

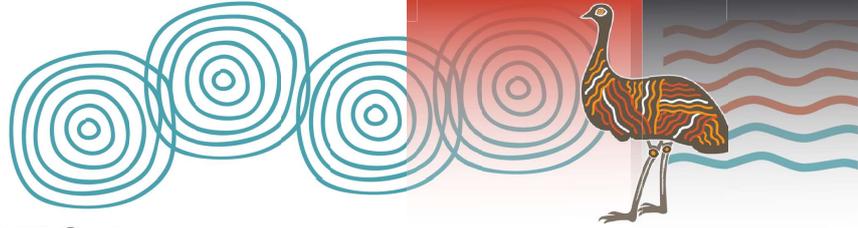
**COONAMBLE**  
SHIRE COUNCIL



# END OF TERM REPORT: STATE OF OUR SHIRE

COONAMBLE SHIRE  
COMMUNITY STRATEGIC PLAN 2032  
REVIEW





## SECTION ONE: INTRODUCTION

### 1.1 MESSAGE FROM THE MAYOR

Our community's visions and aspirations for 2032 were laid out in our Community Strategic Plan 2032. We can celebrate that we, as a community, and as Council, are on target and meeting those aspirations in many areas. Our achievements over the Council's term in office and since 2016 broadly include:

- We are progressing towards greater economic prosperity through increased resourcing and investment in economic development through the following actions:
  - The appointment of Council's Manager Economic Development and Growth.
  - Significant investment in our visitor economy, including a new Visitor Information & Exhibition Centre and investment in upgrades to the Coonamble Riverside Caravan Park.
  - Completion of, and investment in, the roll out of the Coonamble Shire Masterplan for each town and village within our Local Government Area (LGA).
  - Progression of the Coonamble Artesian Bathing Experience facility to the finalisation of the business case phase.
  - Progression with the Coonamble Main Street upgrade detail design plans.
  - Progression with the Coonamble Swimming Complex and Macdonald Park precinct Masterplan.
- Our wellbeing has benefited from improved access to telehealth, appropriate policing levels and investment in an increased CCTV footprint.
- We are active and connected to our community because of the growing number of community and cultural events and activities, because of the further investment, development and maintenance of our sport and recreational facilities including Coonamble Sportsground lighting and irrigation upgrades, and because of our highly valued library service.
- We successfully attracted grant funding from the State and Commonwealth Government to improve our community facilities and infrastructure including \$22.9 million for significant upgrades to the Tooraweenah Road.

It has been a challenging 2020 and 2021 as our LGA got caught up in the impacts and restriction that have come with enduring a global pandemic. As a Council though, we were committed to continuing to deliver as close as possible, our full suite of services to our community, at a time when Local Government as an industry has been significantly impacted.

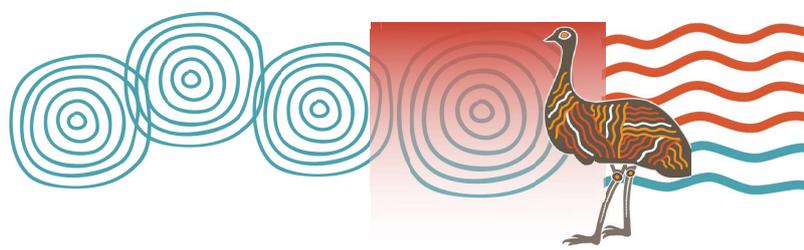
We acknowledge that there are particular community aspirations and priorities that are still yet to be better met. These include becoming an even safer community through reduction in crime rates and improvement in animal control. Further, we would like our local road network to be further improved, as well as to be able to secure an appropriately qualified workforce more easily for our local businesses and organisations. Also, it remains an aspiration to become a more environmentally sustainable community.

Cr Al Karanough

Mayor

**COONAMBLE**  
SHIRE COUNCIL

End of Term Report: 2021

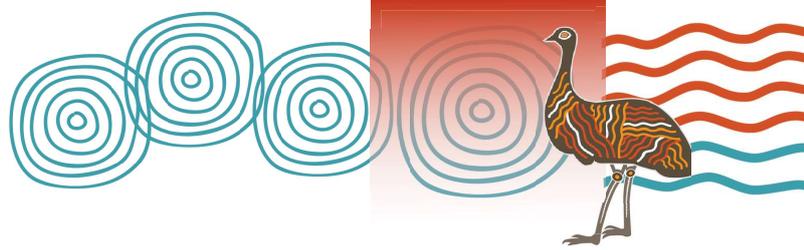


## 1.2 MESSAGE FROM THE GENERAL MANAGER

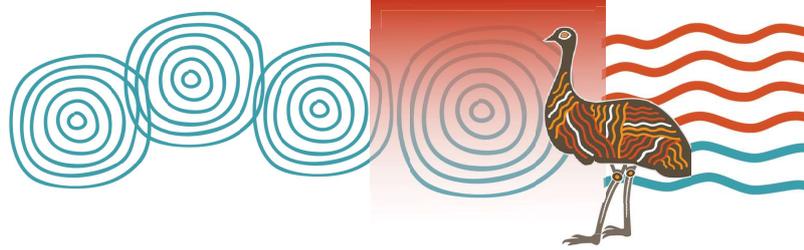
I was appointed General Manager of the Coonamble Shire Council effective 1 June 2019.

Clear objectives were established for areas where the local government organisation needed to grow and evolve, and new priorities identified to work towards achieving those objectives. The strengthening of the governance function, adopting a more strategic approach to future planning and decision making, developing a particular focus on sound asset management principles and long-term financial planning were identified as overarching priorities, which have been pursued through the following actions:

- Developing, within the first three months after my appointment, priority policies for adoption by Council to ensure that sound governance principles were established. The following policies serve as examples: Revised Media Policy, Lobbying of Councillors Policy, Pre-Meeting Briefing Session Policy, Community Consultation Policy at Council Meetings, Donations Policy, Councillor Access to Staff and Premises Policy, Councillors' Workshop Policy Incorporating Guidelines, and a Council Services Satisfaction Survey Approval. This process of developing new policies, updating existing policies to best practice and then reviewing Council's suite of policy documents has been ongoing and will be pursued into the future.
- Advocating for a changed culture within the elected body from one of being characterised by ad-hoc decision-making to one that is more strategic focused, with understanding of the long-term and cumulative effects of decisions. Similarly, work within the organisation to change the culture to one of "we can do" and "we care", has started and will be pursued.
- Determining the congruence of Councillors' priorities with the Community Strategic Plan and Delivery Program. The "Top Ten" priorities were determined at two (2) Councillor Workshops held in August and September 2019. These priorities were merged with the outcomes of the externally conducted Services Satisfaction Survey to produce a set of priorities that link in and augment the Community Strategic Plan, Delivery Program and Operational Plan – and was adopted as such at a Council Meeting held on 13 November 2019.
- Determining the community's satisfaction with Council service provision. Jetty Research was appointed to conduct an impartial, external and statistically valid survey of the community's satisfaction with Council's service delivery. This report identified the "Top Two" community priorities as Roads and Economic & Tourism Development; with Customer Service Excellence also shown to be in need of a particular focus going forward.
- Providing for strategic direction for the Local Government Area through the development of the Coonamble Shire Masterplan; not only providing for future economic and infrastructure development direction, but also providing for relevant and factual information and concept plans that could act as a springboard to facilitate future detailed design plans and grant funding applications.



- Providing for economic development and growth direction through the development of a concise Economic Development Strategy; highlighting Six Strategic Initiatives i.e. “Open For Business, Lifestyle & Liveability, Infrastructure & Services, Brand Building, Grow From Within, New Business & Investment”, with an Action List incorporating key actions associated with each of the Strategic Initiatives – providing for good direction to be pursued over the next 5 to 10 years.
- Ensuring effective and efficient future service delivery through the development of a revised Organisation Structure that facilitates scale and capacity, including the concept of a learning organisation, and capability for the executive management team to have an adequate strategic focus. However, Council’s efforts to implement this revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational funding.
- Streamlining the production of Council Business Papers and Minutes through the implementation of a software package that generates Council Agendas and Minutes – saving time and effort, and ensuring consistency in format and presentation.
- Implementing a Roads Committee as part of Council’s communication and consultation structures to ensure for an adequate and open communication channel for rural road users, and to provide for an avenue where first-hand information can be shared and a better understanding be developed of the frustrations of road users on the one hand, but also the restrictions and limitations that Council is confronted with on the other.
- It is important that Council’s future infrastructure management is informed by proper data, so that decisions can be based on fact and are not perceived to be made on an ad-hoc basis or driven by the “squeaky wheel” syndrome. In this regard, the development of advanced Asset Management Plans is crucial – not only for roads infrastructure, but also for water, sewer, buildings etc. The information from these developed Plans will then inform Council’s Long Term Financial Plan over the next 10 years, showing Council’s expected expenditure levels to maintain and renew it assets, based on a methodical and verifiable approach.
- Unlocking the potential growth opportunities of our local visitor economy through the development of architectural plans for the Visitor Information Centre with linkages to culture and country. The construction of the new Visitor Information & Exhibition Centre in Coonamble is complete with the official opening scheduled towards the end of November 2021.
- Pursuing the further development and beautification of the Coonamble Sporting Oval – with the installation of state-of-the-art lighting and other upgrades that will ensure that this sporting complex continues its role of providing a significant amount of the glue that brings and binds our community together through the healthy participation in various sporting codes and activities.



It has become clear that, although Council is in a good financial position, rising labour, material and construction costs have caught up with Council and operational revenues are no longer adequate to fund Council's annual operating expenses. Forty-three years of rate pegging has slowly eroded Council's rate income to a point where some hard decisions will have to be made within the next few years.

It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.

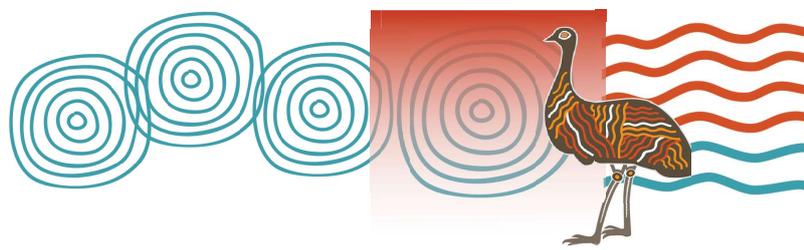
Because of the current short election term (ending in September 2024), coupled with a significant number of strategic objectives and projects that have already been identified but not completed, it is my recommendation for Council to review the Community Strategic Plan and associated suite of Integrated Planning and Reporting Framework documents – in line with the new expectations and guidelines of the NSW Office of Local Government.

Such a review should have a particular focus on producing a manageable number of strategic objectives, and associated strategies and actions, but addressing the top priorities for our community and local government area as a whole. This process should acknowledge our particular demographic environment, strengths and weaknesses, opportunities and threats, and further build on our community's satisfaction feedback on our service delivery.

After the 2024 general local government elections, it might be more appropriate for then elected Council to embark on the development of a whole new Community Strategic Plan and associated suite of documents.

I commend the outgoing Mayor and Councillors for their commitment to our community and for their achievements during their time in office.

Hein Basson  
**General Manager**



## 1.3 REVIEWING OUR COMMUNITY STRATEGIC PLAN

The Coonamble Shire's Community Strategic Plan 2032 was developed in 2017 at the commencement of the Council's term. Each newly elected Council is required to develop and adopt a Community Strategic Plan which identifies the communities' main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and competing pressures that may affect the community and the level of resources that will realistically be available. While a 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 agencies and community groups may also be engaged in delivering the long term objectives of the Plan.

The Coonamble Shire's Community Strategic Plan identified 42 strategies to address priorities and issues in our community. This State of our Shire document reviews the effectiveness and progress in implementing the Community Strategic Plan by Council, agencies, departments, and the community.

The 42 strategies have been grouped in the below document in a way which reflects Council's function areas and provides alignment with the quadruple bottom line theme areas of the Community Strategic Plan 2032. The below End of Term: State of our Shire document has been structured as follows:

### **Theme: Our People**

1. Community Services and Wellbeing
2. Arts and Culture
3. Recreation and Open Spaces

### **Theme: Our Economy**

4. Local Economy

### **Theme: Our Environment**

5. Planning and Development
6. Sustainable Environment
7. Sustainable Waste

### **Theme: Our Infrastructure**

8. Assets and Essential Infrastructure

### **Theme: Our Leadership**

9. Leadership

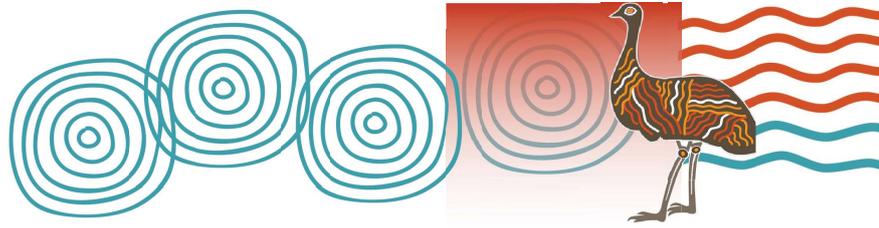


Each function includes:

- i. Linkages to the Community Strategic Plan 2032 relevant strategies.
- ii. A snapshot since the development of the plan and its implementation.
- iii. Information on key relevant topics and analysis under each function and topic.

We hope you enjoy our review and what we consider the current 'State of our Shire'.





## 1.4 Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is based on a perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

The Community Strategic Plan (CSP) is a community document, for the community. It identifies our values, strengths, challenges and opportunities for the future development and growth of the Coonamble Local Government Area.

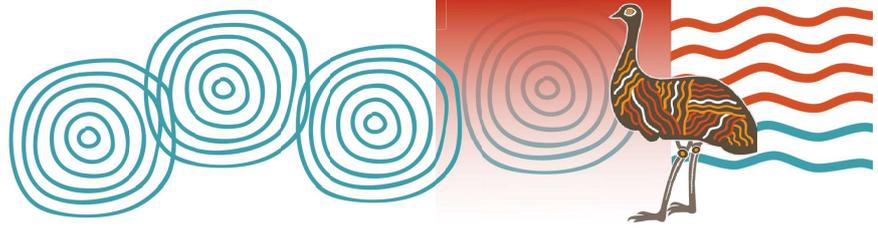
The Delivery Program identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

The Operational Plan provides detailed actions and targets to measure the implementation of the Delivery Program.

Following a 28 day public exhibition period and before the end of the financial year, Council formally adopts the Operational Plan after taking into consideration any submissions made.

Coonamble Shire Council's performance is monitored through six monthly reviews of the Delivery Program and Operational Plan. The Annual Budget is presented to Council for comment and adoption. Council reports its financial performance quarterly and at the end of each Council's term of office an end of term style report termed the State of our Shire is completed for the four-year term and reports the progress of the CSP.

All the above documents are reported to Council within legislative timeframes and are available on Council's website for viewing. [www.coonambleshire.nsw.gov.au](http://www.coonambleshire.nsw.gov.au).



## 1.5 YOUR COUNCILLORS

### Coonamble Shire Councillors



CR AHMAD KARANOUH  
**Mayor**



CR BILL FISHER  
**Deputy Mayor**



CR KAREN  
CHURCHILL



CR PATRICK  
CULLEN



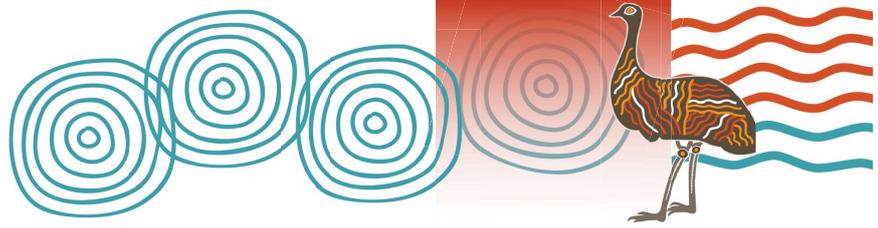
CR BARBARA  
DEANS



CR PAUL  
WHEELHOUSE



CR ROBERT  
THOMAS



## **1.6 PROCESS IN DEVELOPING OUR ‘STATE OF OUR SHIRE’**

### **1.6.1 STARTING FROM THE GRASS ROOTS**

Working from the bottom up, Council undertook an extensive amount of time reviewing the previous Operational Plan. After an analysis of Council’s previous Operational Plans, Council believes that there are better ways to do business, to provide our services, to govern, to communicate and to continuously improve in our processes.

