



Coonamble Shire Council
ANNUAL REPORT 2017 - 2018



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Mayor's Message



Well so much has happened since our last annual report was prepared, so I'll briefly mention some of the more significant events as I present Council's 2017/2018 report to you.

Very sadly, during the reporting year, we lost our long serving Councillor Tom Cullen OAM following his courageous battle with ill health. Throughout the period of his illness, Tom continued to attend meetings and serve his community. At the commencement of the February 2018 meeting, Council stood in one minute's silence as a mark of respect to and in remembrance of Tom. At a By-Election held in May 2018, Cr Robert Thomas was elected to fill the vacancy caused by Tom's death.

During the year Council was finally recognized as an "identified community" affected by drought and became eligible for funding of \$1,000,000 – the guidelines attached to the funding related to increased employment opportunities for locals as well as impacting on local businesses, where possible, by purchase of product.

Early in 2018 Council received news that it had been allocated \$1,600,263 in Round Two of the Stronger Country Communities Funding Program. It didn't take us long to get together our applications for some very worthy projects – 10 projects submitted were estimated to cost in the vicinity of \$2,100,000, however Council committed co-contributions of \$505,000. Really, we were very fortunate to be able to do this – it comes down to good financial management and I'm sure it will be a strong point when applications are being considered.

Council took the first step in identifying a location in the main street for the construction of public toilets and subsequently, purchased the building formerly known as Mac's Dry Cleaners. Application for funding of the facility was included in applications to the Stronger Country Communities Funding Program. A great deal of community consultation was undertaken and this proposed project was a winner "hands down".

A great initiative commenced during the year was a monthly newsletter – *Community Connect* – prepared immediately after each monthly meeting. The newsletter is forwarded to every resident within the Shire and is a way of keeping our communities informed and in touch with Council's activities.

I am again very proud of Council's achievements during the 2017/2018 year and commend our annual report to you.

Michael Webb
MAYOR

General Manager's Message

I am pleased to report that Council had another very fruitful and productive year – this report details our achievements during the reporting term.

The year brought with it many opportunities for Council to avail itself of in relation to the grant funding made available – the Drought Communities Program and the Stronger Country Communities Program gave Council the identify projects that it could not have afforded to even think about without funding assistance. Never before has Council had the opportunity to develop significant infrastructure within the Shire.



Roadworks are always a priority – every year Council attempts to improve and maintain the network within its limited budget. During the period July 2017 to June 2018 major works were carried out under the Flood damage Repair Program (\$1,486,580); Roads2Recovery Program – Carinda Road rehabilitation (\$1,472,630) and the REPAIR Program – rehabilitation works on the Baradine & Warren Roads (\$706,000). Rehabilitation and sealing of a section of Breelong Street in Gulargambone was carried out at a cost of \$245,000 under the NSW Safer Roads Program. The second stage of the Coonamble levee upgrade was completed by Batterline Earthmoving Pty Ltd at a cost in excess of \$2m. A program to seal unsealed streets in the urban areas was commenced and is ongoing.

Other projects completed were repairs to the footpaths and kerb and guttering and the main street roundabout, works at Coonamble cemetery, including extension of the lawn section, fencing at Gulargambone cemetery, cricket nets at Gulargambone, sealing of the apron at the Coonamble aerodrome and sealing of the Coonamble golf club car park. In a bid to offset electricity charges Council included \$80,000 in its budget to install solar panels on Council buildings and it is expected this work will be completed around mid 2018/19.

Council was winner of two Awards during the year – Coonamble Library *Play Your Part* (additional program for children & young people) – the other *Most Improved Small Council Water Supply* for pricing and efficiency of service. Congratulations to staff involved.

I am satisfied with Council's performance during the year and thank my team of Directors and Managers for their concerted effort and dedication. We must remember that costs continue to escalate as do responsibilities handed down from other levels of government. Council remains in a sound financial position and I hope this continues in future years to allow Council to service its ratepayers.

Rick Warren
GENERAL MANAGER



Coonamble Shire has an area of 9,955 square kilometres and is located on the traditional Indigenous land of the Wailwan and Gamilaroi people.

Coonamble Shire is part of the Orana Region of Central Northern NSW and is bounded by the Shires of Walgett to the north, Warrumbungle in the east, Gilgandra to the south and Warren in the west.

Coonamble is situated on the Castlereagh River which runs through the town dividing east from west. Water from the Great Artesian Basin is pumped into reservoirs throughout the town for domestic use.

Residents of rural properties account for approximately one third of the Shire population. The majority of the district's agricultural resources are devoted to dry and broadacre farming and grazing.

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Community Vision

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

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Council Offices and Facilities

Council Chambers

80 Castlereagh Street
Open 8.30 am - 5.00 pm
Cashier: 9.30 am - 4.00 pm
Monday – Friday

(02) 6827 1900
6822 1626 (Fax)
council@coonambleshire.nsw.gov.au
www.coonambleshire.nsw.gov.au
Facebook: Coonamble Shire Council

Library

Castlereagh Street
Open Monday – Wednesday:
10.30am – 12.30pm
1.30pm – 5.00pm
Thursday – Friday
10.30am – 5.00pm
Saturday
10.00am – 1.00pm

(02) 6827 1925
6822 1057 (Fax)
Coonamble.Library@coonambleshire.nsw.gov.au
Facebook: Coonamble Shire Library

Visitor Information Centre

84 Castlereagh Street
Open Monday - Friday:
8.30am – 5.00pm

(02) 6827 1981
Facebook: Coonamble Visitor Information Centre

Roads and Maritime Service

84 Castlereagh Street
Open Monday - Friday:
9.00am – 12.30pm
1.30pm – 4.00pm

(02) 6822 1487

Riverside Caravan Park

Castlereagh Highway

(02) 6822 1926

Councillors



Michael Webb
Mayor

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



Cr John Walker
Deputy Mayor

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



Cr Karen Churchill



Cr Bill Fisher



Cr Al Karanouh



Cr Robert Thomas



Cr Paul Wheelhouse



Council Overview

Council Delegates

Castlereagh Macquarie (Weeds) County Council:

Cr Webb and Cr Fisher

North Western Co-operative Library Service:

Cr Churchill and General Manager (or nominee)

Orana Regional Organisation of Councils (OROC):

Mayor and General Manager

Council Meetings

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

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

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

Senior and Executive Staff

General Manager

Mr Rick Warren

Director of Engineering Services

Mrs Kookie Atkins

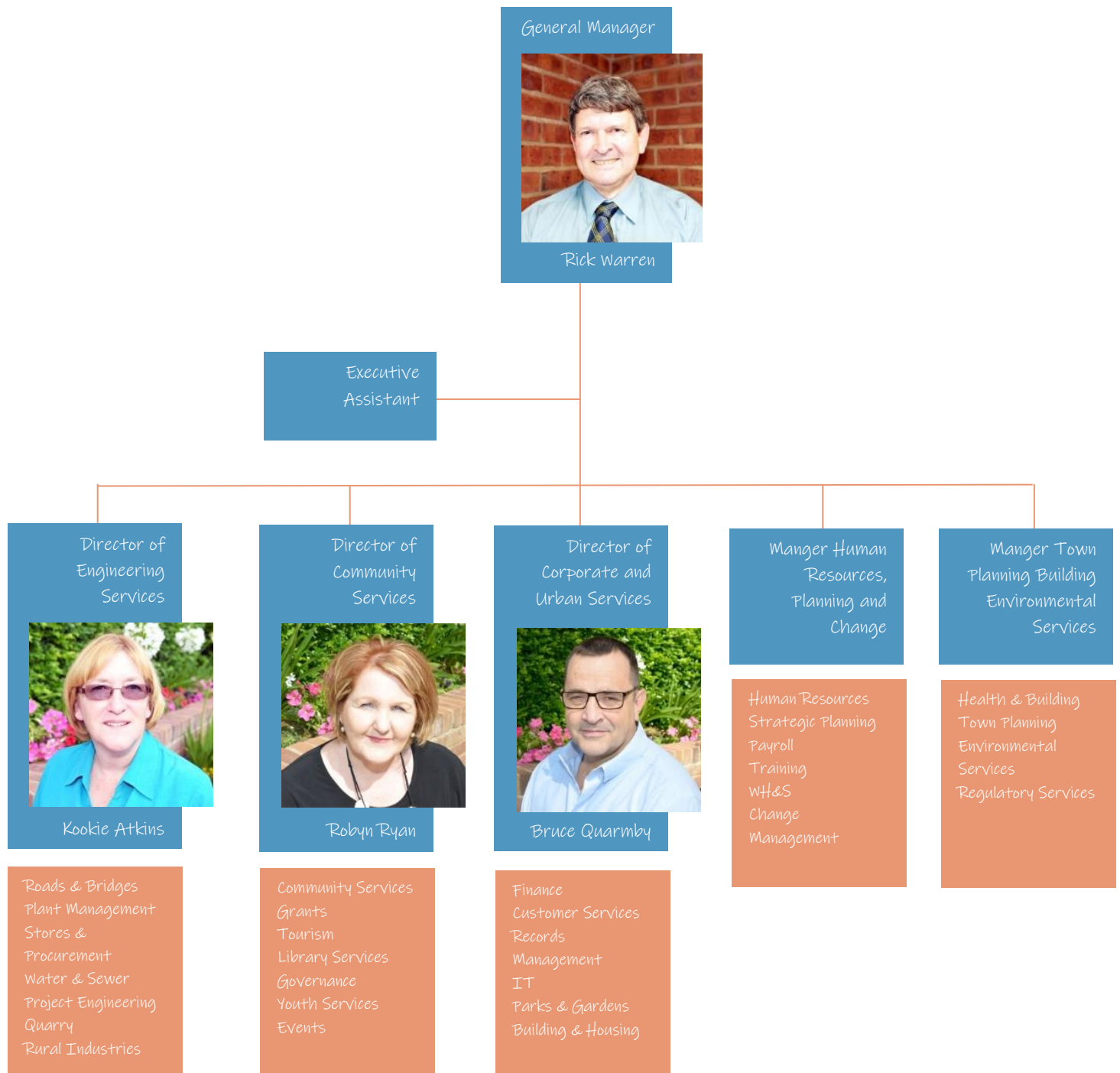
Director of Community Services

Ms Robyn Ryan

Director of Corporate & Urban Services

Mr Bruce Quarmby

Organisation Structure



Policy Framework

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

Decision Making

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

External Controls

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

Integrated Planning and Reporting Framework

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

Coonamble Shire Strategic Plan 2032

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

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

Integrated Planning and Reporting

Delivery Program

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

Resourcing Plans

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

Operational Plan

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



Section 2

Key Achievements and Highlights

Council's Delivery Program outlines activities that Council will undertake in order to deliver its part of the Coonamble Shire Strategic Plan. At the beginning of each year, Council prepares an Operational Plan which outlines the actions Council will undertake to work towards achieving the outcomes in the four – year Delivery Plan. Council is required to report its performance in these activities to the community on a six-monthly basis.

