 CONCLUSION OF THE MEETING**