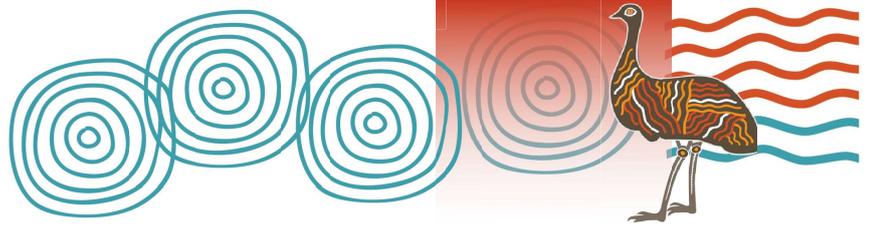
At the June 2021 Council meeting, Council adopted the 2021-22 new-look Operational Plan. The operational actions relate to how we will do business and aligns to the Community Strategic Plan 2032 and Delivery Program 2017-2021.

Some previous actions were removed, analysed as being duplicates and repetitive and/or could be more strategic through consolidation and refinement with other actions. Most importantly, through our monitoring and review and self-assessment, we believe these have become a part of our work culture and become business as usual.

Actions were also added in following consultation with the Council on their strategic priorities, our obligations to submit data and information to comply with relevant legislation and to also reflect our recent organisational restructure.

The 2021-22 Operational Plan reflects the intent of the Strategic Plan 2032 and Delivery Program 2017-2021. Last year’s Operational Plan had 186 actions. This year’s format introduces 87 actions that are strategic, measurable, achievable, realistic and timely. We have also provided to the community measures that will assist in our progress reporting which has not been done in the past.

This work has helped us look at how we have operated since the adoption of the Delivery Program 2017-2021. The Delivery Program is referred to as the “key go to” document for Councillors. It identifies all the key activities the Council has committed to undertake over four years. All plans, projects, activities and funding allocations of the council must be directly linked to the Delivery Program.



In summary, the review of the Delivery Program found that certain actions were written in a restrictive manner and more like operational plan actions and thus being too operational. Certain delivery program actions were duplicates in its intent leading to multiple operational plan actions in trying to meet the delivery program. It was not clear how certain plans, projects, activities and funding allocations linked to the delivery program due to the actions being heavily focused on community or 'our people' with little focus on the environment or key infrastructure such as roads.

This End of Term Report: State of our Shire document has been developed following the review of the effectiveness and progress in implementing the Community Strategic Plan by Council, other agencies and departments, and the community.

## 1.6.2 MEASURING PROGRESS

This End of Term Report: State of our Shire highlights the progress of CSP 2032. A range of community indicators were developed within the CSP 2032 to measure our progress towards delivering the shared vision of the CSP 2032. The CSP 2032 identified 14 indicators to measure the progress of the 17 goals and 42 strategies contained within the CSP. Unfortunately, baselines were not captured at the time of the CSP 2032's development which would have better supported the mapping of progress and trends over the time.



# SECTION TWO: COMMUNITY STRATEGIC PLAN THEMES AND THE STATE OF OUR SHIRE



## 2.1 THEME: OUR PEOPLE - ENHANCE COMMUNITY WELLBEING AND QUALITY OF LIFE

### COMMUNITY STRATEGIC PLAN GOALS:

- Connected. Our community is connected across geographic, interest, cultural and social groups.
- Safe. Our community is a safe place where people feel safe.
- Supported. Our community is supported by a range of services to lead healthy lifestyles.
- Respectful. Our community respects and encourages the diversity of culture, ability and ages of our population.
- Cultural expression and enjoyment. Our community benefits from access to appropriate facilities.
- Health. Our community has safe and reliable access to our primary utilities and public facilities.

### INDICATORS

#### Population trends:

- Steady decline in overall population by approximately 100 people between 2016 and 2019.
- We're in a baby boom with a 23% growth in 0-4 years population.
- Increasing and high fertility rates. 2.73 babies/female in 2016 to 3.54 babies/female in 2018.
- Death rate is steady.



### How we've enhanced our quality of life:

- The availability and uptake of telehealth services is improving our access to health services and health outcomes.
- Our collaborative efforts within our community, means we now have adequate policing numbers to help address our high crime rates.
- To improve community safety, we have achieved an increased CCTV footprint in Coonamble.
- We have an expanding community and cultural events scene which is valued by our community.
- Council and the community continue to enhance the vibrancy of our communities through public art installations and by expanding our creative and cultural programs particularly with young people.
- In 2019, the community articulated that they had low satisfaction with Council's youth services. Since this time Council has reinvigorated their youth engagement, activities and facilities including sourced grant funding to re-establish the Youth Council, revitalised their now well attended school holiday program, refurbished the Gulargambone Youth Centre and constructed the Coonamble Skatebowl.
- Our community values our library service and has high satisfaction with the service.
- Our community highly values our sport and recreational, parks and playground facilities and has high satisfaction levels with these.
- Council, with the support of State and Commonwealth funding, continues to expand and enhance our sport and recreational facilities. Some of these projects have included Coonamble Sportsground lighting and irrigation upgrade, Quambone playground and park revitalisation, Gulargambone skate park development and Warrena Weir upgrades.





### Where we'd like to improve our quality of life:

- Our community would benefit from greater coordination of local youth related services via the Youth Interagency, to help keep our young people positively engaged across our community, and to improve our lower satisfaction level with youth services.
- There are gaps in our health services including paediatrics services, asthma education, adolescence mental health and physiotherapy.
- Crime in our community remains a priority, in particular domestic violence[1], intimidation[2], stalking and harassment[3] and AVO[4] breaches are increasing and remaining high relative to NSW. Because of the efforts by our community there has been plateauing or decline in some rates of crime including stealing from a dwelling[4], liquor offences[5], break and enters[6], motor vehicle thefts[7], and possession[8] and use of other drugs, although these remain high relative to NSW.
- Animal control is important to us, but we have low satisfaction with this function.

[1] Domestic Violence related assault Cble LGA 2016/17 48 offences, 20/21 81 offences. 2020/21 Rate/100,000 pop Cble LGA 2046 offences v NSW 405 offences. Ref BOSCAR crime stats.

[2] Intimidation, stalking and harassment Cble LGA 2016/17 40 offences, 20/21 117 offences. 2020/21 Rate/100,000 pop Cble LGA 2956 offences v NSW 507 offences. Ref BOSCAR crime stats.

[3] Breach AVO Cble LGA 2016/17 45 offences, 20/21 75 offences. 2020/21 Rate/100,000 pop Cble LGA 1895 offences v NSW 253 offences. Ref BOSCAR crime stats.

[4] Stealing from dwelling Cble LGA 2016/17 36 offences, 20/21 40 offences. 2020/21 Rate/100,000 pop Cble LGA 1010 offences v NSW 203 offences. Ref BOSCAR crime stats.

[5] Liquor offences Cble LGA 2016/17 4 offences, 20/21 5 offences. 2020/21 Rate/100,000 pop Cble LGA 101 offences v NSW 114 offences. Ref BOSCAR crime stats.

[6] Break and enter dwellings 2016/17 103 offences, 20/21 78 offences. 2020/21 Rate/100,000 pop Cble LGA 1970 offences v NSW 237 offences. Ref BOSCAR crime rate.

[7] Motor vehicle theft Cble LGA 2016/17 15 offences, 20/21 18 offences. 2020/21 Rate/100,000 pop Cble LGA 455 offences v NSW 142 offences. Ref BOSCAR crime stats.

[8] Possession and use of other drugs Cble LGA 2016/17 31 offences, 20/21 10 offences. 2020/21 Rate/100,000 pop Cble LGA 252 offences v NSW 80 offences. Ref BOSCAR Crime stats.



## 2.1.1. COMMUNITY SERVICES AND WELLBEING

Community Strategic Plan 2032 relevant strategies:

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

P2.2 Develop and grow the community's sense of shared responsibility. (safety)

P3.2 Improve access to medical and specialist services.

P3.3 Improve access to services for disengaged community members.

P3.5 Increase capacity for organisations to attract and retain volunteers.

P3.6 Improve access to rehabilitation for people with drug and alcohol addictions.

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

I1.3 Provide a public transport service that facilitates access to services and communities for remote residents.

I3.2 Improve community access to services.

L1.1 Encourage more and broad involvement in community activities.

### 2.1.1.1 - DEMOGRAPHICS, DIVERSITY AND A BABY BOOM

Population estimates by the Australian Bureau of Statistics (ABS) for the Coonamble LGA indicates that our population is steadily declining, from 4,051 people in 2016 to 3,958 in 2019.

Contrary to an overall population decline, population estimates by the ABS are indicating that we are in a 'baby boom' with an increase of 23 percent in the 0-4 years population between 2016 and 2019, and fertility rates are also increasing exponentially from 2.73 babies/female in 2016 to 3.54 babies/female in 2018. To put this in perspective Australia's fertility rate is 1.83 babies/female (2018).

This 'baby boom' in our community is further evident by the increasing demand experienced across the board at local early childhood education centres. The Coonamble Preschool for children aged 3, 4 and 5, is at capacity with 62 children, and 11 children are on the wait list with a steady increase in demand experienced over the past several years. The Coonamble Children's Service Inc reports similar levels of increasing demand, and in response to this they have expanded their service over the last 12 months. The service is at capacity for three of the five days, with 53 children enrolled from ages zero to six, and there is a waitlist.

Given the increase in population in the infants demographic and our high fertility rate, this may be an opportunity via the next CSP to understand what emerging aspirations and priorities the community has to meet the needs of infants and their families.



In contrast to the growing population of the 0-4 age bracket and fertility rates[9], the percentage of our population in the over 60 years age bracket remains unchanged at approximately 25 percent of the total population.

According to the ABS (2016) people who identify as Aboriginal form a large proportion of our population with approximately 30 percent of the Coonamble LGA identifying as Aboriginal.

Our community has a higher rate of disability, with 27.8 percent of our population identifying that they have a disability (ABS modelling, 2018), compared to 18 percent for the nation (ABS, 2019).

### 2.1.1.2 - YOUNG PEOPLE IN FOCUS

Approximately 19 percent of Coonamble Shire's population is aged between 5 and 19 and with this considered, the Community Satisfaction Survey 2019 revealed that the community placed high importance on youth facilities and activities but had low satisfaction with these. Since the completion of the Community Satisfaction Survey in 2019 Council has undertaken an organisational restructure which has enhanced Council's focus on, and delivery of quality youth services including the creation and appointment of a new Executive Leader Environment, Strategic Planning and Community and Council has a several permanent and casual youth specific roles.

Since 2020, and following Council's organisational restructure and appointments into relevant roles, Council has enhanced the delivery of youth activities and engagement through:

- Sourced grant funding for the reestablishment of the Youth Council.
- The delivery of high quality and well attended revitalised school holiday programs including free transportation to these programs for Gulargambone and Quambone young people. The high participation rates in the school holiday program are testament to the need and success of the program. Council's school holiday program of January 2021 and April 2021 had 836 participants in the 22 programs delivered.

[9] Cble LGA 65 years and over 2011 954 ppl of total pop 4031 (23.6%), 2016 1032 ppl of total pop 3,981 (25.92%). Ref ABS (2011) (2016).



Council continues to work towards enhancing youth related facilities which has included:

- The construction of the Coonamble Skate Bowl,
- Planning for MacDonald Park's Masterplan,
- The Gulargambone basketball court development,
- Council was successful in securing funding through the Strong Communities Program to refurbish the Gulargambone Youth Centre completed in 2021,
- Council continues to fund and deliver the well-attended After School Programs in Gulargambone and Quambone.

The Coonamble High School has an enrolment of 210 students, with 68 percent Indigenous students. "Supported by Clontarf, Girls' Academy, Murdi Parki Regional Enterprise Corporation, University of New England, Aboriginal Education Consultative Group, a strong P&C and an effective School Reference Group, the school also enjoys partnerships with key service providers to enable students to access their learning and achieve high level outcomes" (Source: Annual Report 2020 Coonamble High School).

The Coonamble Shire is supported by tailored and locally run and delivered programs for young people and some of these include:

- The Regional Enterprise Development Institute (REDI.E) delivers youth programs in Coonamble and operates the Coonamble Youth Centre.
- The Clontarf Academy and the National Aboriginal Sporting Chance Academy (NASCA) (formerly Girls' Academy) provide effective programs in the Coonamble Shire for young males and females respectively.
- Coonamble Neighbourhood Centre, Mission Australia, MacKillop Family Services, NSW Policing (One Step Closer), NSW Health (First 2000 Days) and Rural Flying Doctor Service also operate programs for young people and their families.





Because of the number of agencies operating in the young people and youth spaces in the Coonamble Shire there is an acknowledgement from the Coonamble and Gulargambone Interagency members that there is a tendency for individual agencies to work in silos as opposed to collaboratively identifying issues and working together to address these. The service partners have identified the need to develop an overarching framework to reduce silo tendencies and collaboratively deliver services to young people in the Coonamble Shire in a workshop conducted by Council and the Youth Interagency members in 2020. This framework would guide the development of an action plan for the rejuvenation of the Youth Interagency, ultimately improving the effectiveness of programs delivered to youth and young people and ensuring that progress is not moving away from the CSP's desired target to improve both the community's and disengaged community members' access to services.

### 2.1.1.3 - IMPROVING ACCESS TO HEALTH SERVICES

The Community Strategic Plan 2032 identified the need to improve access to medical and specialist services.

The Coonamble Shire Council has been a long-term advocate for improved health services and outcomes for our community, and Council continues to support the delivery of health services in the Coonamble Shire through the provision of accommodation for GPs and dentists. In 2021, Council provided a submission to the NSW Parliamentary Inquiry into Health Outcomes and Access to Health and Hospital Services in Rural, Regional and Remote New South Wales. The submission addressed and advocated for the following issues:

- Relating to barriers to access and quality of services including third party contracts to manage the multipurpose medical facilities which are different to our counterparts in the east.
- The hospital triaging system where Triage Category 1 to 4 must continue to have face-to-face contact 24 hours a day and ensure patient care.
- Council retention packages to establish subsidised housing arrangements to attract medical practitioners to the area costing Council up to \$30,000 per annum (two properties) needs recognition by the state government and management should any small council choose to opt out.
- Acknowledging local government's involvement into the health care system which can affect the patient experience, wait times and quality of care through our management of our airport for air medical services.



Council actively works with the various health agencies and partners across the Coonamble Shire to advocate for, and contribute to, improved health outcomes for the community. This was evident during through the Covid-19 pandemic with Council working with the community and health services partners to keep the community informed, and to monitor and manage the situation locally.

The Coonamble Shire's health services are delivered via the Coonamble Multi-purpose Health Service, Gulargambone Multi-purpose Health Service the Coonamble Aboriginal Health Service, the Bawrunga Aboriginal Medical Service in Gulargambone, Castlereagh Medical Centre and the Coonamble Dental Surgery.

The number of health services established in our community, along with the support of external health service providers including Loxley Health and the Rural Flying Doctors saw our community have some of the highest vaccinations[10] rates in the State[11] and the Western NSW and Orana Statistical Area[12]. The combined efforts of key health and other community stakeholders to encourage our community to come forward and get vaccinated resulted in rapid uptake of the COVID-19 vaccination.

The Strategic Plan 2020-2025 of the Western NSW Local Health District which includes the Coonamble Shire lays out their goals and strategies towards healthier rural communities with improved health outcomes.

The increased use and availability of virtual medical services such as Telehealth is providing significant benefit for our community, including improved health outcomes for our community. The increasing use and availability of virtual services has been expediated because of the Covid-19 pandemic, and approximately 12 virtual consults are now occurring weekly at the Coonamble Multi Purpose Service.

Unfortunately, there continues to be gaps between the health needs of our community and the level of health services provided. Consultation with the Coonamble Aboriginal Health Service and the Coonamble Multiple Purpose Service (hospital) identified the following gap areas in our local health services:

- Pediatrics in general but in particular Occupational Therapy and Speech Therapy pediatrics services.
- Adolescence mental health.
- Physiotherapy.
- Asthma education services.