In summary, the Delivery Program identifies two hundred and sixteen (216) actions across the five themes; Our People, Our Infrastructure, Our Environment, Our Economy and Our Leadership. At the end of the 2017/18 year, two hundred and two actions were completed. The following table provides a status breakdown.



	Our People	Our Infrastructure	Our Economy	Our Environment	Our Leadership	Total
Completed on target	58	69	32	10	33	202
Continuing to progress	2	4	1	0	0	7
Not Yet Commenced	1	0	0	0	2	3
Not progressing	1	3	0	0	0	4
Total	62	76	33	10	35	216

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



2017 – 2018 Highlights

- Commenced Stage 3 of the levee construction – design completed, and tender let
- Flood Study funded for western area of the Coonamble Shire Local Government Area
- Security fencing for the Gulargambone water supply at both bore services
- Rehabilitation works on - Warren Road, Baradine Road and Carinda Road
- Funding secured for the installation of new floorcoverings at the Coonamble Library
- Continued certification to undertake RMS work on state highway – major works completed west of Coonamble and west of Gulargambone
- Inspection and relining of sewer mains for Coonamble township
- Application submitted under round two of the Stronger Country Communities fund for the design and construction of a new Visitor Information Centre in Smith Park Coonamble
- Seniors Week event attracted over 140 residents
- Commencement of project planning for the Riverside Caravan Park Redevelopment
- Attracting Department of Environment & Heritage funding for the stabilization of the river bank to enable levee construction
- Revamp of Quambone Hall including relining, replacement lighting and fan installation \$42,300
- NAPCAN Play Your Part award for inspiring prevention initiative
- Development of new cemetery infrastructure – 204 plots and public amenities
- Unqualified external audit
- Reconstruction and resealing of Carinda Road - additional \$401,625 in funding announced in December 2017
- Improvements to facilities at Broome Park





Library Services

Early Literacy

Weekly Storytime with Coonamble Children's Services attending the library.

Pre School Storytime three times per fortnight contributes to children's social and interpersonal skills.

Over 60 children attended the annual Simultaneous Storytime.

Support parents and carers of children in accessing library services.

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

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

A significant increase in talking book stock, Adult Fiction and Adult Non-Fiction occurred during the year with collections also expanded for interest groups.

2017/18 Highlights

Council is proud to provide responsive and flexible Library services. 2017/18 highlights include:

- Harmony Day Food for Thought afternoon tea and education session.
- Hosted the Shire's Waste 2 Art Competition in conjunction with Outback Arts.
- Secured funding to install new floor coverings in the library.
- Submitted a funding application for a sensory wall in the children's section.
- Hosted the "Boots and Pearls" Seniors Week event for over 140 guests.
- Provided a safe environment for young people in the community to gather.

Library Services



Children and young people

After school activities included Homework Help and fortnightly Big Screen Movies.

The Library provided a school holiday program involving free activities during each school holiday period. Big screen movies, jewellery making, Aboriginal culture sessions, art and craft activities and excursions were all well attended.

The Coonamble Shire Library Annual Easter Egg Hunt.

A significant upgrade of information technology at the library has resulted in an increase of young people visiting the library after school.

Council has invested in significant age appropriate library resources.

The library host themed events throughout the year including Friday the 13th

Travelling Exhibition

The Library hosted the May Gibbs Travelling Exhibition in May.

The exhibition was supplied and fully funded by State Library NSW, with the library staff purchasing a selection of May Gibbs books and creating a prominent display.

Seniors

Words on Wheels fortnightly deliveries to local housebound patrons and residents of Koonambil Aged Care Facility.

Senior's Week was celebrated with a Boots and Pearls luncheon attracting over 140 local residents.

Senior Citizens' Craft Group meets weekly.





The Visitor Information Centre (VIC) welcomed 1,113 visitors during the period July 2017 - June 2018.

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

Council continues the partnership with Outback Arts to encourage local artists to use the VIC as an exhibition space. The VIC also continues to host community volunteers.

The Coonamble Visitor Information Centre's Facebook page continued to connect with our community, promote events and improve communication with local groups, visitors and members of the public. Other sources of tourism promotion in the Shire include event flyers as well as print advertising in the Western Magazine, GO55's Newspaper, Caravanning Australia Magazine, CMCA Wanderers Magazine and Dubbo Visitor Guide.

During 2017/18 Council provided significant support to local operators and event coordinators in planning and marketing their events and festivals, including the Coonamble Rodeo and Campdraft. The design and installation of the wire sculpture *"Ghost of Bullocks Past"* and the *Pave the Way to Gular* art festival in Gulargambone has seen a significant increase in visitation to the Shire.

Council has committed to invest in tourism development and has undertaken planning processes and submitted funding applications in this reporting year for the;

- Establishment of the Coonamble Artesian Bore Bath Complex
- Re-development of the Coonamble Riverside Caravan Park
- Construction of a new Visitor Information Centre in Coonamble
- Creation of new recreational spaces in Coonamble and Gulargambone
- Design and construction of new entry statements for Coonamble.





Community Services

After school programs at Gulargambone, Coonamble and Quambone continued during the reporting year. School holiday programs operated each week day from 10am - 3pm at Coonamble and Gulargambone. A strong financial commitment by Council has seen additional recreation activities offered and transport options for the Shire's young people to attend events.

Council hosted the 2018 Australia Day celebrations and collaborated on several other events with local organisations such as NAIDOC Day, White Ribbon and community fun days.

Council has taken a proactive role to deliver the Safe Coonamble initiative.

Under the Coonamble Alcohol and Drugs Initiative (CADI) banner, Council was successful in attracting grant funding to investigate drug related crime. The project worked with community members and family members of victims, to co-design a solution in response to theft of prescription drugs.

Council is an active member of the NSW Department of Community Services pilot project – Coonamble Together Partnership Group. The aim of the group is to maximise resources and improve communication across the community services sector to enhance service delivery to residents within the Coonamble Shire.

Council takes a lead role in;

- Coonamble and Gulargambone Interagency
- Coonamble Youth Interagency
- CADI
- Domestic Violence Collective

Community Empowerment

In May Council hosted a series of grant writing workshops designed to build capacity within the community and to empower organisations to learn practical grant writing skills. Participants worked through the grant writing process covering the following topics: understanding guidelines and eligibility, how to structure an application, developing project plans and budgets, how to gather evidence and support for the project and reporting.

Recognising 100 Years

This year the Museum Under the Bridge hosted the "Peace Day" Poppy Exhibition.

The exhibition recognized that 100 years ago this year on the 11th hour of the 11th day of the 11th month of 1918, fighting ceased in the war to end all wars.

Women's Shed Established

During the reporting year, Council worked with twenty local women to establish a Women's Shed in Coonamble, to enhance the social, physical and mental well-being of women in the community. Council committed to a rental subsidy and additional \$2000 for utilities. A significant promotional campaign was implemented by Council's Community Services staff to encourage other service providers and community member to contribute to the establish of this much needed facility in Coonamble.

2017 / 2018 Training Report

A2 Accredited Certifier – Building Surveying Grade 2	1
Access Performance Solutions & A Legal Perspective	1
Aeronautical Radio Operator Certificate	2
Asbestos Awareness Workshop	2
Assessment Worker Training – Sexual Assault	1
Asset Inspector Training	1
Backflow Prevention & Cross Connection Awareness Training	2
Cert III Civil Construction commenced	0
Certificate III Aquatics & Community Recreation	1
Commission and maintain backflow prevention devices (CPCPWT4002A)	1
Confined Spaces (initial)	11
Cultural Awareness (Arts) Training	1
Finance for Non-Finance Managers	16
First Aid Refresher – Apply/provide first aid	25
From Violence to Safety: Creating stronger responses to domestic & family violence	1
Implement a Traffic Control Plan (Yellow Card)	5
High Risk Work Licence Renewals	4
Implement Mandatory Certification Data Processing Workshop	3
Install Trench Support	7
Loading Shifting Licences LE – Excavator	4
Leadership Capacity Project Commenced	0
M Series Motor Grader Course	1
Manual Handling Training	65
Maths Tutoring Program	1
Motivational Interviewing Workshop	2
Native Title Manager – CLM Act	1
Operate and Control Liquefied Chlorine Gas Disinfection	2
Perform Laboratory Testing NWPGEN009 (Unit in Water Operations Course)	4
Plant Induction and Training Record	9
POEO Act	2
Pool Lifeguard Licence	8
Pool Technical Operations Certificate	3
Practical Plus Software Training	26
Prepare a Work Zone Traffic Management Plan	2
Readers Advisory	1
Recognise & respond appropriately to domestic/family violence HCDFV001	1
Record & Present Data MSL922001 (Unit in Water Operations Course)	4
Service NSW Agency Staff Training	2
Taxation and Payroll Seminar	2
Traffic Controller (Blue Card)	9
Understanding & working with survivors of childhood trauma	1
Understanding & working with survivors of childhood trauma (Advanced Workshop)	1
Wastewater Treatment Operations (Part 1)	3
WHS General Construction Induction (White Card)	1
Work Safely at Heights	11
Workplace Induction	15
Grand Total	266
TOTAL EXPENDITURE	\$210,567.40

Section 3

Statutory Disclosures

The following matters are required to be reported by Council under Section 428(4), Section 406(3) of the Local Government Act 1993 and the Local Government (General) Regulation 2005 and are listed with the corresponding clause number. Figures given are for 2017/2018.