[10] As at 10 Oct 2021 Cble LGA double dose Covid-19 vaccination rate over 15 years 84.4% source Roy Butler MP.

[11]As at 5 October 2021 NSW percentage of people over 16 years fully vaccinated 66.6% source NSW Government Covid-19 Critical Intelligence Unit.

[12] As at 10 October 2021 Far West and Orana Statistical Area (4) 77.3% source Australian Gov Operation Covid.



The demand for pediatrics services may in part reflect our growing population of children, with the Coonamble Shire experiencing a 23 percent increase in the 0-4 years population between 2016 and 2019 (ABS).

To ensure progress does not move away from the desired CSP target of improving access to medical and specialist services, consideration could be given to more strategic collaboration between key health stakeholders and Council to procure increased health services for the local community. This would be particularly pertinent in the above-mentioned gap areas, including pediatrics where the Coonamble LGA is experiencing growth in infant population.

#### 2.1.1.4 - WORKING TOWARDS A SAFER COMMUNITY

The Community Strategic Plan 2032 identified several goals and strategies relating to crime, community safety, drugs and alcohol and disengaged community members. Crime rates continue to be a challenging issue for our communities. The NSW Bureau for Crime Statistics and Research (BOCSAR) data on the Coonamble Local Government highlights that:

- There has been an increase in domestic violence related assaults over the last five years, with the rate of domestic violence related assaults five times higher than that of the State.
- Upward trend in intimidation, stalking and harassment, with the rate six times higher than that of the State.
- Breach of bail, and breach of Apprehended Violence Orders trending upwards, with the rate of these crimes 13.5 times and 7.6 times that of the State respectively.
- Stealing from dwellings. Although the number of offences has remained stable, is still five times higher than that of the State.
- Break and enters, and stealing of motor vehicles are trending downwards, although compared to the rate of the State is still 8.5 times, and approximately three times higher respectively.
- The rate of possession and/or use of other drugs has trended down, compared to an upwards trend across the State, although the rate still remains three times higher than that of the State.
- Liquor offences remains steady, against a downwards trend in NSW, and the rate is consistent with that of the State.



Across the Coonamble Shire a number of networks, service providers and agencies continue to deliver programs to reduce crime rates, raise awareness on crime related issues, and deliver programs which target disengaged community members. Coonamble's Police Station has an Aboriginal Community Liaison Officer (ACLO) who's role is to provide support and advice to local Police on the management of Aboriginal issues across our local community. Council was an advocate, along with many other organisations and individuals, for increased police numbers in our community which has for now, been achieved.

Community engagement and awareness is also a key focus of the Coonamble DV (Domestic Violence) Collective with the launch of the "Coonamble Speaks Out" campaign and proposed White Ribbon Day event in November. In general, the reporting of domestic violence incidences has increased because of campaigns and awareness raising regarding domestic violence, including encouragement of individuals and the community to report domestic violence.

Drug and alcohol counselling and support programs are administered by the Coonamble Aboriginal Health Service (CAHS). The CAHS's Social and Emotional Wellbeing team engage with Clontarf and NASCA to deliver programs to young people around drugs and alcohol, wellbeing matters, suicide prevention, exercise and mental health, actions and consequences.

The local NSW Police also participate and are actively engage in Coonamble Together Partnership Group, Coonamble DV Collective, Gulargambone Interagency, Coonamble Interagency and Youth Interagency. Their participation includes members and service providers information on monthly statistics and where necessary, escalated issues for service providers to be aware of. The local NSW Police are engaged in some development proposals that require their input and liquor licencing proposals.

To increase the safety of the Coonamble community, Council has increased the CCTV footprint to also include Smith Park, Broom Park, Netball courts and additional coverage at MacDonald Park.





### 2.1.1.5 - ANIMAL CONTROL

Animal control and in particular control of stray domestic animals is an ongoing issue within and for our communities, and this was articulated in the Community Satisfaction Survey 2019 with animal control receiving a high importance but low satisfaction rating. Council continues to work with the community to address issues relating to the control of stray domestic animals through the following programs:

- Surrender of unwanted animals.
- For impounded animals, a rehoming program, or where rehoming is unachievable, euthaniser of these animals.
- Subsidised desexing and microchipping program for eligible community members.
- Correspondence and reminders to residents to microchip and register their companion animals.

The following tables provides a summary by financial year of Council's interactions with the management of the companion animals.

<b>Number of Dogs Impounded between 2016 to 2021 (FY)</b>					
	<b>2020/21</b>	<b>2019/20</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Dogs impounded</b>	174	264	299	204	246
<b>Returned</b>	24	37	41	34	6
<b>Euthanised</b>	29	96	70	58	97
<b>Rehomed</b>	121	129	188	110	143
<b>Stolen from pound</b>	0	2	0	2	0

<b>Number of Cats Impounded between 2016 to 2021 (FY)</b>					
	<b>2020/21</b>	<b>2019/20</b>	<b>2018/19</b>	<b>2017/18</b>	<b>2016/17</b>
<b>Cats impounded</b>	96	195	155	102	62
<b>Returned</b>	1	0	0	1	0
<b>Euthanised</b>	61	195	155	100	54
<b>Rehomed</b>	34	0	0	1	8
<b>Stolen from pound</b>	0	0	155	0	0

The figures show an issue relating to returning companion animals to owners. Cats are almost, if not, never returned to owners. The low rate of impounded dogs returned to owners is also a concern for Council. Generally, animals are not microchipped or registered leading to Council's inability to return animals to their owners. Despite Council's previous free microchipping days, registration can be a cost prohibitive exercise for some and lack of awareness on the issue despite Council's numerous attempts to engage with customers on this issue through correspondence and social media.



## 2.1.2 ARTS AND CULTURE

Community Strategic Plan 2032 relevant strategies:

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

P4.4 Promote more cultural events in the Shire.

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

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

### 2.1.2.1 - A GROWING EVENTS SCENE

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 there was strong desire expressed by the community to increase the number and promotion of events, including cultural events. Council has since this time, under the organisation restructure, appointed a Manager Economic Development and Growth which has provided greater focus by Council for the support and development of events. These roles are supporting the creation of new cultural events in the Shire, as well as increasing support via in-kind, direct funding, and promotion of emerging and existing community lead events including NAIDOC Week, Pave The Way To Gular, Coonamble Rodeo, Coonamble Challenge and Coonamble Ag Field Day.

Council and many other businesses, organisations and community groups continue to plan and deliver well attended quality events and cultural events across the Coonamble Shire. The response to Council and community lead events has been very positive, particularly in 2021, with Cuisine on Castlereagh attended by 800 people (20% of Coonamble LGA's population) and Coonamble Show having 1,200-1,400 gate admissions.



## 2.1.2.2 - GROWING OUR ARTS AND CULTURAL CONNECTIONS

Through ongoing financial support and engagement with Outback Arts, Council continues to support the advancement of artistic and creative industries in the Coonamble Shire. The Coonamble based Outback Arts works with individuals, organisations, and government to generate, promote and advocate for the arts and creative industries in Far Western NSW, including the Coonamble Shire.

Council's well attended school holiday program features artistic and cultural activities which supports the development of young people's engagement with, and skills development of, artistic and cultural interests. Examples of such programs include an Aboriginal Art workshop, Aboriginal bush tucker event and a Waste To Art program.

The NSW Government's Creative Kids Voucher is helping kids get creative. Parents, guardians, and carers can apply for a \$100 voucher per calendar year for school aged children. The voucher can be used with a registered activity provider for registration participation and tuition costs for creative arts, speech, drama, dance, digital design, coding, and music lessons and activities. There are several service providers registered with the Creative Kids Voucher in the Coonamble LGA.

With the support from funding partners including Council, the Gulargambone community and the Gulargambone Community Enterprise Co-op have worked tirelessly to revitalise their community through public art and colour, and Gulargambone is now well known on the tourist and visitor trail for its vibrancy and public artworks. Projects delivered include:

- Ghost of Bullocks Past - a large public art installation,
- Window Way 2828 - to revitalised vacant shop facades, and
- Pave The Way To Gular - an annual public art focused event.





Through the Masterplans for Coonamble, Gulargambone and Quambone there is intent to increase public art instalments across our Shire, to enhance our connection with and make more interesting the communities we live in. As part of the Masterplans, Council secured funding for the installation of town entry signage and bird sculptures, as well as bird sculptures at the new Visitor Information Centre. These will be installed in the later half of 2021 creating vibrant and welcoming approaches to our communities with artwork designed and made by local artists. The Skillman's Lane upgrade project in Coonamble's CBD has been funded by Council in the 2021/2022 budget and will include the provision of public art in this space.

Council secured funding to mural and install feature lighting on the large water tower structure located at the Coonamble Sportsground, creating a large public artwork by renowned artist John Murray and which is appreciated by both locals and tourists alike. Additionally, public artwork which was designed with the support of the local community features on the new Coonamble CBD toilet block.

Other local arts and creative industries groups and businesses also support a vibrant arts scene in the Coonamble Shire including the Coonamble Ceramics Collective, and Mink and Me delivers regular events with a creative focus.

### 2.1.2.3 - A VALUABLE LIBRARY SERVICES

The library continues to be a valuable service which was articulated through the Community Satisfaction Survey with the community rating the service as having high importance and high satisfaction levels. Almost a quarter of the Shire's population, or approximately 1,000 people, are members of our library service, again demonstrating how our community values the service.

Council operates three libraries in the LGA. The Quambone Library is famously referred to as the smallest library in NSW and operated by staff in Quambone two days per week. The Gulargambone Library is currently managed through the Gulargambone Rural Transaction Centre and is staffed by volunteers.



In response to COVID-19 the Library service has focused on enhancing, and increasing promotion of, its digital and online services. During the library closure 23 March to 2 June 2020, Council provided a “takeaway” service and provided a home delivery service with over 500 books loaned to the community. The Coonamble Library service engages with the community through an array of activities and events, including but not limited to; a Seniors Tech Savvy and movie event, hosting a weekly seniors craft group, Words on Wheels - a home delivery service for housebound persons and persons with a disability, fortnightly Storytime groups with Pre Schools and child care centres. The Coonamble library is also utilised by multiple other organisations and service providers, including tutors, disability service providers and speech pathologists, creating a multi-use facility for the community.

In the 2020-21 reporting period, there were 6,411 loans and 3,466 visitors to the Coonamble Library and 418 books loaned in Gulargambone.





## 2.1.3 RECREATIONAL AND OPEN SPACES

Community Strategic Plan 2032 relevant strategies:

P3.1 Support and promote healthy lifestyles.

P3.4 Increase the community's involvement in sporting activities.

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

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



### 2.1.3.1 - ENHANCING OUR SPORT AND RECREATIONAL FACILITIES

The Community Satisfaction Survey 2019 identified that the community viewed the Council pools, parks, reserves and playgrounds, and sporting grounds as having high importance and that they had high satisfaction with these facilities.



Council continues to enhance the sport and recreational facilities across the Shire, which supports the coming together of our community and facilitates our capacity to attract and experience regional, state and nationally significant sporting events. Projects delivered over the last five years and funded by either Council and/or via external funding sources such as the Stronger Country Communities Fund include but are not limited to:

PROJECT	COUNCIL FUNDING TOWARDS PROJECT	STATE COMMONWEALTH OR FUNDING	TOTAL PROJECT COST
Coonamble Sportsground lighting and irrigation upgrade.	\$68,000	\$1,080,000	\$1,148,000
Splash pad and upgrades at the Gulargambone Pool.	\$55,000	\$200,000	\$255,000
Construction of the Coonamble Skatebowl.	\$13,000	\$120,000	\$133,000
Youth Centre Basketball Court	\$25,200	\$50,000	\$75,200
Pool Blanket and Amenities Refurbishment at Coonamble Pool	\$-	\$150,000	\$13,000
Shade structures – various sport and recreational sites.	\$15,000	\$100,000	\$115,000
Other projects also included: <ul style="list-style-type: none"> <li>• Warrena Weir upgrades (amenities block, power source for irrigation and lighting)</li> <li>• Coonamble netball facility upgrade synthetic court and lighting</li> <li>• Broome Park (Coonamble) playground and amenities</li> <li>• Coonamble Showground Upgrades – horse stables, power upgrade and powered sites, fencing lighting, irrigation, portable grandstands</li> <li>• Gulargambone Youth Centre Upgrades</li> </ul>			



Additionally, Council funds a Grants Officer position (Grants and Communication Officer) to assist with identifying and securing future funding for Council and community lead sport and recreational projects and infrastructure.

Council continues to pursue funding opportunities for the following sport and recreation related projects across the Coonamble Shire:

- Upgrades to the Coonamble Sportsground canteen and changeroom facilities.
- MacDonald Park Masterplan project including enhanced parking facilities, connectivity, amenities upgrade, and beautification.
- Quambone Pool renewal.
- Active Travel Plan.
- Castlereagh River Activation Plan.
- Exercise equipment, pathway and trails.
- Pedestrian and cycle nodes.

The Community Satisfaction Survey 2019 also identified that the community regarded the footpaths and cycleways as having high importance but had low satisfaction with these. The future development of an Active Travel Plan, enhancement of existing pathways with pedestrian and cycle nodes and expansion of the pathway and trail networks across the Shire will assist in addressing the current satisfaction levels.

Coonamble Shire's Pedestrian Access and Mobility Plan 2015 continues to be consulted through the design and construction of relevant projects, to pursue funding for relevant accessibility related projects, and is consulted as part of the development of maintenance plans and budgets for the Coonamble Shire.

The Coonamble Shire's sport and recreational facilities are maintained in line with Council's Asset Management Plans including service level provisions, and the Showground Management Plan. Council identifies annual maintenance programs and allocates budgets accordingly to these plans and service levels, to ensure appropriate levels of ongoing maintenance and safety of these community assets.



### 2.1.3.2 - SPORTING AND RECREATIONAL OPPORTUNITIES

We have a community that are active and involved in delivering sport and recreational opportunities across our Shire for the young, and young at heart. Community groups across our Shire deliver a vast array of sporting activities including but not limited to:

- Football codes including touch football, rugby league, rugby union and junior soccer
- Little Athletics
- Junior and Senior Tennis
- Junior Cricket
- Golf
- Lawn Bowls
- Junior and senior netball
- Swimming
- Physie
- Yoga
- Clay target and pistol clubs
- Greyhound racing

Our horse sports and events are rapidly expanding, attracting participants from across New South Wales and Australia. These horse sports include pony club, polocrosse, challenge event, penning event, campdraft event, rodeo event, and regular horse racing events.

Reducing barriers to participation supports an increase in participation in sporting and recreational activities. The Active Kids Vouchers, a NSW Government program which provides two \$100 vouchers per school aged child helps to increase participation by reducing financial barriers associated with children participating in physical activity. The program started on 31 January 2018 and will end in December 2021 with Coonamble Shire identified with the least amount of usage across the Central West Councils at 38% for 2021 when in comparison to 2019 there was an uptake of 63%. A number of sporting groups in the Coonamble Shire are registered, but an increase in community groups registered with the program would assist further to increase participation of children in physical activity, particularly for disadvantaged families within our community.

With the rapid rise in participation by our female population in traditionally male sports, investment in appropriate facilities which equally accommodates females at our sporting facilities is an emerging need. In particular at the Coonamble Sportsground, which Council acknowledges and is pursuing Government funding for.



## 2.2 THEME: OUR ECONOMY. ACHIEVE LONG-TERM ECONOMIC SECURITY AND PROPERITY.

### COMMUNITY STRATEGIC PLAN GOALS:

- Support. We support our local economy without compromising on quality.
- Growth and diversity. Our growing regional economy is diverse.
- Local education. Our education opportunities include support for our local economy.
- Local employment. Our community members are gainfully employed in appropriate and satisfying jobs.