Local Government Act 1993

Section 428(4) (a) Council's Audited Financial Reports

See Section 5

Section 428 A Report on the State of the Environment

This report is available on Council's website: www.coonambleshire.nsw.gov.au

Local Government (General) Regulation 2005

Clause 132 Rates and charges written off

Rates and charges totalling \$105,462.78 were written off during the 2017/2018 financial year.

Pensioner Rebates	\$105,462.78
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Write off Interest under Hardship Policy	\$NIL
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Council received a Government subsidy of 55% of Pensioner Write-offs during the year.

The 2017/2018 subsidy amounted to \$58,004.53.

Clause 217(1) (a) Overseas Visits

No overseas trips were undertaken by Council representatives during the 2017/2018 year.

Clause 217(1) (a1) Councillor Expenses

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

Councillor	\$10,160 per annum
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Mayor	\$19,280 per annum (additional)
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The total expenditure during the year was:

Councillors' Fees	\$68,503.00
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Mayoral Fees	\$19,280.00
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Delegates' Expenses	\$14,407.97
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Travel/Sustenance	\$8,363.41
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Insurance – Members Accident	\$2,942.00
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Training	\$9,422.07
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Total	\$122,938.45
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A review of Council's payment of expenses and the provision of facilities to the Mayor and Councillors Policy was adopted on 12 July 2017. A copy of this Policy is provided at

APPENDIX A

Clause 217 (1) (a1)

- (i) There is no dedicated office equipment made available to the Mayor or any individual councillor. Council does provide office facilities and access to Council communications equipment that may be used by councillors in carrying out their civic functions.
- (ii) No facilities were provided to Councillors of either a mobile telephone or land lines installed at Councillor homes.
- (iii) During the year Councillors attended several conferences and workshops – these included:
 - Local Government NSW Annual Conference
 - Country Mayors' Association Conferences
- (iv) Training undertaken by Councillors during 2017/2018:
 - Local Government NSW – Executive Certificate for Elected Members
 - Local Government NSW – Chairing & Effective Meeting Procedure
 - Local Government NSW – Performance Review Facilitation – General Manager
- (v) No interstate visit was undertaken by Councillors during the 2017/2018 year.
- (vi) No overseas trips were undertaken by Council representatives during the 2017/2018 year.
- (vii) There was no expense paid to any person who accompanied any councillor in the performance of their civic function.
- (viii) No expenses were paid to any person for the provision of care for a child or, or an immediate family member of, a councillor to allow the councillor to perform their civic function.

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

Council awarded the following contracts in excess of \$150,000 during 2017/2018 financial year:

Awarded to	Goods/Services Provided	Actual 2017/18 Excl GST
L-Don Sporting Areas Pty Ltd	Design & construct four competition grade netball courts, with lighting	\$623,444.40
Comdain Civil Constructions Pty Ltd	Levee upgrade Stage 3 – High bank stabilisation (Portion 1) Flood gates (Portion 2)	\$828,913.99 \$653,192.78

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

Council costs in regard to legal proceedings for 2017/2018 amounted to \$24,514.23

Clause 217 (1) (a4) Subsidised Private Works

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

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

A total of \$100,436.00 was donated or contributed by Council during the year.

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

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

- (i) Castlereagh-Macquarie County Council undertakes noxious weed control across the Shire.

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

Council held no controlling interest in any Company.

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

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

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

The purpose of Council's policy is to eliminate discrimination in employment and to promote opportunities for identified under-represented groups. Council's EEO Management Plan comprises four key strategies for an effective approach to EEO. Activities undertaken during 2017/2018 are as follows:

1. Policies and procedures – *All policies and procedures conform with EEO principles:*
 - Review of Council's policies and procedures
 - Review of position descriptions, recruitment advertising, performance appraisals and training procedure
 - Provision of equal access to opportunities for training and development.
2. Communication and awareness – All staff understand EEO principles and their responsibilities and rights in relation to EEO:
 - Updated information posted on staff notice boards
 - All aspects of EEO are covered in Coonamble Shire's new staff induction program
 - Responsibilities are conveyed to new Managers/Supervisors.
3. Training and development – *All staff has equal access to training and development opportunities relevant to their needs:*
 - Training and development policy and procedures reviewed.
 - Staff responsible for approving training are made aware of EEO principles.
4. Implementation, evaluation and review – *EEO Management Plan is successfully implemented, effectively evaluated and periodically reviewed:*
 - Staff with specific responsibilities in relation to the implementation of the EEO Management Plan are identified and their responsibilities communicated to them.
 - Implementation of EEO Management Plan monitored bi-annually.

Clause 217 (1) (b) General Manager remuneration

Total remuneration of the general manager during the 2017/2018 year: \$271,535.

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

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

Clause 217 (1) (e) Stormwater Management Services

Council did not levy any charge for stormwater management services during 2017/2018.

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

- i. Council has lodged pound data with the Office of Local Government as required at the end of the financial year.
- ii. Council has lodged data with the Office of Local Government relating to nine (9) dog attacks during the year. Approximately 58 infringement notices were issued for animals in 2017/2018.
- iii. Over the 2017/2018 year Council incurred \$158,911.00 carrying out companion animal management activities.
- iv. A total of 290 animals were impounded during 2017/2018. Council endeavours to re-house animals where possible, as an alternative to euthanasia. The incidence of re-housing is dependent upon suitable animals being available and the demand at the time.
- v. Council has adopted a companion animal management plan. A dedicated "off leash" area is identified within the plan and is located off Macdonald Park in Aberford Street, Coonamble.
- vi. Council has implemented a policy for the keeping of domestic animals.
- vii. Council received \$53,712.00 in registration/sundry fees for companion animals during the year. Council's net cost relating to the management of companion animals for the same period was \$105,199.00.

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

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

A review was undertaken by the Principle Officer during 2017/2018, no additional information was made available as a result of the review.

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

The total number of access applications received by Coonamble Shire Council during 2017/2018 was one (1).

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

No applications were received by Coonamble Shire Council during 2017/2018 and refused wholly or partly.

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

RICK WARREN

General Manager

Statistical Information – Access Applications (Schedule 2)

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

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

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

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

Table C: Invalid Applications

Reason for Invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	1
Application contravenes restraint order (section 110 of the Act)	0
Total Number of invalid applications received	1
Invalid applications that subsequently became valid applications	0
TOTAL	2

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

	Number of times consideration used *
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
TOTAL	0

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

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information Legislation	0
TOTAL	0

Table F: Timeliness

	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
TOTAL	1

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)		
	No of applications	Decisions Upheld
Internal review	0	0
Review by Information Commissioner*	0	0
Internal review following recommendation under section 93 of the Act	0	0
Review by ADT	0	0
TOTAL	0	0
The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.		

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

Environmental Planning and Assessment Act 1979

Section 93F - Planning Agreements.
Council has not entered into any planning agreements.

Coonamble Shire Council






Section 4 Annual Report 2017-2018


DELIVERY PROGRAM REPORT

Theme 1: Our People

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

Leverage online technologies to improve virtual connections






DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Audit website to ensure that all images of seniors, people with a disability and youth are positive and language is appropriate.	Director of Corporate and Urban Services	Completed	100%	Monitoring of Website content is ongoing.	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Develop and maintain a Positive Ageing page on the Council Website that includes information on local initiatives, and links to key aged care websites.	Director Community Services	Completed	100%	Positive Ageing page created and maintained on Council's website.	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Develop and maintain an NDIS page on Council's website.	Director Community Services	Completed	100%	Website has been created and maintained. http://www.coonambleshire.nsw.gov.au/Community/ndis.html	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Investigate technologies for live streaming community meetings.	Director of Corporate and Urban Services	Completed	100%	Investigations have been completed with quotes obtained for Council information.	
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Promote library as a community internet access point. Promote Town Wi-Fi hot spot.	Director of Corporate and Urban Services	Completed	100%	Ongoing promotion of the provision of this Council service to the community.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P1.1.1 Continue to improve the quality of Coonamble Shire Website.	Conduct review of website design and layout. review links to community group sites to ensure information is current.	Director of Corporate and Urban Services	Completed	100%	Website changes made, links renewed, directory information links updated.	

Increase the representation of Aboriginal people in community roles including local Council

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P1.2.2. Provide appropriate opportunities for Aboriginal people to participate in Council's community planning.	Regularly attend CWP's, provide information and gain feedback. Utilise NAIDOC and other specific events for consultation activities.	Director Community Services	Completed	100%	Community Working Party meetings have not been held during the reporting period. Council participated in the NAIDOC celebrations and have assisted other service providers with event hosting.	
P1.2.1. Utilise Local Government Week to raise awareness of the role and function of Council.	Conduct community awareness campaign during Local Govt Week August 2017.	Director Community Services	Completed	100%	Campaign implemented.	

Leverage the skills and knowledge in our community to promote social interaction and facilitate knowledge sharing




DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P1.3.1. Support activities/projects that increase community participation and connection.	Advocate for Disability Access specific award to be included in local business awards.	Director Community Services	Completed	100%	Coonamble Chamber of Commerce Business Awards will be held in September 2018. Access Award sponsored by Coonamble Shire Council.	
P1.3.1. Support activities/projects that increase community participation and connection.	Collaborate with Government, non-Government organisations and community in facilitation of activities that build social capital.	Director Community Services	Completed	100%	Council has a strong working relationship with service providers and government agencies, with a common view of community capacity building.	
P1.3.3. Provide Community Development Workers to facilitate community building.	Co-ordinate appropriate Community Development Worker recruitment, if required.	Human Resources Manager	Completed	100%	Community Development Worker recruited successfully, and employment sustained.	
P1.3.2. Maintain local business database. Distribute relevant information to local businesses.	Maintain Website business database.	General Manager	Completed	100%	Community directory maintained and a link on Council's website. Information provided to all residents within shire, opportunities relayed to business operators.	
P1.3.4. Continue to consult residents with a focus on quality of life experience rather than sole satisfaction with Council services.	Prepare 2018/19 Community Survey.	Director Community Services	Not Due to Start	0%	Survey scheduled for 2018/2019 reporting period.	

Develop and grow the community's sense of shared responsibility

Encourage an inclusive, active community where people look out for each other

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P2.1.4. Provide Crime Prevention information.	Publish information on Council website.	Director Community Services	Completed	100%	Website content maintained.	
P2.1.4. Provide Crime Prevention information.	Conduct home safety campaign during Seniors Week.	Director Community Services	Progressing	60%	Campaign planned and implementation to commence in 2018/2019 reporting period.	
P2.1.2. Work with Police and communities to target crime "hot spots"	Participate in Community Policing meetings. Contribute to Community Safety Committee planning.	Director Community Services	Completed	100%	Council has a good working relationship with the Police at a local and regional level. The Police have regular attendance at various community services meetings.	
P2.1.1. Utilise Safer by Design principles in public space planning.	Incorporate Safer by Design principles into any public space development including parks, walkways, car parks.	Director of Corporate and Urban Services	Completed	100%	No Council relevant development during reporting period.	
P2.1.3. Support activities that promote community involvement in neighbourhood safety.	Support Coonamble Alcohol and Drug Initiative Crime and Justice Action Group activities.	Director Community Services	Completed	100%	Support provided to community service groups and organisations as requested.	


Develop and grow the community's sense of shared responsibility

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P2.2.1. Work with partners to develop programs that assist women and children to escape from family violence and men to address family violence.	Collaborate with Coonamble Domestic Violence Committee to raise awareness of Family Violence.	Director Community Services	Completed	100%	Support provided to Coonamble DV Collective.	
P2.2.2. Work with community groups to develop local solutions to drug and alcohol related issues.	Provide backbone function for Coonamble Alcohol and Drug Initiative.	Director Community Services	Completed	100%	Support provided.	
P2.2.6. Provide Crime Prevention information.	Publish information on Council website.	Director Community Services	Completed	100%	Regular dissemination of information through Council's website.	
P2.2.3. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community.	Ensure seniors interests are considered when reviewing the effectiveness of safety camera and alcohol-free zones.	Director of Corporate and Urban Services	Completed	100%	CCTV coverage improved to address security concerns.	
P2.2.3. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community.	Ensure street lighting (particularly within the vicinity of aged accommodation facilities) meets the needs of seniors.	Director of Corporate and Urban Services	Completed	100%	Lighting adequate, footpath remediation commenced.	
P2.2.3. Work with partners to develop strategies to minimise crime and anti-social behaviour in the community.	Contribute to stakeholder initiatives where appropriate, support Coonamble Alcohol and Drug Initiatives (CADI).	Director Community Services	Completed	100%	Future direction of CADI being considered by stakeholders.	



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P2.2.5. Liaise with local Police and State Government to increase Police presence.	Continue to lobby for Special Remote designation.	General Manager	Completed	100%	Following restructuring of rural police forces and command lines initial discussions conducted on a regional basis as to impact on remote locations.	
P2.2.4. Control straying animals.	Continue community education campaign. Continue de-sexing program. Utilise rescue programs to rehouse animals where appropriate.	Manager of Town Planning and Environmental Service	Completed	100%	De sexing program undertaken - completed May 2018.	



A range of services supports our community to lead healthy lifestyles

Improve access to rehabilitation support for people with drug and alcohol addictions


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.6.1 Work with relevant organisations to improve community member access to appropriate drug and alcohol rehabilitation.	Continue to support the Coonamble Drug and Alcohol Initiative in developing innovative approaches to accessing drug and alcohol rehabilitation.	Director Community Services	Completed	100%	The Safe Coonamble project was completed in 2017/2018. Council provide support and advocacy to service providers and participated in the CADI restructure planning meeting.	

Support and promote healthy lifestyles


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.1.3. Maintain and enhance age appropriate play areas that meet the needs of ages 0-5 and 6-12 years.	Source funding for the installation/ renewal of integrated play spaces throughout the Shire.	Director of Corporate and Urban Services	Completed	100%	New equipment provided during the reporting period following success of grant applications.	
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Director Community Services	Completed	100%	Participated in Warragul Mental Health event. Display of mental health resources in the Library. Establishment of Seniors Healthy Active Living resource library, ongoing participation and support of the Together Partnership program and Coonamble and Gulargambone Interagency and support of well-being events. Ongoing commitment.	
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Develop and promote a healthy ageing and lifestyle resource library for seniors.	Director Community Services	Completed	100%	Coonamble Library resourced.	


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.1.1. Advocate, support and raise awareness of programs that promote the physical and mental health and well-being of community members.	Promote Beyond Blue program through Youth Week. Promote Black Dog Institute through Coonamble & Gulargambone Libraries. Partner with local agencies in community development activities within Council's resources.	Director Community Services	Completed	100%	Health and well-being resources are provided at the Library and Council actively supports Warrangal.	
P3.1.2. Inspection of Food premises.	Carry out annual food premises inspections and food handling education program.	Manager of Town Planning and Environmental Service	Completed	100%	Food inspections completed - report made to Food Authority.	

Improve access to medical and specialist services


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.2.1. Continue to advocate for appropriate medical services.	Provide subsidised accommodation for dental and medical practitioners.	Director of Corporate and Urban Services	Completed	100%	Accommodation assistance for medical personnel helped maintain services within the community.	

Improve access to services for disengaged community members



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Review seating provision in Coonamble main street.	Director of Corporate and Urban Services	Completed	100%	Review completed. No additional seating required at this time.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Source funding for additional accessible unisex public toilets.	Director of Corporate and Urban Services	Completed	100%	Waiting outcome of grant application.	
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Supporting ageing and disability services in the changing climate of the National Disability Insurance Scheme.	Director Community Services	Completed	100%	Ongoing relationships with local service providers and NDIS maintained.	
P3.3.2. Build community capacity around inclusion of people from all cultural, social and ability groups.	Audit activities and events run by Council for accessibility.	Director Community Services	Completed	100%	All events assessed for accessibility as part of the event planning process.	
P3.3.1. Support appropriate community development activities undertaken by a range of organisations and provide assistance with project development, governance, grant writing, community building and group facilitation.	Provide community assistance through Community Services Unit. Assist local community service agencies with Community Development capacity building.	Director Community Services	Completed	100%	Council actively supports and facilitates capacity building within the community.	

Increase the community's involvement in sporting activities






DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.4.1. Ensure parks and gardens and sportsgrounds are maintained to an acceptable standard.	Modify the irrigation system located at Coonamble sportsground and Smith Park to utilise untreated water.	Director of Corporate and Urban Services	Progressing	80%	Grant application made to assist with these works.	

Increase capacity for organisations to attract and retain volunteers





DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P3.5.1. Provide volunteer related information to local organisations.	Develop a co-ordinated volunteer process. Conduct an annual campaign to attract older people to volunteer.	Human Resources Manager	Completed	100%	Internal review conducted and identified gaps in processes. Formal volunteer program and campaign not processed however volunteer placements for senior people have been maintained.	
P3.5.1. Provide volunteer related information to local organisations.	Provide links, grants information and supporting information related to attracting and retaining volunteers.	Director Community Services	Completed	100%	Grant opportunities disseminated to community organisations and grant writing workshop conducted to build community capacity. Council has two volunteers servicing the visitor information centre on a weekly basis.	







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

Increase opportunities for our community to celebrate together

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.1.1. Support activities that promote cultural awareness and diversity in ability and age.	Support intergenerational programs that promote the benefits of age and maturity.	Director Community Services	Completed	100%	Intergenerational programs and activities implemented.	
P4.1.1. Support activities that promote cultural awareness and diversity in ability and age.	Participation in Youth Week, Children's Week, Harmony Day, Senior's Week, International Day of People with a Disability & NAIDOC.	Director Community Services	Completed	100%	Target specific events to promote cultural awareness and diversity were hosted or supported during the reporting period.	
P4.1.2. Continue to facilitate Australia Day activities.	Host Annual Australia Day event.	Director Community Services	Completed	100%	Events hosted.	
P4.1.3 Facilitate and support appropriate child and youth activities.	Provide after school activities at Quambone.	Director Community Services	Completed	100%	Program delivered and ongoing.	
P4.1.3 Facilitate and support appropriate child and youth activities.	Provide after school and holiday activities at Coonamble and Gulargambone.	Director Community Services	Completed	100%	Effective programs delivered in Coonamble and Gulargambone.	

Improve interaction across social cultural and age groups

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.2.6. Provide appropriate support to organisations that provide services to people with a disability and cultural and linguistically diverse (CALD) community members.	Provide community development support to local organisation providing CALD services, where requested.	Director Community Services	Completed	100%	Support provided then requested.	
P4.2.1. Provide strategic early intervention community development programs for children, young people and vulnerable community members.	Facilitate Youth Council. Seek funding opportunities that align with Council's Child & Youth Development policy.	Director Community Services	Completed	100%	Youth Council established. Funding sourced from government and local service providers to implement children and youth events and activities.	
P4.2.8. Provide appropriate support to organisations that provide services to people with a disability and culturally and linguistically diverse (CALD) community members.	Provide community development support to local organisations providing CALD services, where requested.	Director Community Services	Completed	100%	Organisations supported as requested.	
P4.2.3. Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal community.	Attend Community Working Party meetings. Work with CWP to advance local Aboriginal Community Action Plan. Work with other appropriate community groups as issues arise.	Director Community Services	Completed	100%	As per L2.1.1.	