### INDICATORS:

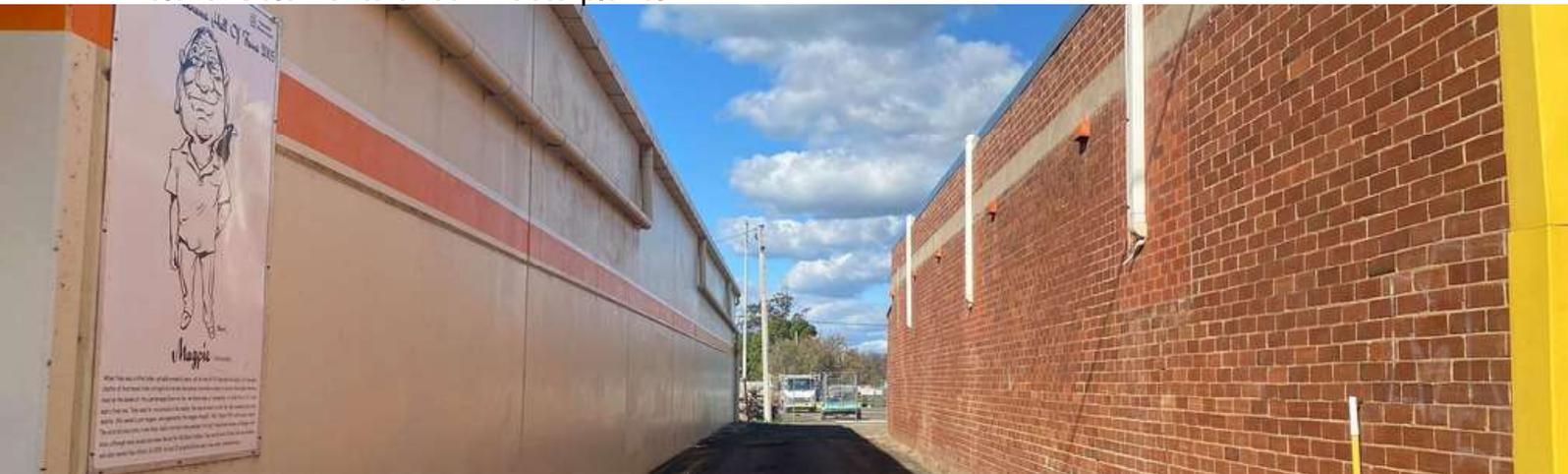
How we are achieving long-term economic security:

- In response to the community's value of, but low satisfaction with economic development, Council has increased its focus on economic development including the appointment of a Manager Economic Development and Growth.
- Council completed and continues to roll out the Masterplans for our communities, to allocate budget for Masterplan projects, and to source external funding for Masterplan projects wherever possible. As the Masterplans projects are rolled out this will help to increase shop occupancy rates and vibrancy in our CBDs and main streets.
- Council has, with the support NSW Government funding, enhanced our tourism industry through the development of a new Visitor Information Centre, through the revitalisation and investment in the Coonamble Riverside Caravan Park, and development of new town entry signage and sculptures.
- Progression of the Coonamble Bore Bath facility to business case stage and sourcing of funding for the project.
- Council adopted an updated Economic Development Strategy 2021 which provides clear strategic direction to achieve economic development and growth across six theme areas over the next five to 10 years.



### Our economic challenges:

- We struggle to source an appropriately qualified workforce and as part of the larger ‘Dubbo and Western NSW region’ the region has the second highest increase[13] in job vacancy rates in Australia, with job vacancy rates almost tripling compared to the previous 12 months.
- We have a high unemployment rate of nine percent[14] relative to Australia, with approximately 30 percent of Indigenous community unemployed[15].
- Vacancy rates in our main streets which will be mitigated through ongoing investment in relevant elements of our Masterplans.



## 2.2.1 LOCAL ECONOMY

Community Strategic Plan 2032 relevant strategies:

P1.1 Leverage online technologies and National Broadband Network access to improve and provide virtual connections.

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

EC1.1 Re-establish and maintain robust, well patronised Coonamble and Gulargambone main street shopping precincts.

EC 2.1 Identify and attract industry programs that will draw new industry to the Shire. (diversification)

EC 3.1 Leading organisations provide cadetships and graduate employment opportunities.

EC 3.2 Provide education that addresses the needs of the local population.

EC 4.1 Provide appropriate and accessible education for our community.

EC 4.2 Identify local employment opportunities and promote these across the community.

[13] Regional Australia Institute “Another Record Month For Regional Job Vacancies” Blog May 25,2021. 589 vacancies April, 2020 compared to 1,603 vacancies April, 2021.

[14] Unemployment rate 2016 Coonamble LGA 8.7%, compared to 6.9% Australia Census, 2016.

[15] ABS Census, 2016



### 2.2.1.1 - A FOCUS ON ECONOMIC DEVELOPMENT

The Community Satisfaction Survey revealed that the community placed a high level of importance but had low satisfaction with, economic development including attracting new investment and tourism marketing. Since this time Council has responded by directing more resources and having greater strategic focus on the area of economic development by appointing, as part of the organisational restructure, a Manager Economic Development and Growth.

Coonamble Shire Council delivered an updated Economic Development Strategy in 2020 which provides clear strategic direction across six theme areas for the next five to ten years. These theme areas include:

- i. Open For Business
- ii. Lifestyle and Liveability
- iii. Infrastructure and Services
- iv. Brand Building
- v. Grow From Within
- vi. New Business and Investment.



A focus of the Economic Development and Growth function within Council has been the delivery and implementation of the Masterplans for Coonamble, Gulargambone and Quambone. The Masterplans will support the revitalisation of our communities and in particular the central business districts across the Shire. The implementation of the Masterplans aligns with the priority identified in the Community Strategic Plan 2032, to reduce the number of vacant shops in the main streets. The value of now having completed Masterplanning for our Local Government Area cannot be understated. We now have strategic direction for future economic and infrastructure development, and we have achieved relevant and factual information and concept plans to facilitate grant funding applications.





### 2.2.1.2 - BUILDING A STRONG LOCAL ECONOMY THROUGH DIVERSIFICATION

The Community Strategic Plan 2032 identified the need to prioritise diversification of the local economy including the attraction of new industries. The tourism industry has been identified by Council as holding significant economic diversification opportunities for our local economy and therefore considerable resources have been allocated by Council to develop the tourism industry. Council's Economic Development and Growth function has prioritised the following projects which includes a number of tourism projects:

- Delivery and implementation of Coonamble, Quambone and Gulargambone Masterplans.
- Construction of a new Visitor Information Centre
- Progression of the Coonamble Artesian Bathing Experience to business case stage and sourcing of funding for the project.
- Increased support for, and delivery of, Council and community led events.
- Revitalisation of the Coonamble Riverside Caravan Park including new manager's residence, installation of a dump point, lighting upgrade, new cabin accommodation and park entrance upgrade.
- Construction of new town entrance signage and sculptures.
- Focus on developing a local agritourism industry, cultural tourism and accommodation sector.
- Adoption and implementation of the Economic Development Strategy 2021.
- Adoption and implementation of the Destination Marketing Plan (Tourism).
- Ongoing sourcing of external grant funding to support economic development and diversification initiatives.

### 2.2.1.3 - OUR WORKFORCE CHALLENGES

The Community Strategic Plan 2032, which was compiled in 2017, had identified as a priority the gainful employment of our community in appropriate and satisfying jobs. This priority may be attributed to our high unemployment rate of 9 percent (Census, 2016), which is also high relative to the national average of 5.5% (ABS, April 2021), and approximately 30 percent of the Aboriginal population is unemployed (Census, 2016).

To address the employment rate and to support the unemployed population within our community, there are two employment agencies based locally, Sureway Employment and Joblink Plus, both of whom deliver an array of employment services in training, support and placement. To support people to secure work in the Coonamble Shire, Council continues to provide via its website, local employment agency information and contacts details, and links to positions currently available within Council.



As a major employer in the Coonamble Shire, Council advertises all positions locally as well as further afield. Council continues to provide career path opportunities including traineeships, along with training and development plans for each individual employee.

In contrast and despite our ongoing high unemployment rate, in 2021 one of the biggest challenges now facing our local economy is securing an adequate number of, and appropriately qualified workforce. This is evidenced by Council's own struggle to fill vacancies at all levels of the organisational structure. Given the potential impact on our local economy, the workforce and skills deficit within the Shire should be given consideration as a target area of the subsequent CSP, as existing employment related strategies within the CSP in their current form may now be too narrow focused.

We can no longer source an appropriately qualified workforce from within our own community, and businesses and organisations must try and source their workforce from further afield. This challenge is not unique to the Coonamble Shire. In April 2021, the Regional Australia Institute estimated that there were 67,500 job vacancies across regional Australia. These vacancies are spread across diverse sectors and are not confined to just any one industry or sector.

The Regional Australia Institute reports in April 2021 that the 'Dubbo and Western NSW' region experienced the second highest increase in job vacancies across 37 regions nationally, with job vacancies almost tripling compared to the previous 12 months.

Additional pressure on the region's and the Coonamble LGA's workforce could be felt as the nationally significant infrastructure project, Inland Rail commences construction in the region. Demand for additional labour force and skills associated with the Inland Rail's construction could place increased pressure on LGA's such as ours which already struggle with a lack of adequate workforce and skills.





#### 2.2.1.4 - INCREASING OUR ECONOMIC GROWTH POTENTIAL THROUGH INFRASTRUCTURE

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 the National Broadband Network rollout via fixed line, fixed wireless and satellite is now complete. To improve equity to internet access across our entire community Council continues to offer free Wifi in the Coonamble CBD, and free wifi is also available via the Gulargambone RTC and library.

The Community Satisfaction Survey 2019 revealed low importance and low satisfaction levels with regards to Council's online services. Through Council's organisational restructure process, Council has appointed a Manager Economic Growth and Development which has provided greater strategic and day-to-day direction to the Grants and Communications Officer. This has subsequently enhanced Council's communication and engagement with the community particularly via online platforms including social media. Social media statistics indicates high levels of engagement on posts.

The Inland Rail project continues to provide challenges and opportunities for our local communities. The Inland Rail route has now been determined and will traverse and impact upon local agricultural businesses and landholders in our LGA. Council has continued to make formal responses and submissions to Inland Rail inquiries including the Environmental Impact Statement (EIS) and relating to the project, the project's management by the Australian Rail Track Authority (ARTC), its alignment and construction. Council did make a submission to gain support for the completion of a business case and cost benefit analysis should the route traverse the township of Coonamble although unfortunately Government support for this was not received.

Council will continue to work with, and advocate for, the local community, to minimise the negative impacts, and maximise the opportunities of this nationally signification infrastructure projects. Council continues to advocate for, and engage with, the State and Commonwealth Government around upgrading the Coonamble - Gilgandra rail line. This project presents significant economic opportunities for our agricultural industry, particularly through the more efficient and cost-effective movement of agriculture commodities out of our community.

Our road infrastructure is explored in more detail in the below section, 'Our challenging road network'.



## 2.3 THEME: OUR ENVIRONMENT - PROMOTE A SUSTAINABLE BALANCE BETWEEN DEVELOPMENT, COMMERCIAL INTERESTS AND OUR NATURAL ENVIRONMENT

### COMMUNITY STRATEGIC PLAN GOALS:

- Good Environmental Management. Our community values best practice management that promotes nature and is not compromised by new industries and investment.
- Knowledge sharing. Our community values knowledge sharing.
- Protection of our waterways. Our community benefit from an environment that supports healthy and vibrant local waterways.

### INDICATORS:

How we're achieving environmental sustainability:

- Council is in the fourth stage of Coonamble Levee bank upgrades to protect to town from flooding.
- In 2020, the Coonamble Shire adopted the Local Strategic Planning Statement, a significant step for the future of land use in the LGA and planning for economic, social and environmental needs.
- The health of our local environment and waterways are supported by a number of organisations, agencies and Departments who continue to deliver programs, policies and plans to protect our natural environment.
- Council continues to provide funding to the Castlereagh Macquarie County Council who provides weed management control in the Coonamble and neighbouring Shire.
- Council's waste contract with a third party will expire in 2022 which will provide the opportunity to refine objectives and potentially deliver greater outcomes for the community and Council.



## How we can improve our environmental sustainability:

- Council will enhance our community's resilience against flooding through the development of the Floodplain Risk Management Study, although there may be a need for considerable review of existing policies and past practices which could take some time.
- Our community values waste management and recycling but has low satisfaction with these. Although recycling is considered cost prohibitive there are alternative ways for our community to achieve outcomes in sustainable waste including reducing household waste generation and landfill rates. An impending review of Council's Waste Management Strategy could also support improved waste outcomes for the community.
- Our community told us that they hold environmental monitoring and protection, and weed control as highly important but they had low satisfaction with these. Further engagement with the community would be required to understand what is contributing to these low satisfaction levels as it is currently unclear.

## 2.3.1 PLANNING AND DEVELOPMENT

Community Strategic Plan 2032 relevant strategies:  
I1.2 Minimise the effects of flooding on our infrastructure.

### 2.3.1.1 - RESILIENCE IN FLOOD

Council is in the process of completing the fourth stage of upgrades to Coonamble's Levee, and these upgrades increase the protection of the township during flood events.

The NSW Government has recently announced its Flood Prone Land Package which includes advice to Council on consideration of flooding in land-use planning, to ensure greater resilience of our communities against flooding events through better planning. Updates to how we present information to our customers through the Planning Certificates provides an opportunity for Councils to introduce a true risk-based approach into their flood planning controls, that has been curtailed since the introduction of the 2007 Flood Planning Guideline. However, it is recognised that to do this there may be a need for considerable review of existing policies and past practices that could take some time for many Councils. Flood mapping and information previously not available to the community will soon become available with Council's recent adoption of the Floodplain Risk Management Study carried out by Jacobs.



## 2.3.2 SUSTAINABLE ENVIRONMENT

Community Strategic Plan 2032 relevant strategies:

EN1.1 Promote ecologically and environmentally sustainable land use and development.

EN 2.1 Share knowledge and facilitate knowledge sharing amongst those working on the land. (Enviro)

EN3.1 Ensure the health of our river system.

### 2.3.2.1 MANAGING OUR ENVIRONMENT

The Community Satisfaction Survey 2019 indicated that the community placed environmental monitoring and protection, and weed control as having high importance and low satisfaction. Through future community engagement it would be valuable to better understand specifically where the community's dissatisfactions lie with regards to environmental monitoring and protection, and weed control as this was not within the scope of the Community Satisfaction Survey 2019.

Council's Local Environmental Plan 2011 guides the land use and development framework for the Coonamble Shire to ensure that development and use meets the objectives of the zoning. The Plan ensures that there is an adequate and appropriate balance between the built and natural environment. Council is currently working on a review of the provisions and will likely propose some changes for the Department of Planning, Industry and Environment's consideration in 2022.

The Coonamble Shire's Local Strategic Planning Statement (LSPS) introduced in 2020 is a vision for land use in the LGA for the next 20 years. This strategic planning process helps us to give direction and certainty for the Shire and in making the necessary decisions on how to best protect our valued limited resources while seeing the Shire continue to progress and grow into the future. It outlines clear planning priorities describing what will be needed, where these are located and when they will be delivered. The LSPS sets short, medium, and long-term actions to deliver the priorities for the community's vision.



The delivery of environmental management and outcomes within the Coonamble Shire is also supported by the Coonamble-Castlereagh Landcare and the Central West Local Land Services whose mission is to 'be a customer focused business that enables improved primary production and better management of natural resources.' The Central West Local Strategic Plan 2016-2021 lays out a strategy and priorities to be able to achieve a vision of a resilient community in a productive healthy landscapes. Through future community consultation, Council could ascertain if the Central West Local Strategic Plan 2016-2021 sufficiently captures the community's, particularly the rural community's, aspirations and priorities or if alternative issues and aspirations are present.

In 2020, the NSW Government finalised the Macquarie – Castlereagh Long-Term Water Management Plan. The Plan identified water management strategies for maintaining and improving the long-term health of the Macquarie – Castlereagh riverine and floodplain catchments which will be utilised by water managers and advisory groups in decision making to achieve long-term ecological objectives.

Council is a participating Council and provides funding to the Castlereagh Macquarie County Council who provide weed management control in the Coonamble and our neighbouring Shires. There are also broader strategies in place including the BioSecurity Act 2015/Biosecurity Regulation 2017, Central West Regional Strategic Weed Management Plan 2017 – 2022 and various other resources developed by State Government to manage the control of weeds including the 'NSW WeedWise' app. Under the Biosecurity Act 2015 everyone has a legal obligation to manage identified priority weeds on land that they own or occupy.

## **2.3.3 SUSTAINABLE WASTE**

Community Strategic Plan 2032 relevant strategies:  
I3.3 Minimise our hard waste production and promote recycling.