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Include the National Relay Service contact details in all generic Council publicity and advertising materials and information provided to the public.	Director of Corporate and Urban Services	Completed	100%	Implementation with new Council website.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Install Accessible Parking spaces at key Council recreational facilities.	Director of Corporate and Urban Services	Completed	100%	Recreational areas are compliant. Works planned to install disabled parking space at the Coonamble Pool.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Investigate portable counter hearing loops for Council meetings and customer service areas.	Director of Corporate and Urban Services	Not Progressing	0%	No action to date.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Review Council's current communications mechanisms to ensure compliance with accessibility standards.	Director of Corporate and Urban Services	Completed	100%	Mechanisms have been reviewed.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Review key Council documents to develop Easy English versions.	Director of Corporate and Urban Services	Completed	100%	Reviewed and implemented.	
P4.2.2. Carry out actions contained in Coonamble Shire Positive Aging Strategy.	Investigate additional Accessible Parking space at the Post Office end of Coonamble main street.	Director of Engineering Services	Completed	100%		


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.2.4. Implementation principles of multiculturalism across Council business.	Conduct annual review of Multicultural Services Program Plan.	Human Resources Manager	Completed	100%	Multicultural Policy and Services Plan reviewed and updated.	
P4.2.5. Ensure Council consultation provides opportunities for participation for people from diverse backgrounds.	Monitor implementation and review Community Consultation Guidelines.	Director Community Services	Completed	100%	Community consultation guidelines monitored to meet community inclusion needs.	

Promote role models who demonstrate community respect

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.3.1. Provide Aboriginal Cultural Awareness training to all staff and Councillors.	Provide Aboriginal Cultural Awareness training to all staff and Councillors as required.	Human Resources Manager	Completed	100%	Training undertaken where appropriate and efficiency focused.	

Promote more cultural events in the shire

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.4.1. Assist Coonamble Shire events with marketing and promotion.	Provide promotion through e-newsletter, Website and Facebook page. Provide advice and guidance through tourism staff.	Director Community Services	Completed	100%	Ongoing support provided to organisations.	
P4.4.2. Provide opportunities for access to arts related activities.	Facilitate Waste to Art education and competition.	Director Community Services	Completed	100%	Successful Waste2Art program delivered.	





DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
P4.4.2. Provide opportunities for access to arts related activities.	Participate in Sister City, Campbelltown Council's Fisher's Ghost event.	Director Community Services	Completed	100%	Event supported.	

Theme 2: Our Infrastructure



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

Maintain local road maintenance and construction




DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I1.1.11. Continue to implement 3 yearly pavement investigations based on technically sound practices.	Review test results for deflections and roughness.	Director of Engineering Services	Completed	100%	Road sections prioritised following review of deflection testing.	
I1.1.2. Depot maintained and upgraded.	Maintain Depot to meet legislative requirements.	Director of Engineering Services	Completed	100%	No breaches identified.	
I1.1.8. Continue local sealed roads routine maintenance, heavy patching & resealing.	Regular inspection and allocation of resources in accordance with budget and schedule.	Director of Engineering Services	Completed	100%	Rolling works program and capital works undertaken.	
I1.1.10. Implement asset management inspection regime and maintenance defect register.	Monitor implementation of asset management inspection regime and maintenance defect register.	Director of Engineering Services	Completed	100%	Continued uptake of reporting software linking with asset management register.	
I1.1.7. Continue local roads reconstruction under Roads to Recovery Program.	Rehabilitation and reseal part Carinda Road Coonamble.	Director of Engineering Services	Completed	100%	Work completed.	
I1.1.9. Continue local unsealed roads routine maintenance, grading, reforming, reloaning, causeway re-sheeting.	Complete maintenance and improvement works as detailed in Roads Management Plan.	Director of Engineering Services	Completed	100%	Program completed within constraints of seasonal issues.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I1.1.6. Reconstruction of sealed regional roads under Regional Roads Repair Program continued.	Submit applications for REPAIR funding and complete successful grant projects.	Director of Engineering Services	Completed	100%	17/18 projects complete.	
I1.1.4. RMS RMCC Contract continued on Castlereagh Highway (HW 18).	RMCC Maintenance Contract completed as directed by the RMS.	Director of Engineering Services	Completed	100%	Maintenance undertaken in accordance with contractual obligations.	
I1.1.1. Continue to implement rolling plant replacement program.	Replace plant in accordance with Rolling Replacement Program.	Director of Engineering Services	Completed	100%	Plant replacement program adopted.	
I1.1.5. Routine maintenance, heavy patching and reseals continued under Regional Roads Block Grant contract.	Regular inspection and programming of heavy patching and resealing.	Director of Engineering Services	Completed	100%	Sealed works undertaken as required.	
I1.1.3. Plant operated efficiently and economically.	Monitor Plant usage and costs.	Director of Engineering Services	Completed	100%	Plant fund maintained in surplus.	

Minimise the effects of flooding on our infrastructure

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I1.2.2. Provide flood levee for East Coonamble.	Deliver Stage 3 Levee reconstruction project.	Director of Engineering Services	Completed	100%	Stage three tender awarded.	
I1.2.1. Continue to invest in Levee management.	Maintain Levee and provide Council share of grants.	Director of Engineering Services	Completed	100%	Stage three funding received.	






Public transport that facilitates access to services and communities for remote residents


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I1.3.2. Maintain Certification of Aerodrome to CASA Regulations.	Maintain Airport and surrounds to acceptable standard.	Director of Engineering Services	Completed	100%	Contract awarded to Aero Club to maintain grounds.	
I1.3.1. Support projects that aim to reduce transport disadvantage.	Seek Youth Week shuttle bus / transport assistance.	Director Community Services	Completed	100%	Funding secured and acquitted.	
I1.3.3. Inland rail - lobby for rail line to be via Coonamble township.	Ongoing lobbying. Attend information briefings.	General Manager	Completed	100%	Lobbying for inland rail route selection and benefits to the project and community. Identification of key freight routes within the ORANA region.	

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






Increase the exhibition and production of more cultural events in the Shire


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.1.7. Ensure pools are well maintained.	Replace pool mats.	Director of Corporate and Urban Services	Progressing	90%	Grant application submitted to fund the replacement of the Pool Mats. Awaiting outcome.	
I2.1.7. Ensure pools are well maintained.	Source funding for hoist at Gulargambone Pool.	Director of Corporate and Urban Services	Completed	100%	Works have been completed.	
I2.1.7. Ensure pools are well maintained.	Asset Management Plan developed for Coonamble, Gulargambone & Quambone Pools.	Director of Corporate and Urban Services	Completed	100%	Management plans adopted by Council.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.1.3. Support development of diverse cultural and recreational opportunities for children and young people.	Continue to source funding for development of recreational spaces for children and young people.	Director of Corporate and Urban Services	Completed	100%	Funding sources have been monitored and applications have been submitted.	
I2.1.5. Maintain/Improve parks to acceptable standards.	Source funding for "all abilities" play equipment to improve playgrounds throughout the Shire.	Director of Corporate and Urban Services	Completed	100%	Funding Sources have been monitored, no opportunities have been identified.	
I2.1.5. Maintain/Improve parks to acceptable standards.	Installation of irrigation system combined with the laying of turf in Broome Park.	Director of Corporate and Urban Services	Completed	100%	Works have been completed.	
I2.1.1. Ensure Showground & Pavilion are well managed and assets maintained.	Review Showground Management Plan. Implement replacement program for facility seating. Install two portable grandstands.	Director of Corporate and Urban Services	Completed	100%	Annual review of Management Plan has been completed with two new portable grandstands supplied to the Showground.	
I2.1.8. Ensure pools are well maintained.	Upgrade fascia at Gulargambone Pool.	Director of Corporate and Urban Services	Progressing	50%	Expected to be programmed for 2018/19.	
I2.1.2. Encourage development of multi-purpose community facilities to meet the needs of local communities.	Support development of facilities within Council budget and priorities.	Director of Corporate and Urban Services	Completed	100%	Continued direct support of Outback Arts and library exhibitions.	
I2.1.4. Continue to support regional arts development.	Provision of agreed subsidy to Outback Arts.	Director of Corporate and Urban Services	Completed	100%	With Council assistance Outback Arts have recently purchased their own premises.	





DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.1.6. Maintain Showground to ensure reasonable standard of facility is provided.	Installation of irrigation system to Pavilion grassed area.	Director of Corporate and Urban Services	Progressing	80%	Waiting for opportunity to submit funding applications.	



Maintain and improve the role of our community libraries

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.2.1. Provide high quality library services that are responsive to community need.	Facilitate after school activities in response to community need.	Director Community Services	Completed	100%	School holiday programs and activities delivered across the Shire.	
I2.2.1. Provide high quality library services that are responsive to community need.	Facilitate Tech Savvy Seniors program.	Director Community Services	Completed	100%	Technical support provided to seniors as requested. Appropriate resources maintained.	
I2.2.1. Provide high quality library services that are responsive to community need.	Investigate expanding Housebound library program to service Gulargambone community.	Director Community Services	Completed	100%	Housebound program implemented.	
I2.2.1. Provide high quality library services that are responsive to community need.	Maintain a level of large and audio books sufficient to meet community demand.	Director Community Services	Completed	100%	Resource levels maintained.	
I2.2.1. Provide high quality library services that are responsive to community need.	Support early language/literacy skills and life skills programs.	Director Community Services	Completed	100%	Age appropriate programs and activities implemented.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.2.1. Provide high quality library services that are responsive to community need.	Develop and facilitate annual patron survey.	Director Community Services	Progressing	80%	Planning in progress - survey to commence in October 2018.	