### **2.3.3.1 - THE WAR ON WASTE**

The Community Satisfaction Survey 2019 revealed that the community rated waste management and recycling as having high importance but had low satisfaction with the service which indicates that as a community we are moving away from our target.



A Waste Management Strategy was completed for Council in 2016 which is now acknowledged as being outdated. With the appointment of a new Executive Leader Environment, Strategic Planning and Community under the organisational restructure, it is a timely opportunity to review the Waste Management Strategy to include options that suit the constraints of the location of Coonamble Shire to other waste processing facilities.

Council offers a kerbside garbage collection service which is delivered by a contractor in Coonamble and Gulargambone, and Council's operates the following facilities:

- Coonamble Landfill (Contracted services),
- Quambone Landfill (Unmanned),
- Gulargambone Transfer Station (Contracted services).

After investigations in 2017, Council assessed that unfortunately it is cost prohibitive for Council to participate in a recycling program which is, in part, associated with our distance to larger recycling centres. Council has continued to investigate other means for our community to participate in sustainable waste programs and measures including through its participation in the Netwaste Forum. Although recycling is cost prohibitive there are alternative ways for our community to achieve outcomes in sustainable waste including reducing household waste generation and landfill rates.

Council acknowledges that the customers' and community's expectation is for Council to implement recycling waste services. Given the potential cost implications on rate payers and Council's operational budget and given the unlikelihood of a subsidisation by the State Government, the community will need to evaluate their competing priorities. Ensuring that the community are informed and engaged on this matter is crucial.

The waste contract for the waste collection and management of the landfills is shortly expiring. The development and tendering of a new waste contract will provide an opportunity for Council to review and refine objectives and service provision with the intention of improving outcomes for the community and Council.



## **2.4 THEME: OUR INFRASTRUCTURE - MAINTAIN AND IDENTIFY WAYS TO IMPROVE INFRASTRUCTURE SERVICES AND SUPPORT COONAMBLE SHIRE'S LOCAL ENVIRONMENT**

### **COMMUNITY STRATEGIC PLAN GOALS:**

- Connections. Our community connections support and facilitate our access to each other and our local services.
- Appropriate investment. Our community is looking to the future to improve and protect our access to resources.

### **INDICATORS:**

How we've improved our infrastructure:

- Council secured \$23 million from the Commonwealth Government to upgrade the existing sealed section, and to seal an additional 25km section of the Tooraweenah Road.
- Council's Water and Sewerage Management Plan 2017-2024 continues to guide Council's budget and works programs to sustain these valuable infrastructure assets, which the community highly values and has high satisfaction with.
- Council has instated a community member Roads Committee to support a new level of engagement and communication with the community regarding our rural road network.
- Council have increased amenities within the Coonamble CBD with the installation of a public toilet.



### Where we'd like to see our infrastructure improved:

- Our road network (sealed and unsealed) is an area which our community has low satisfaction levels with, but which they highly values. Council acknowledges this and continues to work on strategies including developing advanced Asset Management Plans and the appointment of a community member roads committee.
- Council acknowledges that further development of internal systems and processes including refining of service levels will ensure that maintenance and renewal of assets is achieved inline with Council's financial means and community expectations. This will require development of advanced Asset Management Plans for all of Council's infrastructure assets.

Our community has identified stormwater drainage as having high priority but has low satisfaction with this although Council has made investments to remedy several problem spots.

- Our community has a low satisfaction level with our saleyard facility although it is unclear what these satisfaction levels pertain to as there may be some connection with the drought, and the lack of livestock sales occurring at the time.
- Council is in the process of developing a Drought Management Plan to provide a framework to support community and council staff to manage water supply in future droughts. This Plan will form an essential element of Council's in progress Integrated Water Cycle Management Plan, unlocking access for Council to future funding opportunities.

## 2.4.1 ASSETS AND ESSENTIAL INFRASTRUCTURE

Community Strategic Plan 2032 relevant strategies:

I1.1 Maintain local road network maintenance and construction.

I3.1 Deliver safe drinking water and sewerage services.

I4.1 Ensure long term management and protection of our community assets.

### 2.4.1.1 - OUR CHALLENGING ROAD NETWORK

The Community Satisfaction Survey 2019 revealed that our sealed and unsealed road network had one of the biggest gaps between expectations and satisfaction levels, with a high level of importance but low satisfaction rating received for both. The community also expressed a low satisfaction level with storm water drainage. Council has and will continue to invest in improving storm water drainage within Coonamble. Some of these investments include imminent rectification works at Bertram street, Coonamble outside the Coonamble Public School, and completed rectifications works on Dubbo Street, Coonamble near the TAFE and at the five ways outside the Coonamble High School. Conversely the survey revealed that bridges, culverts, and causeways were rated as having high importance and high satisfaction.



A number of factors which contribute to the challenges associated with our road network include:

- The sheer size of our expansive road network relative to the overall size of Council's budget.
- Limited external funding opportunities.
- Competing Council priorities.
- Road user behaviour particularly after rain events.
- Poor soil quality for road building purposes.
- Challenges for Council in securing an appropriately qualified and experienced workforce to deliver the road infrastructure program.

There is an acknowledgement though within Council that a shift is required to ensure greater resourcing of our road infrastructure and to get out of the reactive operational and maintenance phases and become proactive in how we manage our assets, which will be facilitated and informed with upgraded Asset Management Plans.

In 2020, Council appointed a Roads Committee comprising of community members from across our Shire. The Roads Committee has increased the community's engagement in strategic and decision making processes regarding our rural road infrastructure, and provides new lines of communication and input between the community and Council. The Roads Committee also provides a forum for the community to communicate their frustrations as road users, and for Council to communicate the restrictions and limitations that Council is confronted with.

In 2019, Council secured \$23 million from the Commonwealth Government to upgrade the existing sealed section, and to seal an additional 25km section of the Tooraweenah Road. Council is in the process of completing the appropriate pre-construction surveys, studies and reports, and engagement with the community for feedback on the Review of Environmental Factors and the Engineering Design and Survey have now been completed. The next phase for the Tooraweenah Road project will be Ministerial approval of the Road Project Proposal Report which is being prepared at the time of writing. Once completed, the Tooraweenah Road upgrade will provide a safer road network for locals and tourist alike and deliver economic outcomes to support our thriving agricultural industry and our developing tourism industry.

Council continues to explore and maximise external funding opportunities to support renewal of, and upgrades to, our road network.



## 2.4.1.2 - WATER SECURITY FOR OUR TOWNS

The Community Satisfaction Survey 2019 revealed our community's high priority and high satisfaction rating in relation to water supply.

The most recent drought of 2016 – 2020 and climate change has reiterated the importance of ensuring a reliable, sustainable, and safe water supply for our towns and villages, with many towns across New South Wales and Australia struggling to achieve safe and secure water supplies for their communities.

At the time of writing this State Of Our Shire report, Council was in the process of delivering a draft Drought Management Plan which would then be placed on public exhibition for community comment. The draft DMP has been developed to provide a framework to assist staff and our customers in the management of the water supply during future droughts. A DMP is considered best practice and is an essential requirement for Council's Integrated Water Cycle Management Strategy (IWCM) which is also currently in development. Once completed, the IWCM will enable Council to apply for grant funding as well as assist Council in its strategic management of its water and sewerage assets.

Council has a Water and Sewerage Management Plan 2017-2024, which guides Council's respective works program and budget allocation across Coonamble, Quambone and Gulargambone. Council continues to monitor water quality in line with the Australian Drinking Water Guidelines and to implement appropriate and proportionate actions to mitigate any arising issues with water quality. It is acknowledged that water pressure within the Coonamble township is an ongoing issue, but this is best mitigated in the short to medium term by education of, and changes to, water users' behaviour. All three towns are supplied by bore water.

The age of Coonamble Shire's water infrastructure is an issue, and as such Council has committed to a Mains Replacement Program which continues to be rolled out on the ground. Council continues to appropriately allocate funding in its annual budget to prepare for replacement of water infrastructure, ensuring a sustainable water supply for our towns.



### 2.4.1.3 - SEWERAGE

The Community Satisfaction Survey 2019 revealed that the community has a high priority and high satisfaction level with the sewerage service. Council's sewerage infrastructure program and budget allocation is guided by Council's Water and Sewerage Management Plan 2017-2024. Similarly to the water supply infrastructure, the sewerage infrastructure across Coonamble, Gulargambone and Quambone is nearing the end of its economic life, and in response to this Council continues to deliver its mains relining program. Council continues to investigate financial options for the renewal of our major sewerage assets.

Council's sewerage treatment plants at Coonamble and Gulargambone are subject to Environment Protection Licences which requires of Council to undertake regular testing and reporting to the community and the Department Environment, Climate Change and Water. The objective of the licence is to:

- (a) prevent as far as practicable sewage overflows and sewage treatment plant bypasses,
- (b) require proper and efficient management of the system to minimise harm to the environment and public health,
- (c) require practical measures to be taken to protect the environment and public health from sewage overflows and sewage treatment plant effluent.

### 2.4.1.4 - SALEYARDS

Our saleyards (Coonamble Regional Livestock Market) are a critical piece of infrastructure for our agricultural industry. Now that our community is benefiting from consecutive good seasons following successive years of drought, there is renewed demand from our community for regular livestock sales at the Coonamble Saleyards.

The community communicated via the Community Satisfaction Survey 2019 that they had low satisfaction with this infrastructure asset. Given the timing of the Community Satisfaction Survey in 2019, whilst our community was enduring one of the worst droughts in history, it is unclear whether the satisfaction levels are related to the lack of sale activity occurring at the saleyards during the drought and/or satisfaction level with the facility itself and/or an alternative reason. Future community consultation would present an opportunity to recapture and reevaluate the community's current satisfaction levels with the Coonamble Saleyard's facility and service, now that livestock sales have recommenced, and the drought has broken.



Since the recommencement of sales in late 2020, Council staff have delivered several reactive operation and maintenance services due to the lack of resourcing. However, in a period of almost 12 months, staff have gained on the job training and experience at the saleyards to the satisfaction of the Coonamble Associated Agents and buyers. Continued communication and meetings with the Coonamble Associated Agents and Council staff have been positive with both parties committing to signing a memorandum of understanding and joint operational protocol to be signed in late 2021 or early 2022.

In accordance with the Environmental Protection Authority's (EPA) guidelines is the preparation of a Pollution Incident Response Management Plan (PIRMP) for the saleyards which was adopted by Council in 2021. The objective of the PIRMP is:

- To ensure comprehensive and timely communication about a pollution incident to staff at the premises, other Council staff as appropriate, the Environment Protection Authority (EPA), other relevant authorities and the community that may be affected by impacts of the incident.
- Minimise and control risk of a pollution incident by identifying risks and developing planned actions to manage those risks.
- Actions to be taken to reduce and/or control pollution.
- Ensure that this PIRMP is effectively implemented by trained staff, identifying persons responsible for implementing it, and regularly testing and reviewing it to ensure that it is current and suitable.

#### 2.4.1.5 - PROTECTION OF OUR COMMUNITY ASSETS

Annually, Council delivers a Long Term Financial Plan to plan and allocate financial resources for the next ten years. This process also ensures that Council and the community's aspirations and goals stay in check with Council's financial capabilities, and provides a decision making and problem solving tool.

Council continues to monitor and work towards maintaining and achieving industry benchmarks for financial expenditure on asset renewal and asset maintenance. Council acknowledges that further development of internal systems and processes including refining of service levels will ensure that maintenance and renewal of assets is achieved inline with Council's financial means and community expectations. In this regard the development of advanced Asset Management Plans in the near future will be crucial.



## **2.5 THEME: OUR LEADERSHIP - ENSURE STRONG LEADERSHIP, GOOD GOVERNANCE AND FOSTER COMMUNITY PARTICIPATION IN DECISION MAKING**

### **COMMUNITY STRATEGIC PLAN GOALS:**

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

### **INDICATORS:**

Progressing community leadership:

- Council is committed to enhancing governance practices, including ongoing engagement of the community in decision making processes through robust engagement processes and strategies as reflected in the Community Engagement Strategy 2021.
- Based upon both an externally conducted Community Satisfaction Survey with our community, and our strategic plans including the Community Strategic Plan 2032 and the Delivery Plan 2017-2020(21) Council has defined and delivering upon a “Top Ten” priorities list.
- We celebrate leadership and achievement through the Australia Day awards and the Coonamble Chamber of Commerce’s annual Business Awards.
- A revised Organisational Structure within Council will ensure the effective and efficient future service delivery including adequate strategic focus capability of the Executive Management Team.



### Where we can progress leadership further:

- To improve governance, Council will continue to pursue the process of developing new policies, updating existing policies to best practice standards and ongoing review of policies.
- Our elected Council continues to move away from the historical approach of ad-hoc decision making to be more strategically focused, with an understanding of the long-term and cumulative effects of decisions.
- Council's efforts to implement the revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational income.

## 2.5.1 LEADERSHIP

Community Strategic Plan 2032 relevant strategies:

P1.2 Increase the representation of Aboriginal people in community representative roles including Local Council.

L1.1 Promote opportunities for leaders to learn the features of good leadership.

L1.2 Design and support leadership succession planning.

L1.3 Encourage and promote a high level of leadership in the community.

L1.4 Increase Aboriginal representation on Council.

L1.5 Increase representation to community leader roles.

L1.6 Acknowledge the importance of community leader roles.

### 2.5.1.1 - LEADING UNDER NEW ORGANISATIONAL LEADERSHIP

The outgoing Council prioritised during their term, to enhance their governance processes including those relating to decisions making.

Council appointed a new General Manager in June 2019. Under the new General Managership priority policies were developed to ensure sound governance principles were established.



As an example, eight policy documents have been developed and adopted during 2019 to 2021, with a further 18 policies having been either newly developed, or revised during 2020/21. All of Council's adopted policies are available on Council's website at [www.coonambleshire.nsw.gov.au](http://www.coonambleshire.nsw.gov.au).

Under Mr Basson's new leadership he advocated for a changed culture within the elected body from one of being characterised by ad-hoc decision making to one that is more strategic focused, with the long-term and cumulative effects of decisions being taken into account by the decision maker. . Similarly, starting work within the organisation to change the culture to one of "we can do" and "we care".

Our elected body has determined the congruence of Councillors' priorities with the Community Strategic Plan and Delivery Program. The "Top Ten" priorities were determined at two Councillor Workshops held in August and September 2019. These priorities were merged with the outcomes of the externally conducted Community Satisfaction Survey to produce a set of priorities that link in and augment the Community Strategic Plan, Delivery Program and Operational Plan – which were adopted as such at a Council Meeting held on 13 November 2019.

Jetty Research was appointed to conduct an impartial, external survey of the community's satisfaction with Council's service delivery. This report identified the "Top Two" priorities as Roads and Economic & Tourism Development; with Customer Service Excellence also shown to be in need of a particular focus going forward.

A now revised Organisational Structure will ensure Council is able to achieve effective and efficient future service delivery through scale and capacity. Under the new General Manager the organisation will be focused on becoming a learning organisation and one which has the capability within its Executive Management Team to have adequate strategic focus. However, Council's efforts to implement the revised structure has been hamstrung by a tight recruitment market (exacerbated by the uncertainty and insecurity that the Covid-19 pandemic has brought into the local government sector), as well as inadequate operational funding.

The production of Council's Business Papers and Minutes has been streamlined through the implementation of a software package that generates Council Agendas and Minutes.

Council acknowledges the value of, and is committed to, engaging an community in decision making processes through robust engagement processes and strategies. Council recognises that engagement leads to well-informed decisions at a strategic and operational level, achieves effective and transparent governance and is fundamental to inclusive, vibrant and thriving communities. Council has adopted a new format Operational Plan 2021 which provides clear guidance and procedures for Councillors and Council Officers around engagement with the community and the development of engagement plans for individual projects and processes.

It has become clear that, although Council is in a good financial position, rising labour, material and construction costs have caught up with Council and operational revenues are no longer adequate to fund Council's annual operating expenses. This is exacerbated by the COVID-19 pandemic and the material and skills shortages experienced. Forty-three years of rate pegging has slowly eroded Council's rate income to a point where some hard decisions will have to be made within the next few years. It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.