Share access to local facilities to fully realise the potential of local infrastructure


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.3.2. Investigate and maximise opportunities for Council buildings to be used for multipurpose community activity.	Monitor and review use of Council buildings.	Director of Corporate and Urban Services	Completed	100%	Monitoring and review of use of Council buildings is ongoing.	
I2.3.3. Manage Council's Local Heritage Fund. Oversee provision of Heritage Advisory Services.	Administer program according to guidelines and local needs.	Manager of Town Planning and Environmental Service	Completed	100%	Information provided where relevant, Council does not employ a heritage officer due to cost/benefit deficiency.	
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities.	Audit Shire signage at Key venues. Investigate installation of Tactile Guidance Surface Indicators.	Director of Corporate and Urban Services	Completed	100%	Signage audit completed with Tactile Guidance to be implemented for a trial at a Council facility.	
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities.	Consider use of "companion card" for Coonamble and Gulargambone pool entry.	Director of Corporate and Urban Services	Completed	100%	Adopted Council fees and charges include the use of a "Companion Card" for entry into Council swimming pool facilities.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities.	Develop accessible toilet and change room facilities at pools.	Director of Corporate and Urban Services	Completed	100%	Works Completed.	
I2.3.1. Continue to upgrade and maintain infrastructure that supports cultural recreational and leisure activities.	Review Asset Management Plan – Building Maintenance. Carry out works in accordance with AMP.	Director of Corporate and Urban Services	Completed	100%	Asset management plan has been reviewed and maintenance work carried out.	





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



Deliver safe drinking water and sewerage services

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.1.5. Maintain sewer assets.	Monitor and repair pumps and equipment.	Director of Engineering Services	Completed	100%	Review of pumps undertaken as part of OROC group tender.	
I3.1.1. Implement a mains replacement program based on Water Management Plan.	Continue to progress mains replacement program.	Director of Engineering Services	Completed	100%	Tender let for mains replacement of Castlereagh St Coonamble. Smaller mains replacement projects undertaken in house.	
I3.1.4. Implement a mains relining program based on Sewerage Management Plan.	Mains relining commenced.	Director of Engineering Services	Completed	100%	Coonamble sewerage service has seen considerable relining of mains throughout the reporting period.	
I3.1.2. Investigate viability of iron removal from Gulargambone water supply.	Produce report together with recommendations .	Director of Engineering Services	Completed	100%	Council is not able to fund iron removal from water supply. Water supply meets drinking water guidelines for health requirements.	
I3.1.3. Ensure water assets are well maintained.	Maintenance of mains, services and essential infrastructure undertaken.	Director of Engineering Services	Completed	100%	Service provision reliable, service failures have quick response times.	
I3.1.7. Completion of Stormwater Management Plan.	Develop draft Stormwater Management Plan.	Director of Engineering Services	Not Progressing	0%	Budget constraints do not allow for stormwater drainage modelling and plan to proceed.	



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.1.6. Treatment Plants maintained to Legislative requirements.	Regular monitoring of effluent quality.	Director of Engineering Services	Completed	100%	No serious breaches detected.	

Improve community access to services





DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.2.1. Liaise with RFS to provide operational and strategic fire protection in Coonamble.	Attend Bush Fire Management Committee meetings, provide input. Provide administration function for RFS cluster Councils.	Director of Corporate and Urban Services	Completed	100%	Council representatives have attended Bush Fire Management Committee meetings. Coonamble shire continues to provide the administrative function for the Zone.	
I3.2.3. Manage town common.	Management Plan and Operational Guidelines developed.	Manager of Town Planning and Environmental Service	Completed	100%	Management Plan reviewed. Climatic conditions prevented operation of common for much of reporting period.	
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP).	New and refurbished Council facilities are designed and constructed to meet access standards.	Manager of Town Planning and Environmental Service	Completed	100%	Access standards maintained to council buildings in accordance with regulation.	
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP).	Prioritise PAMP recommendations and prepare a three-year budget and plan for completing actions.	Director of Engineering Services	Completed	100%	Upgrades to footpaths undertaken to budget constraints.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP).	Raise awareness of road safety issues affecting seniors. Develop/support shared pathways education campaign.	Manager of Town Planning and Environmental Service	Not Progressing	0%	Anticipated project to be completed in future in conjunction with RMS Road Safety Officers.	
I3.2.4. Implement recommendations contained in the Coonamble Shire Pedestrian Access and Mobility Plan (PAMP).	Routinely inspect paving for defects or trip hazards.	Director of Engineering Services	Completed	100%	Inspection carried out by Council Project Officer. Remediation undertaken.	
I3.2.2. Continue sponsorship of SES to respond to disasters.	Provide backup staff and equipment as required.	Director of Engineering Services	Completed	100%	Assistance of staff and or equipment not required for reporting period.	

Minimise our hard waste production and promote recycling






DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.3.1. Implementation Waste Management strategy recommendations .	Investigate annual waste collection service (including assistance for senior community members).	Director of Engineering Services	Not Progressing	50%	Previous annual waste collection services not well patronised. Easy access to landfill compensates.	
I3.3.1. Implementation Waste Management strategy recommendations .	Issue new household collection receptacles for all properties serviced by garage collection.	Director of Engineering Services	Completed	100%	Receptacles issued.	







Maintain all public facilities to ensure safety and promote use







DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I3.4.2. Complete buildings maintenance & Improvement program.	Schedule works for duration of Long Term Financial Plan so as to meet key KPIs and service levels set by Council.	Director of Corporate and Urban Services	Completed	100%	Long Term Financial Plan reviewed to meet council service levels and KPI's.	
I3.4.1. Maintain/Improve Parks to acceptable standards.	Review kerbside maintenance - review current program and identify priority sites for additional mowing/trimming.	Director of Corporate and Urban Services	Completed	100%	Program has been reviewed with priority areas identified to receive an increase in the service level provided by Council.	
I3.4.1. Maintain/Improve Parks to acceptable standards.	Continue works in accordance with Asset Management Plan.	Director of Corporate and Urban Services	Completed	100%	Works completed in line with Asset Management Plan.	
I3.4.3. Maintain cemeteries to acceptable standards.	Install toilet facilities and rest area at Coonamble Cemetery.	Director of Corporate and Urban Services	Completed	100%	Works have been completed.	

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

Ensure long term management and protection of our community assets

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I4.1.12. Improve staff capacity in the usage of asset management systems.	Key Staff undertake Asset Management training, as needed.	Human Resources Manager	Completed	100%	Training undertaken in various areas to increase skill of staff in asset management.	
I4.1.13. Ensure Quarry operation is financially viable.	Maintain plant and equipment in good condition. Review plant and operations.	Director of Engineering Services	Completed	100%	Funds committed to replacement of Quarry assets with view to production increase.	
I4.1.5. Consider ongoing ownership costs of new capital works proposals in budget deliberations by identifying the renewal and capital upgrade/expansion components of all capital works projects, and providing for the ongoing operational and maintenance requirements.	Ensure budget is set so as to achieve key KPIs aligned to Council's Delivery Program.	Director of Corporate and Urban Services	Completed	100%	Balanced budget produced and adopted by Council meeting KPI's.	
I4.1.11. Review Council's Asset Management Policy.	Monitor in accordance with Policy Review Schedule.	Director of Corporate and Urban Services	Completed	100%	Asset management plans adopted by Council for 2018/2019.	
I4.1.10. Revalue assets at intervals in accordance with Australian Accounting Standards.	Revaluations undertaken in consultation with external auditor.	Director of Corporate and Urban Services	Completed	100%	Revaluations of assets undertaken on a scheduled basis.	






DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I4.1.3. Review Asset Management Plans for the major asset groups including risk management plans.	Annual review of all Asset Management Plans.	Director of Engineering Services	Completed	100%	Asset Management plans adopted by council for 2018/2019 financial year.	
I4.1.4. Identify infrastructure expenditure by both:• Expenditure Category - asset group; for example, road pavement • Expenditure Type - operating, maintenance, capital renewal, upgrade.	Collect and review data.	Director of Corporate and Urban Services	Completed	100%	Asset data reviewed in conjunction with annual financial statements.	
I4.1.1. Prepare Asset Management Plans for major asset classes.	Complete preliminary preparation of asset base data.	Director of Engineering Services	Completed	100%	Recruitment of Asset Officer commenced.	
I4.1.16. Maintain Saleyard QA Certification.	Operate Saleyard in accordance with Quality Assurance Manual.	Manager of Town Planning and Environmental Service	Completed	100%	QA maintained at saleyards.	
I4.1.2. Refine existing Asset Management Plans.	Monitor and review asset registers.	Director of Engineering Services	Completed	100%	Unqualified audit received.	
14.1.8 Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the options and costs.	Collate and consolidate data for use during community consultation.	Director of Corporate and Urban Services	Completed	100%	Data is collected and analysed on an ongoing basis.	




DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
I4.1.14. Maintain Quarry quality certification.	Test all products as per QA documentation.	Director of Engineering Services	Completed	100%	Products comply with QA certification.	
I4.1.17. Review viability of Saleyards.	Develop Asset Management Plan for Saleyard infrastructure. Prepare long term financial plan for sustainable operation.	Manager of Town Planning and Environmental Service	Completed	100%	Council to determine long term future of saleyards. Profitable sustainable operation unlikely.	
I4.1.15. Ensure Quarry is maintained to Department of Mines' standard.	Ensure that all plant and equipment pass inspector's Audit.	Director of Engineering Services	Completed	100%	Quarry certification maintained.	
I4.1.7. Integrate Council's corporate asset register meeting both technical and financial reporting requirements.	Identify Asset Management options and assess suitability for technical and financial operations.	Director of Corporate and Urban Services	Completed	100%	Current asset management practices are serving council's purpose.	
I4.1.6. Collect data for all major infrastructure classes.	Co-ordinate inspection data provided by various departments and update asset register.	Director of Corporate and Urban Services	Completed	100%	Asset data has been collected, Asset registers updated.	
I4.1.9. Prepare long term cash flow predictions for asset maintenance, rehabilitation and replacement.	Review and refine Long Term Financial Plan (LTFP).	Director of Corporate and Urban Services	Completed	100%	LTFP reflects the Operational Plan and budget for the 2028/19 financial year.	