### 2.5.1.2 - RECOGNISING COMMUNITY LEADERS

Council, with the support from the community continues to fund and deliver the Australia Day awards, to celebrate and recognise contributions made by our community members including in the area of leadership. The Coonamble Chamber of Commerce's annual Business Awards which is supported by funding and in-kind support from Council continues to celebrate and recognise achievements in business and our workforce.

In relation to the strategies specifically outlined in the Community Strategic Plan 2032 to achieve greater representation of Aboriginal people on Council, during the current term, two Councillors who identify as Aboriginal were elected to Council although sadly in 2018 Cr John 'Bunda' Walker passed away, and Mayor Michael Webb resigned.

By promoting the Electoral Commission's and the Office of Local Government's online and face-to-face information sessions for Councillor candidates, Council has actively promoted and encouraged the wider community to consider nominating as a Councillor candidate. With the number of Councillors for the next term of Council now increasing by two, to nine Councillors, and with the broad promotion by Council for Councillor candidates, it is hoped that these additions will achieve representation of Aboriginal people on Council once again.

# SECTION THREE: FINANCIAL PERFORMANCE



Coomamble Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
INCOME STATEMENT - CONSOLIDATED  
Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	6,519,000	6,908,698	7,098,493	7,310,845	7,533,745	8,075,361	8,695,747	9,374,416	9,563,321	9,756,118	9,952,890	10,153,719
User Charges & Fees	4,152,000	5,558,897	5,766,750	6,061,296	6,305,121	6,448,225	6,594,586	6,744,281	6,897,384	7,053,973	7,214,129	7,377,932
Other Revenues	743,000	1,752,974	1,923,066	1,970,106	2,019,359	2,069,843	2,121,589	2,174,629	2,228,995	2,284,719	2,341,837	2,400,383
Grants & Contributions provided for Operating Purposes	7,708,000	8,455,521	8,004,905	7,942,633	7,995,371	7,251,469	7,411,001	7,574,043	7,740,672	7,910,967	8,085,008	8,262,878
Grants & Contributions provided for Capital Purposes	2,785,000	4,626,015	11,490,015	10,488,903	8,599,748	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000
Interest & Investment Revenue	433,000	191,373	161,455	163,567	176,518	177,138	195,309	200,888	-	235,310	245,731	254,164
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	145,000	161,142	147,910	149,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>22,494,000</b>	<b>27,774,620</b>	<b>34,714,593</b>	<b>34,087,111</b>	<b>32,381,476</b>	<b>25,975,568</b>	<b>26,674,211</b>	<b>28,026,736</b>	<b>26,816,244</b>	<b>27,704,734</b>	<b>28,005,912</b>	<b>28,918,123</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	8,045,000	7,721,933	8,881,165	9,317,382	9,464,867	9,653,686	9,846,107	10,042,383	10,242,584	10,446,816	10,655,131	10,867,621
Borrowing Costs	4,000	1,946	6,933	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022
Materials & Contracts	4,262,000	8,992,319	6,682,423	6,971,088	7,211,432	7,439,285	7,446,549	7,586,800	7,889,418	8,181,896	8,453,732	8,700,402
Depreciation & Amortisation	6,720,000	7,012,393	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693	6,964,693
Impairment of investments	25,000	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,047,000	511,751	827,325	846,450	866,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	95,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>22,198,000</b>	<b>24,240,342</b>	<b>23,362,539</b>	<b>24,105,921</b>	<b>24,512,690</b>	<b>24,948,754</b>	<b>25,168,292</b>	<b>25,525,149</b>	<b>26,048,789</b>	<b>26,566,797</b>	<b>27,068,764</b>	<b>27,550,260</b>
<b>Operating Result from Continuing Operations</b>	<b>296,000</b>	<b>3,534,278</b>	<b>11,352,054</b>	<b>9,981,189</b>	<b>7,868,786</b>	<b>1,026,815</b>	<b>1,505,919</b>	<b>2,501,587</b>	<b>767,455</b>	<b>1,137,937</b>	<b>937,148</b>	<b>1,367,863</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>296,000</b>	<b>3,534,278</b>	<b>11,352,054</b>	<b>9,981,189</b>	<b>7,868,786</b>	<b>1,026,815</b>	<b>1,505,919</b>	<b>2,501,587</b>	<b>767,455</b>	<b>1,137,937</b>	<b>937,148</b>	<b>1,367,863</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,489,000)	(1,094,737)	(137,961)	(507,714)	(730,962)	(773,185)	5,919	701,587	767,455	837,937	937,148	1,067,863

**Coonamble Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**INCOME STATEMENT - GENERAL FUND**  
**Scenario: Balanced Approach**

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	5,241,000	5,422,824	5,493,431	5,598,137	5,704,889	6,181,136	6,757,135	7,390,375	7,532,781	7,677,985	7,826,043	7,977,013
User Charges & Fees	3,261,000	4,403,257	4,545,930	4,696,475	4,849,823	4,956,544	5,065,614	5,177,084	5,291,007	5,407,437	5,526,429	5,648,039
Other Revenues	720,000	1,627,174	1,902,175	1,948,694	1,997,412	2,047,347	2,098,530	2,150,994	2,204,769	2,259,888	2,316,385	2,374,295
Grants & Contributions provided for Operating Purposes	7,521,000	8,455,521	8,004,905	7,942,633	7,595,371	7,251,469	7,411,001	7,574,043	7,740,672	7,910,967	8,085,008	8,262,878
Grants & Contributions provided for Capital Purposes	2,785,000	4,406,912	10,090,015	9,246,155	7,357,000	1,800,000	1,500,000	1,800,000	-	300,000	-	300,000
Interest & Investment Revenue	296,000	134,005	111,855	113,341	114,849	116,361	117,937	119,516	121,121	122,750	124,405	126,066
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	120,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	145,000	161,142	147,910	149,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>19,978,000</b>	<b>24,730,835</b>	<b>30,416,221</b>	<b>29,695,175</b>	<b>27,770,958</b>	<b>22,506,409</b>	<b>23,106,196</b>	<b>24,370,491</b>	<b>23,051,383</b>	<b>23,842,672</b>	<b>24,044,587</b>	<b>24,857,358</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,587,000	7,721,933	8,065,124	8,499,991	8,629,862	8,801,799	8,977,182	9,156,080	9,338,565	9,524,706	9,714,579	9,908,258
Borrowing Costs	4,000	1,946	6,933	6,308	5,674	5,033	4,384	3,728	3,063	2,391	1,710	1,022
Materials & Contracts	3,048,000	6,801,994	5,389,504	5,694,791	5,910,886	6,114,028	6,071,112	6,210,706	6,487,178	6,753,013	6,972,700	7,216,705
Depreciation & Amortisation	6,023,000	6,315,806	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106	6,268,106
Impairment of investments	25,000	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,036,000	511,751	827,325	846,450	866,024	886,057	906,560	927,544	949,021	971,001	993,498	1,016,523
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	24,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>19,747,000</b>	<b>21,353,430</b>	<b>20,556,992</b>	<b>21,315,647</b>	<b>21,680,552</b>	<b>22,075,023</b>	<b>22,227,345</b>	<b>22,566,164</b>	<b>23,045,932</b>	<b>23,519,218</b>	<b>23,950,593</b>	<b>24,410,614</b>
<b>Operating Result from Continuing Operations</b>	<b>231,000</b>	<b>3,377,405</b>	<b>9,859,229</b>	<b>8,379,528</b>	<b>6,090,406</b>	<b>431,386</b>	<b>878,851</b>	<b>1,804,327</b>	<b>5,450</b>	<b>323,455</b>	<b>93,994</b>	<b>446,744</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>231,000</b>	<b>3,377,405</b>	<b>9,859,229</b>	<b>8,379,528</b>	<b>6,090,406</b>	<b>431,386</b>	<b>878,851</b>	<b>1,804,327</b>	<b>5,450</b>	<b>323,455</b>	<b>93,994</b>	<b>446,744</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,554,000)	(1,029,507)	(230,786)	(866,627)	(1,266,594)	(1,368,614)	(621,149)	4,327	5,450	23,455	93,994	146,744

**Coonamble Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**INCOME STATEMENT - WATER FUND**  
**Scenario: Balanced Approach**

	Actuals	Current Year	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	594,000	755,363	809,937	845,232	882,161	904,215	926,821	949,991	973,741	998,085	1,023,037	1,048,613
User Charges & Fees	772,000	1,005,140	1,020,690	1,112,552	1,140,366	1,168,875	1,198,097	1,228,049	1,258,751	1,290,219	1,322,475	1,355,537
Other Revenues	19,000	121,700	16,050	16,451	16,863	17,284	17,716	18,159	18,613	19,078	19,555	20,044
Grants & Contributions provided for Operating Purposes	166,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	-	1,400,000	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	60,000	22,320	26,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>1,611,000</b>	<b>1,904,523</b>	<b>3,273,367</b>	<b>2,001,342</b>	<b>2,066,565</b>	<b>2,117,617</b>	<b>2,169,945</b>	<b>2,223,579</b>	<b>2,278,621</b>	<b>2,335,036</b>	<b>2,392,859</b>	<b>2,452,124</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	241,000	-	407,633	407,815	417,237	425,764	434,279	442,965	451,824	460,860	470,078	479,479
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	850,000	1,213,823	923,327	922,610	940,139	958,002	976,204	994,752	1,013,652	1,032,912	1,052,537	1,072,535
Depreciation & Amortisation	388,000	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678	387,678
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	61,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,540,000</b>	<b>1,601,501</b>	<b>1,718,638</b>	<b>1,718,102</b>	<b>1,745,054</b>	<b>1,771,444</b>	<b>1,798,161</b>	<b>1,825,394</b>	<b>1,853,154</b>	<b>1,881,450</b>	<b>1,910,292</b>	<b>1,939,692</b>
<b>Operating Result from Continuing Operations</b>	<b>71,000</b>	<b>303,022</b>	<b>1,554,729</b>	<b>283,240</b>	<b>321,510</b>	<b>346,173</b>	<b>371,784</b>	<b>398,184</b>	<b>425,467</b>	<b>453,586</b>	<b>482,566</b>	<b>512,432</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>											
<b>Net Operating Result for the Year</b>	<b>71,000</b>	<b>303,022</b>	<b>1,554,729</b>	<b>283,240</b>	<b>321,510</b>	<b>346,173</b>	<b>371,784</b>	<b>398,184</b>	<b>425,467</b>	<b>453,586</b>	<b>482,566</b>	<b>512,432</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	71,000	303,022	154,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432

**Coonamble Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**INCOME STATEMENT - SEWER FUND**  
**Scenario: Balanced Approach**

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
Revenue:												
Rates & Annual Charges	684,000	730,511	795,125	867,476	946,694	990,010	1,011,790	1,034,050	1,056,799	1,080,048	1,103,810	1,128,093
User Charges & Fees	119,000	150,500	202,130	252,269	314,932	322,806	330,876	339,148	347,626	356,317	365,225	374,356
Other Revenues	4,000	4,100	4,840	4,961	5,085	5,212	5,342	5,476	5,613	5,753	5,897	6,045
Grants & Contributions provided for Operating Purposes	21,000	-	-	-	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	-	219,103	-	1,242,748	1,242,748	-	-	-	-	-	-	-
Interest & Investment Revenue	77,000	35,048	22,910	23,139	34,494	33,514	50,062	53,993	76,202	84,907	93,534	100,147
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>905,000</b>	<b>1,139,262</b>	<b>1,025,005</b>	<b>2,390,593</b>	<b>2,543,954</b>	<b>1,351,542</b>	<b>1,398,071</b>	<b>1,432,666</b>	<b>1,486,241</b>	<b>1,527,025</b>	<b>1,568,466</b>	<b>1,608,641</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	217,000	-	408,408	409,576	417,768	426,123	434,645	443,338	452,205	461,249	470,474	479,884
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	364,000	976,502	369,592	353,687	360,407	367,254	399,232	381,343	388,588	395,971	428,495	411,161
Depreciation & Amortisation	309,000	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909	308,909
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	11,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	10,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>911,000</b>	<b>1,285,411</b>	<b>1,086,909</b>	<b>1,072,172</b>	<b>1,087,083</b>	<b>1,102,287</b>	<b>1,142,787</b>	<b>1,133,590</b>	<b>1,149,702</b>	<b>1,166,130</b>	<b>1,207,878</b>	<b>1,199,954</b>
<b>Operating Result from Continuing Operations</b>	<b>(6,000)</b>	<b>(146,149)</b>	<b>(61,904)</b>	<b>1,318,421</b>	<b>1,456,870</b>	<b>249,256</b>	<b>255,284</b>	<b>299,076</b>	<b>336,538</b>	<b>360,896</b>	<b>360,588</b>	<b>408,687</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(6,000)</b>	<b>(146,149)</b>	<b>(61,904)</b>	<b>1,318,421</b>	<b>1,456,870</b>	<b>249,256</b>	<b>255,284</b>	<b>299,076</b>	<b>336,538</b>	<b>360,896</b>	<b>360,588</b>	<b>408,687</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(6,000)	(365,252)	(61,904)	75,673	214,122	249,256	255,284	299,076	336,538	360,896	360,588	408,687

**Coonamble Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: Balanced Approach**

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					2030/31	
							2025/26	2026/27	2027/28	2028/29	2029/30		
<b>ASSETS</b>													
<b>Current Assets</b>													
Cash & Cash Equivalents	13,955,000	11,178,260	10,559,661	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,571,770	13,874,532	14,050,042	
Investments	13,000,000	8,004,250	7,941,750	7,566,750	7,561,750	7,561,750	7,561,750	7,561,750	7,624,250	7,749,250	7,874,250	7,989,250	
Receivables	2,655,000	3,016,841	3,674,170	3,661,264	3,477,846	2,889,420	2,938,606	3,056,613	2,915,807	3,013,145	3,046,017	3,146,960	
Inventories	1,014,000	1,171,042	962,336	1,007,445	1,039,374	1,069,390	1,063,049	1,083,675	1,124,525	1,163,804	1,196,265	1,232,318	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Other	95,000	85,594	72,757	76,553	79,311	81,923	81,661	83,540	87,027	90,395	93,230	96,355	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Assets</b>	<b>30,719,000</b>	<b>23,455,967</b>	<b>23,210,674</b>	<b>24,567,917</b>	<b>24,019,066</b>	<b>24,590,785</b>	<b>24,921,610</b>	<b>25,805,916</b>	<b>25,300,630</b>	<b>25,588,365</b>	<b>26,084,294</b>	<b>26,524,924</b>	
<b>Non-Current Assets</b>													
Investments	-	4,985,750	4,808,250	3,683,250	3,668,250	3,668,250	3,668,250	3,668,250	3,655,750	4,230,750	4,605,750	4,980,750	
Receivables	181,000	264,153	271,552	282,523	291,371	303,029	316,049	329,988	337,131	344,431	351,890	359,514	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	297,563,000	305,197,414	317,298,699	326,786,327	334,969,107	334,462,607	335,733,490	337,427,477	338,306,918	338,796,716	338,815,799	339,417,539	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Right of use assets	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Non-Current Assets</b>	<b>297,856,000</b>	<b>310,589,317</b>	<b>322,490,501</b>	<b>330,864,100</b>	<b>339,040,727</b>	<b>338,545,885</b>	<b>339,829,789</b>	<b>341,537,715</b>	<b>342,611,799</b>	<b>343,485,897</b>	<b>343,885,439</b>	<b>344,869,803</b>	
<b>TOTAL ASSETS</b>	<b>328,575,000</b>	<b>334,025,304</b>	<b>345,701,175</b>	<b>355,432,017</b>	<b>363,069,794</b>	<b>363,136,670</b>	<b>364,751,599</b>	<b>367,343,631</b>	<b>367,912,629</b>	<b>369,074,262</b>	<b>369,969,733</b>	<b>371,394,727</b>	
<b>LIABILITIES</b>													
<b>Current Liabilities</b>													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	1,724,000	2,889,671	2,771,574	2,659,493	2,682,977	2,344,140	2,521,062	2,623,078	2,634,791	2,670,720	2,698,249	2,768,267	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	973,000	1,214,355	1,708,360	1,622,811	1,411,669	854,558	841,297	885,013	730,805	775,206	763,314	808,430	
Lease liabilities	18,000	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	41,000	52,091	52,717	53,351	53,992	54,640	55,297	55,961	56,634	57,314	58,003	-	
Provisions	2,054,000	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Current Liabilities</b>	<b>4,810,000</b>	<b>6,226,823</b>	<b>6,603,357</b>	<b>6,406,360</b>	<b>6,219,343</b>	<b>5,324,045</b>	<b>5,488,351</b>	<b>5,634,758</b>	<b>5,492,935</b>	<b>5,573,945</b>	<b>5,590,271</b>	<b>5,647,403</b>	
<b>Non-Current Liabilities</b>													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	33,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	
Borrowings	-	497,909	445,192	391,841	337,850	283,209	227,912	171,951	115,317	58,003	-	-	
Provisions	128,000	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Non-Current Liabilities</b>	<b>161,000</b>	<b>660,203</b>	<b>607,486</b>	<b>554,135</b>	<b>500,144</b>	<b>445,503</b>	<b>390,206</b>	<b>334,245</b>	<b>277,611</b>	<b>220,297</b>	<b>162,294</b>	<b>162,294</b>	
<b>TOTAL LIABILITIES</b>	<b>4,971,000</b>	<b>6,887,026</b>	<b>7,210,843</b>	<b>6,960,496</b>	<b>6,719,487</b>	<b>5,769,548</b>	<b>5,878,558</b>	<b>5,969,004</b>	<b>5,770,546</b>	<b>5,794,243</b>	<b>5,752,566</b>	<b>5,809,697</b>	
<b>Net Assets</b>	<b>323,604,000</b>	<b>327,138,278</b>	<b>338,490,332</b>	<b>348,471,521</b>	<b>356,340,307</b>	<b>357,367,122</b>	<b>358,873,041</b>	<b>361,374,628</b>	<b>362,142,083</b>	<b>363,280,019</b>	<b>364,217,167</b>	<b>365,585,030</b>	
<b>EQUITY</b>													
Retained Earnings	179,409,000	182,943,278	194,295,332	204,276,521	212,145,307	213,172,122	214,678,041	217,179,628	217,947,083	219,085,019	220,022,167	221,390,030	
Revaluation Reserves	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	144,195,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	323,604,000	327,138,278	338,490,332	348,471,521	356,340,307	357,367,122	358,873,041	361,374,628	362,142,083	363,280,019	364,217,167	365,585,030	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Equity</b>	<b>323,604,000</b>	<b>327,138,278</b>	<b>338,490,332</b>	<b>348,471,521</b>	<b>356,340,307</b>	<b>357,367,122</b>	<b>358,873,041</b>	<b>361,374,628</b>	<b>362,142,083</b>	<b>363,280,019</b>	<b>364,217,167</b>	<b>365,585,030</b>	