Theme 3: Our Economy

Support: We support our local economy without compromising on quality






Re-establish and maintain a robust, well patronised Coonamble and Gulargambone main streets

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC1.1.4. Provide training and support to tourism related businesses in the Shire.	Provide tourism development assistance to local businesses/committees if requested. Assist with Tourism Award applications and grants, if requested.	Director Community Services	Completed	100%	Council has taken a proactive approach to the development of tourism product across the Shire.	
EC1.1.2. Maintain main street and business area public spaces to a high standard.	Provide regular street cleaning services.	Manager of Town Planning and Environmental Service	Completed	100%	Street cleaning undertaken on regular basis by parks and garden staff.	
EC1.1.5. Develop visitor markets in line with Regional Tourism Organisation.	Participate in appropriate visitor market initiatives outlined in the Regional Destination Plan.	Director Community Services	Completed	100%	Active participation in planning processes for regional and sub-regional destination plans.	
EC1.1.1. Continue to plan and implement Coonamble main street beautification and revitalisation projects.	Install irrigation systems to garden beds in Coonamble main street.	Director of Corporate and Urban Services	Completed	100%	Completed - ongoing monitoring.	
EC1.1.8. Tourism Information on Coonamble Shire be displayed at regional and interstate visitor centres.	Distribute Coonamble Shire brochures throughout region. VIC displays/attendance at selected consumer shows.	Director Community Services	Completed	100%	Duplication.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC1.1.6. Provide information and referrals to business start-ups and expansions.	Provide appropriate referrals to BEC, NSW Industry & Investment, AusInd.	General Manager	Completed	100%	Referrals made to industry assistance and to RDA Orana.	
EC1.1.7. Display Coonamble Shire tourism information at regional and interstate visitor centres.	Distribute Coonamble Shire brochures throughout region. VIC displays/ attendance at selected consumer shows.	Director Community Services	Completed	100%	Brochure dissemination and displays maintained.	
EC1.1.3. Lobby for Gulargambone main street beautification funding.	Pursue funding opportunities for Gulargambone main street beautification.	Director of Corporate and Urban Services	Completed	100%	Council staff will continue to monitor funding sources for opportunities.	






Reinvigorate the main street precinct in Gulargambone



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC1.2.6. Develop new visitor markets in line with Inland RTO.	Participate in appropriate visitor market initiatives outlined in the Regional Destination Plan.	Director Community Services	Completed	100%	Duplication	
EC1.2.3. Identify opportunities for new tourism product.	Seek suitable grant funding for identified products.	Director Community Services	Completed	100%	These projects have assisted in enhancing the Gulargambone streetscape and drive visitation to the community.	
EC1.2.4. Provide training and support to tourism related businesses in the Shire.	Assist with Tourism Award applications and grants where appropriate.	Director Community Services	Completed	100%	Support provided as requested.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC1.2.1. Lobby for funding for main street beautification.	Apply for funding when opportunities arise.	Director of Corporate and Urban Services	Completed	100%	Provided financial assistance to the organising committee with Pave the Way to Gulargambone weekend.	
EC1.2.2. Maintain main street and business area public spaces to a high standard.	Liaise with local businesses regarding street appearance.	Manager of Town Planning and Environmental Service	Completed	100%	Footpath restoration undertaken at Gulargambone main street and pedestrian traffic areas.	
EC1.2.7. Participate in Inland Tourism and Great Inland Way initiatives.	Maintain membership of the Great Inland Way and Regional Tourism Organisation, if applicable.	Director Community Services	Completed	100%	Memberships maintained.	
EC1.2.8. Tourism Information on Coonamble Shire be displayed at regional and interstate visitor centres.	Shire brochures at regional VICs. Displays/attendance at select consumer shows.	Director Community Services	Completed	100%	Shire Guides distributed.	
EC1.2.5. Develop existing visitor markets.	Contribute to regional destination planning	Director Community Services	Completed	100%	Participation in regional planning processes and buy-into regional marketing initiatives.	

Growth & Diversity: Our growing regional economy is diverse


Identify and attract industry programs that will draw new industry to the Shire

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC2.1.2. Support business initiatives that develop economic growth.	Pursue external funding opportunities that contribute to infrastructure improvements.	General Manager	Completed	100%	A continuation of successful funding applications. Assistance provided to both Gulargambone and Coonamble business initiatives.	
EC2.1.2. Support business initiatives that develop economic growth.	Provide information and referral service to established businesses.	General Manager	Completed	100%	Information and assistance provided for organisations and individuals proposing expansion or development of enterprises.	
EC2.1.4. Support and assist proponents of new agricultural, horticultural and aquaculture enterprises.	Provide interested parties with referrals and linkages to various sources of assistance.	General Manager	Completed	100%	Ongoing support for rural programs and lobbying to assist with current drought relief programs on offer from other levels of government.	
EC2.1.5. Support projects that enhance and promote local natural resources to encourage business and tourism.	Support development of key sites within the Shire in line with Regional Destination Plan and Council resources.	Director Community Services	Progressing	80%	Financial and in-kind support provided to community events and organisations to enhance the economic prosperity of the Shire.	
EC2.1.1. Promote the Shire as a location for business development and investment.	Market Industrial subdivisions lots.	General Manager	Completed	100%	Marketing of blocks by both Council and local Real Estate Agents. Another block sold during the reporting period.	




DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC2.1.1. Promote the Shire as a location for business development and investment.	Ensure up to date socio-economic data is readily available in a range of formats to potential investors and residents.	General Manager	Completed	100%	REMPPLAN data is used in most instances and other economic data maintained by Council.	
EC2.1.3. Encourage skills attraction and development activities.	Support appropriate initiatives that contribute to skill development.	General Manager	Completed	100%	Participation in regional skills audits. Participation in OROC skills development and needs analysis.	

Local Education: Our educational opportunities include support for our local economy

Leading organisations provide cadetships and graduate employment opportunities



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC3.1.1. Continue to provide the School to Work program, offering options for work experience and Traineeship/ Apprenticeship employment with Council.	Provide opportunities for School to Work placements throughout the organisation	Human Resources Manager	Completed	100%	School based traineeship commenced, and employment sustained.	

Provide education that addresses the needs of the local population



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC3.2.1. Facilitate partnerships and linkages with government, business and community to develop and improve the education and skill base of young people.	Participate in Coonamble Connected Communities (School) initiatives.	Director Community Services	Completed	100%	Strong working relationships with the Connected Communities workers.	
EC3.2.2. Assist with Education Fund Scholarship.	Provide agreed funding to Coonamble and District Education Foundation.	Director of Corporate and Urban Services	Completed	100%	As no claim has been submitted during the financial year. The funding will be placed in an internal reserve to be utilised at a later date.	
EC3.2.3. Support appropriate alternative education programs.	Promote Libraries as a space for tutors and home school activity.	Director Community Services	Completed	100%	Library space promoted regularly and is well utilised.	


Local Employment: Our community members are gainfully employed in appropriate and satisfying jobs

Provide appropriate and accessible education for our community

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC4.1.1. Support partnerships that support and develop life learning opportunities.	Pursue opportunities for staff learning exchanges with Sister City, Campbelltown City Council, and other networks.	Human Resources Manager	Completed	100%	Staff continued utilising local government networks and resource sharing as required.	
EC4.1.1. Support partnerships that support and develop life learning opportunities.	Continue library programs involving learning opportunities for pre-school children and seniors.	Director Community Services	Completed	100%	Innovative and inclusive programs delivered.	

Identify local employment opportunities and promote these across the community



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC4.2.1. Continue to facilitate School to Work program.	Identified traineeship /apprenticeship opportunities filled as resources are available. Complete School to Work Program (Work Crew) construction project.	Human Resources Manager	Completed	100%	School based traineeship commenced, and employment sustained. Work Crew project not commenced.	
EC4.2.2. Continue to recruit using EEO best practice principles.	Recruitment practices reviewed annually for EEO best practice.	Human Resources Manager	Completed	100%	Review of EEO policies and practices reviewed. All recruitment activities undertaken in line with EEO principles.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EC4.2.3. Promote job opportunities on line and through local agencies.	Continue to work with disability employment organisations and schools to identify opportunities for employment and work experience.	Human Resources Manager	Completed	100%	One school-based trainee placement filled and has been successfully sustained for 2017/18.	
EC4.2.3. Promote job opportunities on line and through local agencies.	Advertise employment opportunities locally and on website. Update employment information package and review annually.	Human Resources Manager	Completed	100%	All vacancies advertised locally using Council website, as well as other multi media outlets. Staff and community networks, and local employment agencies utilised as well.	

Theme 4: Our Environment

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


Promote ecologically and environmentally sustainable land use and development

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EN1.1.3. Ensure compliance with NSW Building Certification.	Assess applications in accordance with Legislation.	Manager of Town Planning and Environmental Service	Completed	100%	Building applications assessed within legislative time frames.	
EN1.1.6. Ensure ongoing program of noxious weed and insect control through membership of Castlereagh - Macquarie County Council.	Council representative to attend Castlereagh Macquarie County Council meetings. Provide financial contribution.	Director of Corporate and Urban Services	Completed	100%	Council Representatives have attended Macquarie County Council meetings and the 2017/2018 financial contribution has been provided.	
EN1.1.2. Continue to review Local Environmental Plan.	DCP reviewed in accordance with Legislation.	Manager of Town Planning and Environmental Service	Completed	100%	A comprehensive DCP being developed following review.	
EN1.1.4. Provide quality over the counter, telephone and email advice to customers.	Promote existing universal design guides to home owners and builders.	Manager of Town Planning and Environmental Service	Completed	100%	Information provided to potential builders and owner builders.	
EN1.1.4. Provide quality over the counter, telephone and email advice to customers.	Provide building "adaptability" guidelines for ageing in place to residents who are renovating or building homes.	Manager of Town Planning and Environmental Service	Completed	100%	Relevant information provided upon identification of eligibility category.	
EN1.1.4. Provide quality over the counter, telephone and email advice to customers.	Respond to enquiries, provide pro-active information on Website.	Manager of Town Planning and Environmental Service	Completed	100%	Web content maintained.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EN1.1.1. Enforcement of environmental regulations.	Improve staff capacity and environmental knowledge.	Manager of Town Planning and Environmental Service	Completed	100%	Staff training and exposure to other council work practices is assisting staff provide service to the community. Legislation and regulation is continually changing, and staff responds to these situations.	
EN1.1.5. Approvals completed within time frame required.	Continue to work within best practice guidelines.	Manager of Town Planning and Environmental Service	Completed	100%	Land use complies with Council LEP - gateway determinations requested where required.	