**Coonamble Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2031**  
**BALANCE SHEET - GENERAL FUND**  
**Scenario: Balanced Approach**

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years			2028/29	2029/30	2030/31
							2025/26	2026/27	2027/28			
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	12,223,000	9,926,099	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,267	12,253,033	12,446,461
Investments	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000
Receivables	2,027,000	2,473,184	3,101,792	3,034,741	2,815,925	2,208,280	2,240,841	2,342,016	2,183,563	2,263,026	2,277,585	2,359,767
Inventories	1,014,000	1,171,042	962,336	1,007,445	1,039,374	1,069,390	1,063,049	1,083,675	1,124,525	1,163,804	1,196,265	1,232,318
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	95,000	85,594	72,757	76,553	79,311	81,923	81,661	83,540	87,027	90,395	93,230	96,355
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>21,688,000</b>	<b>19,984,919</b>	<b>20,923,155</b>	<b>22,419,781</b>	<b>22,008,932</b>	<b>22,267,729</b>	<b>22,256,795</b>	<b>22,738,710</b>	<b>21,876,714</b>	<b>21,884,493</b>	<b>22,159,112</b>	<b>22,473,901</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	66,000	215,253	220,748	226,971	233,312	243,383	254,933	267,365	272,964	278,681	284,519	290,481
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	266,578,000	273,106,657	282,606,052	289,235,474	295,482,468	294,669,456	295,661,021	297,065,586	297,723,021	298,050,596	297,806,275	297,983,028
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Investments Accounted for using the equity method	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000	61,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>266,756,000</b>	<b>273,433,910</b>	<b>282,938,800</b>	<b>289,574,445</b>	<b>295,827,780</b>	<b>295,044,840</b>	<b>296,027,955</b>	<b>297,444,951</b>	<b>298,107,985</b>	<b>298,441,277</b>	<b>298,202,794</b>	<b>298,385,509</b>
<b>TOTAL ASSETS</b>	<b>288,454,000</b>	<b>293,428,829</b>	<b>303,861,955</b>	<b>311,994,226</b>	<b>317,836,712</b>	<b>317,312,568</b>	<b>318,284,750</b>	<b>320,183,661</b>	<b>319,984,699</b>	<b>320,325,770</b>	<b>320,361,907</b>	<b>320,869,410</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,528,000	2,375,069	2,507,053	2,398,061	2,414,635	2,070,207	2,231,440	2,337,605	2,343,362	2,373,210	2,384,560	2,468,206
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	973,000	1,214,355	1,708,360	1,622,811	1,411,669	854,558	841,297	885,013	730,805	775,206	763,314	808,430
Lease liabilities	18,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	41,000	52,091	52,717	53,351	53,992	54,640	55,297	55,961	56,634	57,314	58,003	-
Provisions	2,054,000	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706	2,070,706
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>4,614,000</b>	<b>5,712,221</b>	<b>6,338,836</b>	<b>6,144,929</b>	<b>5,951,001</b>	<b>5,050,112</b>	<b>5,198,739</b>	<b>5,349,285</b>	<b>5,201,506</b>	<b>5,276,436</b>	<b>5,276,582</b>	<b>5,337,342</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	33,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
Borrowings	-	497,909	445,192	391,841	337,850	283,209	227,912	171,951	115,317	58,003	-	-
Provisions	128,000	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294	111,294
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>161,000</b>	<b>660,203</b>	<b>607,486</b>	<b>554,135</b>	<b>500,144</b>	<b>445,503</b>	<b>390,206</b>	<b>334,245</b>	<b>277,611</b>	<b>220,297</b>	<b>162,294</b>	<b>162,294</b>
<b>TOTAL LIABILITIES</b>	<b>4,775,000</b>	<b>6,372,424</b>	<b>6,946,322</b>	<b>6,699,064</b>	<b>6,451,145</b>	<b>5,495,615</b>	<b>5,588,945</b>	<b>5,683,530</b>	<b>5,479,118</b>	<b>5,496,734</b>	<b>5,438,877</b>	<b>5,499,636</b>
<b>Net Assets</b>	<b>283,679,000</b>	<b>287,056,405</b>	<b>296,915,634</b>	<b>305,295,162</b>	<b>311,385,567</b>	<b>311,816,953</b>	<b>312,695,804</b>	<b>314,500,131</b>	<b>314,505,581</b>	<b>314,829,036</b>	<b>314,923,030</b>	<b>315,369,774</b>
<b>EQUITY</b>												
Retained Earnings	152,732,000	156,109,405	165,968,634	174,348,162	180,438,567	180,869,953	181,748,804	183,553,131	183,558,581	183,882,036	183,976,030	184,422,774
Revaluation Reserves	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000	130,947,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	283,679,000	287,056,405	296,915,634	305,295,162	311,385,567	311,816,953	312,695,804	314,500,131	314,505,581	314,829,036	314,923,030	315,369,774
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>283,679,000</b>	<b>287,056,405</b>	<b>296,915,634</b>	<b>305,295,162</b>	<b>311,385,567</b>	<b>311,816,953</b>	<b>312,695,804</b>	<b>314,500,131</b>	<b>314,505,581</b>	<b>314,829,036</b>	<b>314,923,030</b>	<b>315,369,774</b>

Coonamble Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
**BALANCE SHEET - WATER FUND**  
Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	Projected Years																	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31								
<b>ASSETS</b>																				
<b>Current Assets</b>																				
Cash & Cash Equivalents	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688	776,357								
Investments	2,530,000	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500	632,500								
Receivables	447,000	416,343	426,679	461,665	474,642	486,508	498,671	511,137	523,916	537,014	550,439	564,200								
Inventories	-	-	-	-	-	-	-	-	-	-	-	-								
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-								
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-								
Other	-	-	-	-	-	-	-	-	-	-	-	-								
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Current Assets</b>	<b>3,187,000</b>	<b>1,456,328</b>	<b>1,131,252</b>	<b>1,160,281</b>	<b>1,218,159</b>	<b>1,286,295</b>	<b>1,366,730</b>	<b>1,459,989</b>	<b>1,566,681</b>	<b>1,687,368</b>	<b>1,822,628</b>	<b>1,973,057</b>								
<b>Non-Current Assets</b>																				
Investments	-	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500	1,897,500								
Receivables	115,000	42,170	43,043	46,723	47,973	49,172	50,401	51,661	52,953	54,277	55,634	57,024								
Inventories	-	-	-	-	-	-	-	-	-	-	-	-								
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-								
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-								
Infrastructure, Property, Plant & Equipment	18,140,000	18,381,206	20,252,088	20,505,872	20,772,485	21,052,183	21,345,230	21,651,890	21,972,438	22,307,150	22,656,310	23,020,206								
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-								
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-								
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-								
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-								
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-								
Other	-	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Non-Current Assets</b>	<b>18,255,000</b>	<b>20,320,876</b>	<b>22,192,631</b>	<b>22,450,095</b>	<b>22,717,957</b>	<b>22,998,655</b>	<b>23,293,131</b>	<b>23,601,052</b>	<b>23,922,691</b>	<b>24,258,927</b>	<b>24,609,443</b>	<b>24,974,731</b>								
<b>TOTAL ASSETS</b>	<b>21,442,000</b>	<b>21,777,204</b>	<b>23,323,883</b>	<b>23,610,376</b>	<b>23,936,116</b>	<b>24,285,150</b>	<b>24,659,861</b>	<b>25,061,040</b>	<b>25,489,572</b>	<b>25,946,295</b>	<b>26,432,071</b>	<b>26,947,788</b>								
<b>LIABILITIES</b>																				
<b>Current Liabilities</b>																				
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-								
Payables	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,398	136,463	139,600	142,810	146,094								
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-								
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-								
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-								
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-								
Provisions	-	-	-	-	-	-	-	-	-	-	-	-								
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Current Liabilities</b>	<b>93,000</b>	<b>125,182</b>	<b>117,132</b>	<b>120,385</b>	<b>124,615</b>	<b>127,475</b>	<b>130,403</b>	<b>133,398</b>	<b>136,463</b>	<b>139,600</b>	<b>142,810</b>	<b>146,094</b>								
<b>Non-Current Liabilities</b>																				
Payables	-	-	-	-	-	-	-	-	-	-	-	-								
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-								
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-								
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-								
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-								
Provisions	-	-	-	-	-	-	-	-	-	-	-	-								
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-								
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>								
<b>TOTAL LIABILITIES</b>	<b>93,000</b>	<b>125,182</b>	<b>117,132</b>	<b>120,385</b>	<b>124,615</b>	<b>127,475</b>	<b>130,403</b>	<b>133,398</b>	<b>136,463</b>	<b>139,600</b>	<b>142,810</b>	<b>146,094</b>								
<b>Net Assets</b>	<b>21,349,000</b>	<b>21,652,022</b>	<b>23,206,751</b>	<b>23,489,991</b>	<b>23,811,501</b>	<b>24,157,674</b>	<b>24,529,458</b>	<b>24,927,642</b>	<b>25,353,109</b>	<b>25,806,695</b>	<b>26,289,261</b>	<b>26,801,694</b>								
<b>EQUITY</b>																				
Retained Earnings	14,185,000	14,488,022	16,042,751	16,325,991	16,647,501	16,993,674	17,365,458	17,763,642	18,189,109	18,642,695	19,125,261	19,637,694								
Revaluation Reserves	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000	7,164,000								
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-								
Council Equity Interest	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,927,642	25,353,109	25,806,695	26,289,261	26,801,694								
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-								
<b>Total Equity</b>	<b>21,349,000</b>	<b>21,652,022</b>	<b>23,206,751</b>	<b>23,489,991</b>	<b>23,811,501</b>	<b>24,157,674</b>	<b>24,529,458</b>	<b>24,927,642</b>	<b>25,353,109</b>	<b>25,806,695</b>	<b>26,289,261</b>	<b>26,801,694</b>								

Coonamble Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 BALANCE SHEET - SEWER FUND  
 Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	Projected Years															
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31						
<b>ASSETS</b>																		
<b>Current Assets</b>																		
Cash & Cash Equivalents	1,522,000	844,676	40,318	227,748	14,447	251,879	508,940	813,308	996,356	1,025,649	981,811	827,224						
Investments	4,131,000	1,032,750	970,250	595,250	590,250	590,250	590,250	590,250	652,750	777,750	902,750	1,027,750						
Receivables	181,000	127,314	145,698	164,857	187,279	194,632	199,094	203,659	208,329	213,106	217,993	222,992						
Inventories	-	-	-	-	-	-	-	-	-	-	-	-						
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-						
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-						
Other	-	-	-	-	-	-	-	-	-	-	-	-						
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Current Assets</b>	5,834,000	2,004,740	1,156,266	987,855	791,975	1,036,761	1,298,285	1,607,217	1,857,434	2,016,505	2,102,554	2,077,966						
<b>Non-Current Assets</b>																		
Investments	-	3,098,250	2,910,750	1,785,750	1,770,750	1,770,750	1,770,750	1,770,750	1,958,250	2,333,250	2,708,250	3,083,250						
Receivables	-	6,730	7,761	8,829	10,086	10,473	10,715	10,962	11,214	11,473	11,738	12,008						
Inventories	-	-	-	-	-	-	-	-	-	-	-	-						
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-						
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-						
Infrastructure, Property, Plant & Equipment	-	13,709,551	14,440,559	17,044,981	18,714,154	18,720,967	18,727,239	18,710,001	18,611,459	18,440,970	18,353,214	18,404,305						
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-						
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-						
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
Other	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Non-Current Assets</b>	12,845,000	16,814,531	17,359,070	18,839,560	20,494,990	20,502,190	20,508,704	20,491,713	20,580,923	20,785,693	21,073,202	21,489,563						
<b>TOTAL ASSETS</b>	<b>18,679,000</b>	<b>18,819,271</b>	<b>18,515,337</b>	<b>19,827,415</b>	<b>21,286,965</b>	<b>21,538,952</b>	<b>21,806,988</b>	<b>22,093,930</b>	<b>22,438,358</b>	<b>22,802,198</b>	<b>23,175,755</b>	<b>23,577,529</b>						
<b>LIABILITIES</b>																		
<b>Current Liabilities</b>																		
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-						
Payables	-	389,420	147,390	141,047	143,727	146,458	159,210	152,076	154,965	157,910	170,880	163,967						
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-						
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-						
Provisions	-	-	-	-	-	-	-	-	-	-	-	-						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Current Liabilities</b>	103,000	389,420	147,390	141,047	143,727	146,458	159,210	152,076	154,965	157,910	170,880	163,967						
<b>Non-Current Liabilities</b>																		
Payables	-	-	-	-	-	-	-	-	-	-	-	-						
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-						
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-						
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-						
Provisions	-	-	-	-	-	-	-	-	-	-	-	-						
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Non-Current Liabilities</b>	-	-	-	-	-	-	-	-	-	-	-	-						
<b>TOTAL LIABILITIES</b>	<b>103,000</b>	<b>389,420</b>	<b>147,390</b>	<b>141,047</b>	<b>143,727</b>	<b>146,458</b>	<b>159,210</b>	<b>152,076</b>	<b>154,965</b>	<b>157,910</b>	<b>170,880</b>	<b>163,967</b>						
<b>Net Assets</b>	<b>18,576,000</b>	<b>18,429,851</b>	<b>18,367,947</b>	<b>19,686,368</b>	<b>21,143,238</b>	<b>21,392,494</b>	<b>21,647,778</b>	<b>21,941,854</b>	<b>22,283,392</b>	<b>22,644,288</b>	<b>23,004,876</b>	<b>23,413,562</b>						
<b>EQUITY</b>																		
Retained Earnings	12,482,000	12,345,851	12,283,947	13,602,368	15,059,238	15,308,494	15,563,778	15,862,854	16,199,392	16,560,288	16,920,876	17,329,562						
Revaluation Reserves	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000	6,084,000						
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-						
Council Equity Interest	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,494	21,647,778	21,941,854	22,283,392	22,644,288	23,004,876	23,413,562						
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-						
<b>Total Equity</b>	<b>18,576,000</b>	<b>18,429,851</b>	<b>18,367,947</b>	<b>19,686,368</b>	<b>21,143,238</b>	<b>21,392,494</b>	<b>21,647,778</b>	<b>21,941,854</b>	<b>22,283,392</b>	<b>22,644,288</b>	<b>23,004,876</b>	<b>23,413,562</b>						