Knowledge sharing

Share knowledge and facilitate knowledge sharing amongst those working on the land

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EN2.1.1. Ensure appropriate opportunities for those working on the land to participate in Council consultation regarding decisions that affects them.	Continue to ensure methods for reaching people working on the land are incorporated into consultation strategies.	Director Community Services	Completed	100%	Varied communication methods utilised to inform target group.	

Protection of our waterways

Ensure the health of our river system


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
EN3.1.1. Enforcement of environmental regulations.	Regular inspection of creeks and river. Source grant funding to combat littering. Increase litter patrols to identify source of dumped litter.	Manager of Town Planning and Environmental Service	Completed	100%	Instances of illegal dumping investigated and prosecuted. Information on litter control provided at office. Regular patrols undertaken.	

Theme 5: Our Leadership

A community that is supported by active, respected leaders

Encourage broader involvement in community activities



DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.1.1. Continue to support Coonamble Shire Youth Council as a link between young people and their Council.	Facilitate Youth Council meetings.	Director Community Services	Completed	100%	Meetings scheduled.	
L1.1.3. Encourage local involvement in regional business awards.	Participate in Regional Business Awards.	General Manager	Completed	100%	Local awards not hosted in 2017, no flow on to Regional Business Awards.	
L1.1.4. Encourage children and young people to be involved in the planning and design of community spaces.	Utilise child and youth friendly consultation methods to ensure genuine opportunities for engagement.	Director Community Services	Completed	100%	Age appropriate consultation methods implemented.	
L1.1.2. Promote genuine opportunities for people to participate in decisions that affects them.	Develop and utilise an Access and Inclusion Reference Group when developing Council plans.	Director Community Services	Completed	100%	Council has taken a proactive approach to engaging the community in decision making using various mediums.	
L1.1.2. Promote genuine opportunities for people to participate in decisions that affects them.	Review current community consultation procedure to include a checklist on inclusive consultation.	Director Community Services	Completed	100%	Council undertaking inclusive consultation with community.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.1.2. Promote genuine opportunities for people to participate in decisions that affects them.	Utilise broad methods of community consultation, including "in place" strategies.	Director Community Services	Completed	100%	Inclusive consultation processes implemented.	



Promote opportunities for leaders to learn the features of good leadership


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.2.1. Utilise Local Government Week to raise awareness of the role and function of Council.	Conduct community awareness campaign during Local Govt Week August 2017	Director Community Services	Completed	100%	Program implemented.	
L1.2.2. Encourage staff to develop leadership skills.	Coaching and mentoring program for junior staff continued with new staff. Leadership and Professional Practice training program for senior staff continued with new staff.	Human Resources Manager	Completed	100%	Leadership Capacity program commenced for senior and supervisory staff. Formal coaching sessions completed and informal in-house mentoring and coaching for junior staff continued.	








Support leadership succession planning







DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.3.1. Continue to work in partnership with key services in the Shire, assisting with governance and leadership development.	Provide advice and support with governance and leadership development to key services in the Shire, where requested.	Director Community Services	Completed	100%	Advice and support provided on an on-going basis.	
L1.3.2. Take measures to publicize the positive contribution young people make to the Shire.	Produce positive media/ promotion of youth activities, events and achievements, prior/ during or after the event.	Director Community Services	Completed	100%	Council is taking a proactive approach to deliver positive media.	

Encourage and promote a high level of leadership in the community

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.4.6. Maintain consultation process with workforce.	Facilitate Consultative Committee and WH&S Committee meetings. Staff communication strategy reviewed annually.	Human Resources Manager	Completed	100%	Regular Consultative & WHS Committee meetings held, and staff newsletter distributed. Staff communication strategy reviewed, no change.	
L1.4.9. Ensure compliance with legislation for Equal Employment Opportunity.	Monitor compliance	Human Resources Manager	Completed	100%	No breaches identified.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.4.12. Progressively addresses training needs and upgrade Training Plans.	Continue to develop annual staff training plans.	Human Resources Manager	Completed	100%	Training plans developed as part of annual staff review.	
L1.4.13. Continue with employee exit interviews process.	Carry out exit interviews	Human Resources Manager	Completed	100%	Exit interviews provided to staff leaving Council in 2017/18.	
L1.4.8. Review recruitment & retention strategies.	Monitor recruitment and retention strategies.	Human Resources Manager	Completed	100%	Networking and collaborative activities undertaken within OROC to develop and explore potential joint ventures.	
L1.4.7. Ensure compliance with legislation for WH&S.	Conduct all business in compliance with WHS Act 2011 & Regulations. Adhere to WHS Management Plan.	Human Resources Manager	Completed	100%	No major breaches of WHS identified.	
L1.4.1. Lobby against forced Local Government amalgamations.	Lobby as opportunities arise.	General Manager	Completed	100%	Council remains in a sound financial position and satisfactory provision of service to the community within budgetary constraints. Remains a member of OROC and promotion of benefits to the Joint Organisation concept.	
L1.4.10. Maintain long term financial viability.	Review Long Term Financial Plan.	Director of Corporate and Urban Services	Completed	100%	LTFP underpins council's 2018/ 2019 operational plan and budget.	

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.4.2. Develop a Business Continuity Plan.	Monitor and review Business Continuity Plan.	Director of Corporate and Urban Services	Completed	100%	Desktop Audit has been completed.	
L1.4.11. Continue to progress workforce planning.	Continue to conduct and respond to staff disability inclusion survey.	Human Resources Manager	Not Due to Start	0%	Due to resource constraints action survey was not conducted for 2017/18. Survey will be progressed in 2018/19 reporting period.	
L1.4.11. Continue to progress workforce planning.	Develop Council's Workforce Management Strategy for retaining older workers and people with a disability.	Director of Corporate and Urban Services	Completed	100%	Annual appraisal used to identify issues.	
L1.4.11. Continue to progress workforce planning.	Review recruitment processes, forms and language for accessibility.	Human Resources Manager	Completed	100%	Recruitment processes reviewed, WHS and Induction Handbooks revised. Skype interviews used to compensate for distances involved in face to face interviews.	
L1.4.11. Continue to progress workforce planning.	Monitor and review Workforce Plan.	Human Resources Manager	Completed	100%	Review of workforce plan completed.	
L1.4.3. Provide high quality customer service to the community.	Audit Council buildings and facilities to ensure accessibility compliance.	Director of Corporate and Urban Services	Completed	100%	Audit program completed for the 2017/2018 Financial year.	
L1.4.3. Provide high quality customer service to the community.	Audit Council library equipment and resources in terms of height and reach accessibility.	Director Community Services	Completed	100%	Library equipment and resources monitored regularly to ensure compliance.	


DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L1.4.3. Provide high quality customer service to the community.	Develop a fact sheet to assist Coonamble Shire Council customer service staff respond to enquiries regarding services for older people and people with a disability.	Director of Corporate and Urban Services	Not Due to Start	0%	Carried forward to the 2018/2019 Financial Year.	
L1.4.3. Provide high quality customer service to the community.	Facilitate Disability Awareness Training for staff.	Human Resources Manager	Completed	100%	Ongoing awareness training included in induction program for new employees.	
L1.4.3. Provide high quality customer service to the community.	Monitor IT Resources Plan.	Director of Corporate and Urban Services	Completed	100%	IT Resources Plan reflects Council's ongoing requirements.	
L1.4.3. Provide high quality customer service to the community.	Conduct annual review of front line customer service and make recommendations for improvement.	Director of Corporate and Urban Services	Completed	100%	Monitoring and review of front line customer service staff is ongoing.	
L1.4.5. Review Council policies.	Monitor Policy Review Schedule.	Director Community Services	Completed	100%	Regular policy reviews undertaken.	
L1.4.4. Governance is open and transparent.	Conduct all business in compliance with Local Government Act & Regulations.	General Manager	Completed	100%	All statutory requirements and compliance achieved within timeframes.	

A community that supports active, respected leaders


Increase Aboriginal representation on Council

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L2.1.1. Promote awareness of the role and function of Council to Aboriginal people.	Attend and present relevant information to Community Working Party. Utilise relevant events/ activities as opportunity to relate the role and function of Council.	Director Community Services	Completed	100%	No Working Party meetings conducted. Cross promotion of event/ function undertaken.	

Increase representation to community leader roles

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L2.2.1. Continue to develop the leadership capacity of staff.	Staff coaching, mentoring and leadership training program continued.	Human Resources Manager	Completed	100%	Staff Leadership Program commenced.	

Acknowledge the importance of community leader roles

DP Action	Operational Plan Action	Responsibility	Status	Progress	Annual Comment	Traffic Lights
L2.3.1. Continue to facilitate Australia Day celebrations.	Facilitate annual Australia Day event.	Director Community Services	Completed	100%	Successful Australia Day events held in Coonamble and Gulargambone.	
L2.3.2. Council staff acknowledges Aboriginal Country at official Council meetings.	Acknowledgment of Country made by Council staff at official Council meetings.	Director Community Services	Completed	100%	Ongoing commitment.	