Coonamble Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - CONSOLIDATED  
Scenario: Balanced Approach

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	6,349,000	7,320,635	7,092,328	7,305,186	7,527,193	8,090,843	8,718,856	9,400,068	9,666,501	9,759,353	9,956,180	10,157,065
User Charges & Fees	4,793,000	5,373,458	5,730,309	5,992,613	6,258,128	6,419,054	6,564,737	6,713,736	6,866,127	7,021,988	7,181,399	7,344,439
Investment & Interest Revenue Received	540,000	133,652	157,714	158,090	176,898	168,301	184,316	189,971	227,866	232,681	242,883	250,777
Grants & Contributions	12,379,000	13,180,989	19,430,366	18,442,711	16,222,701	9,124,246	8,912,733	9,368,332	7,760,817	8,205,166	8,096,561	8,556,984
Bonds & Deposits Received	20,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,263,000	1,766,365	2,024,619	2,117,680	2,173,108	2,238,036	2,272,457	2,325,801	2,389,726	2,440,747	2,502,419	2,561,484
Payments:												
Employee Benefits & On-Costs	(7,983,000)	(7,734,631)	(8,880,121)	(9,317,004)	(9,464,730)	(9,653,588)	(9,846,007)	(10,042,282)	(10,242,490)	(10,446,710)	(10,655,023)	(10,867,511)
Materials & Contracts	(5,778,000)	(6,761,795)	(6,806,010)	(6,999,760)	(7,228,318)	(7,450,668)	(7,438,208)	(7,502,431)	(7,605,574)	(7,723,122)	(7,845,305)	(8,015,687)
Borrowing Costs	(4,000)	(4)	(7,117)	(6,494)	(5,662)	(5,224)	(4,377)	(3,923)	(3,261)	(2,591)	(1,915)	(1,226)
Bonds & Deposits Refunded	(51,000)	-	-	-	-	-	-	-	-	-	-	-
Other	(3,404,000)	(592,939)	(785,661)	(828,960)	(855,775)	(875,177)	(900,089)	(917,531)	(936,300)	(958,312)	(981,497)	(1,003,896)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>8,124,000</b>	<b>10,685,363</b>	<b>17,956,445</b>	<b>16,864,062</b>	<b>14,808,340</b>	<b>8,056,423</b>	<b>8,474,208</b>	<b>9,431,741</b>	<b>7,723,402</b>	<b>8,055,200</b>	<b>7,875,704</b>	<b>8,274,429</b>
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	37,500,000	-	250,000	1,500,000	20,000	-	-	-	-	-	-	-
Sale of Real Estate Assets	85,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	187,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(33,025,000)	-	-	-	-	-	-	-	(250,000)	(500,000)	(500,000)	(500,000)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,435,000)	(13,971,603)	(16,772,953)	(16,615,101)	(15,170,110)	(6,874,914)	(8,131,125)	(8,633,050)	(7,888,359)	(7,478,016)	(7,015,628)	(7,540,917)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,688,000)</b>	<b>(13,971,603)</b>	<b>(16,522,953)</b>	<b>(15,115,101)</b>	<b>(15,150,110)</b>	<b>(6,874,914)</b>	<b>(8,131,125)</b>	<b>(8,633,050)</b>	<b>(8,136,359)</b>	<b>(7,976,016)</b>	<b>(7,515,628)</b>	<b>(6,040,917)</b>
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(41,000)	(41,000)	(52,717)	(52,717)	(59,351)	(53,992)	(54,640)	(55,297)	(55,981)	(56,634)	(57,314)	(58,003)
Repayment of lease liabilities (principal repayments)	(18,000)	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(59,000)</b>	<b>509,000</b>	<b>(52,091)</b>	<b>(52,717)</b>	<b>(59,351)</b>	<b>(53,992)</b>	<b>(54,640)</b>	<b>(55,297)</b>	<b>(55,981)</b>	<b>(56,634)</b>	<b>(57,314)</b>	<b>(58,003)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>6,377,000</b>	<b>(2,776,740)</b>	<b>(616,599)</b>	<b>1,896,244</b>	<b>(995,120)</b>	<b>1,127,517</b>	<b>288,442</b>	<b>743,394</b>	<b>(470,918)</b>	<b>22,550</b>	<b>302,762</b>	<b>175,510</b>
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	<b>7,578,000</b>	<b>13,955,000</b>	<b>11,178,260</b>	<b>10,559,661</b>	<b>12,255,905</b>	<b>11,860,785</b>	<b>12,988,301</b>	<b>13,276,744</b>	<b>14,020,138</b>	<b>13,549,220</b>	<b>13,571,770</b>	<b>13,874,532</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>13,955,000</b>	<b>11,178,260</b>	<b>10,559,661</b>	<b>12,255,905</b>	<b>11,860,785</b>	<b>12,988,301</b>	<b>13,276,744</b>	<b>14,020,138</b>	<b>13,549,220</b>	<b>13,571,770</b>	<b>13,874,532</b>	<b>14,050,042</b>
Cash & Cash Equivalents - end of the year	13,955,000	11,178,260	10,559,661	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,571,770	13,874,532	14,050,042
Investments - end of the year	13,000,000	13,000,000	12,750,000	11,250,000	11,230,000	11,230,000	11,230,000	11,230,000	11,980,000	12,480,000	12,480,000	12,980,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>26,955,000</b>	<b>24,178,260</b>	<b>23,309,661</b>	<b>23,505,905</b>	<b>23,090,785</b>	<b>24,218,301</b>	<b>24,506,744</b>	<b>25,250,138</b>	<b>25,029,220</b>	<b>25,551,770</b>	<b>26,354,532</b>	<b>27,030,042</b>
Representing:												
- External Restrictions	10,285,419	9,805,560	8,415,810	7,097,282	6,908,882	7,202,565	7,527,918	7,913,078	8,440,040	9,076,922	9,654,918	10,137,000
- Internal Restrictions	13,356,540	13,356,540	13,116,735	13,213,357	12,856,359	13,763,161	12,984,963	12,866,783	11,939,567	11,917,081	12,202,683	12,456,665
- Unrestricted	3,313,041	1,016,140	1,775,096	3,195,068	3,325,563	4,252,575	4,713,863	4,470,287	4,553,673	4,557,767	4,636,931	4,436,372
	<b>26,955,000</b>	<b>24,178,260</b>	<b>23,309,661</b>	<b>23,505,905</b>	<b>23,090,785</b>	<b>24,218,301</b>	<b>24,506,744</b>	<b>25,250,138</b>	<b>25,029,220</b>	<b>25,551,770</b>	<b>26,354,532</b>	<b>27,030,042</b>

Coonamble Shire Council  
 10 Year Financial Plan for the Years ending 30 June 2031  
 CASH FLOW STATEMENT - GENERAL FUND  
 Scenario: Balanced Approach

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	5,763,294	5,602,915	5,709,761	6,202,869	6,783,421	7,419,273	7,639,279	7,694,611	7,832,800	7,983,902	7,983,902
User Charges & Fees	-	4,132,525	4,523,646	4,825,972	4,939,875	5,048,578	5,273,213	5,273,213	5,389,252	5,507,844	5,629,045	5,629,045
Investment & Interest Revenue Received	-	76,484	107,844	116,228	106,943	106,943	108,599	124,138	120,121	121,557	122,699	122,699
Grants & Contributions	-	12,961,796	19,030,366	17,199,963	14,979,953	9,124,246	8,912,733	9,868,332	7,760,817	8,205,166	8,556,984	8,556,984
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	1,640,365	2,096,268	2,151,160	2,215,540	2,249,389	2,302,166	2,365,500	2,415,915	2,476,966	2,535,395	2,535,395
Payments:												
Employee Benefits & On-Costs	-	(7,734,631)	(8,499,613)	(8,629,726)	(8,801,702)	(8,977,083)	(9,155,979)	(9,338,461)	(9,524,601)	(9,714,472)	(9,908,148)	(9,908,148)
Materials & Contracts	-	(6,883,755)	(5,257,930)	(5,826,244)	(6,128,351)	(6,066,347)	(6,220,040)	(6,507,078)	(6,772,054)	(6,988,130)	(7,233,862)	(7,233,862)
Borrowing Costs	-	(4)	(7,117)	(6,494)	(5,862)	(4,577)	(3,923)	(3,261)	(2,591)	(1,915)	(1,226)	(1,226)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(692,936)	(785,661)	(828,960)	(855,775)	(875,177)	(900,089)	(917,551)	(958,312)	(981,497)	(1,003,866)	(1,003,866)
Net Cash provided (or used in) Operating Activities	-	9,363,358	14,627,797	12,364,368	6,779,622	7,152,969	8,060,571	6,277,848	6,557,508	6,339,717	6,680,773	6,680,773
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	(12,169,259)	(13,060,308)	(12,537,737)	(5,891,816)	(7,135,220)	(7,647,040)	(6,869,766)	(6,615,206)	(6,057,637)	(6,429,342)	(6,429,342)
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(12,169,259)	(13,060,308)	(12,537,737)	(5,891,816)	(7,135,220)	(7,647,040)	(6,869,766)	(6,615,206)	(6,057,637)	(6,429,342)	(6,429,342)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(41,000)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	(58,003)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	509,000	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,003)	(58,003)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(2,296,901)	521,171	1,514,772	(226,720)	833,815	(86,891)	(358,234)	(747,800)	(114,332)	224,766	193,428
plus: Cash & Cash Equivalents - beginning of year	-	12,223,000	9,926,089	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,267	12,253,033
Cash & Cash Equivalents - end of the year	-	9,926,099	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,267	12,253,033	12,446,461
Cash & Cash Equivalents - end of the year	-	9,926,099	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,267	12,253,033	12,446,461
Cash & Cash Equivalents - end of the year	-	9,926,099	10,447,270	11,962,042	11,735,321	12,569,136	12,532,245	12,890,479	12,142,599	12,028,267	12,253,033	12,446,461
Investments - end of the year	-	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000	6,339,000
Cash, Cash Equivalents & Investments - end of the year	-	16,265,099	16,786,270	18,301,042	18,074,321	18,908,136	18,871,245	19,229,479	18,481,599	18,367,267	18,592,033	18,785,461
Representing:												
- External Restrictions	-	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419	1,892,419
- Internal Restrictions	-	13,356,540	13,118,755	13,213,557	12,856,359	13,763,161	12,594,963	12,806,765	11,999,567	11,917,081	12,202,883	12,456,585
- Unrestricted	-	3,313,041	1,775,096	3,195,066	3,322,595	4,352,595	4,383,863	4,529,295	4,557,767	4,557,767	4,436,357	4,436,357
Net Cash provided (or used in) Operating Activities	-	9,363,358	14,627,797	12,364,368	6,779,622	7,152,969	8,060,571	6,277,848	6,557,508	6,339,717	6,680,773	6,680,773

Coonamble Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - WATER FUND  
Scenario: Balanced Approach

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	761,183	809,780	845,130	882,055	904,152	926,756	949,924	973,673	998,014	1,022,965	1,048,539
User Charges & Fees	-	1,109,123	1,014,718	1,077,273	1,129,684	1,157,926	1,186,874	1,216,546	1,246,960	1,278,134	1,310,087	1,342,840
Investment & Interest Revenue Received	-	22,320	26,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931
Grants & Contributions	-	-	1,400,000	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	121,700	16,050	16,451	16,863	17,284	17,716	18,159	18,613	19,078	19,555	20,044
Payments:												
Employee Benefits & On-Costs	-	(1,187,957)	(407,633)	(407,815)	(417,237)	(425,764)	(434,279)	(442,965)	(451,824)	(460,860)	(470,078)	(479,479)
Materials & Contracts	-	-	(936,458)	(922,642)	(939,347)	(957,195)	(975,381)	(993,914)	(1,012,768)	(1,032,041)	(1,051,650)	(1,071,631)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Operating Activities</b>	-	826,370	1,923,147	635,504	699,192	723,647	748,997	775,131	802,140	829,979	858,672	888,243
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(628,884)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	-	(628,884)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,838)	(751,575)
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	197,486	(335,413)	(5,957)	44,901	56,270	68,272	80,792	93,914	107,589	121,834	136,669
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	<b>407,486</b>	<b>72,073</b>	<b>66,115</b>	<b>111,017</b>	<b>167,287</b>	<b>235,559</b>	<b>316,351</b>	<b>410,265</b>	<b>517,854</b>	<b>639,688</b>	<b>776,357</b>
Cash & Cash Equivalents - end of the year	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688	776,357
Investments - end of the year	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000	2,530,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>2,740,000</b>	<b>2,937,486</b>	<b>2,602,073</b>	<b>2,596,115</b>	<b>2,641,017</b>	<b>2,697,287</b>	<b>2,765,559</b>	<b>2,846,351</b>	<b>2,940,265</b>	<b>3,047,854</b>	<b>3,169,688</b>	<b>3,306,357</b>
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	2,937,486	2,602,073	2,596,115	2,641,017	2,697,287	2,765,559	2,846,351	2,940,265	3,047,854	3,169,688	3,306,357
- Unrestricted	2,740,000	2,937,486	2,602,073	2,596,115	2,641,017	2,697,287	2,765,559	2,846,351	2,940,265	3,047,854	3,169,688	3,306,357

Coonamble Shire Council  
10 Year Financial Plan for the Years ending 30 June 2031  
CASH FLOW STATEMENT - SEWER FUND  
Scenario: Balanced Approach

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
Receipts:												
Rates & Annual Charges	-	796,157	857,141	935,377	983,922	1,008,679	1,030,870	1,053,549	1,076,727	1,100,415	1,124,624	
User Charges & Fees	-	131,910	242,377	302,570	321,252	329,284	337,516	345,954	354,603	363,468	372,554	
Investment & Interest Revenue Received	-	35,048	23,139	34,494	33,514	50,062	53,993	76,202	84,907	93,534	100,147	
Grants & Contributions	-	219,103	1,242,748	1,242,748	-	-	-	-	-	-	-	
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	
Other	-	4,100	4,981	5,085	5,212	5,342	5,476	5,613	5,753	5,897	6,045	
Payments:												
Employee Benefits & On-Costs	-	(408,408)	(409,576)	(417,768)	(426,123)	(434,645)	(443,338)	(452,205)	(461,249)	(470,474)	(479,884)	
Materials & Contracts	-	(690,082)	(360,030)	(357,727)	(364,524)	(366,480)	(368,477)	(365,699)	(363,027)	(415,525)	(418,074)	
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash provided (or used in) Operating Activities</b>	-	496,136	1,600,761	1,744,781	553,154	572,242	596,039	643,414	667,713	677,315	705,413	
<b>Cash Flows from Investing Activities</b>												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	
Sale of Investment Property	-	-	250,000	20,000	-	-	-	-	-	-	-	
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	(250,000)	(500,000)	(500,000)	(500,000)	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	-	(1,173,460)	(2,913,331)	(1,978,082)	(315,722)	(315,181)	(291,671)	(210,367)	(138,420)	(221,153)	(360,000)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash provided (or used in) Investing Activities</b>	-	(1,173,460)	(1,413,331)	(1,958,082)	(315,722)	(315,181)	(291,671)	(460,367)	(638,420)	(721,153)	(860,000)	
<b>Cash Flows from Financing Activities</b>												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Cash Flow provided (used in) Financing Activities</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-	(677,324)	187,430	(213,301)	237,432	257,061	304,368	183,047	29,293	(43,838)	(154,587)	
<b>plus: Cash &amp; Cash Equivalents - beginning of year</b>	-	1,522,000	844,676	40,318	227,748	14,447	251,879	508,940	813,308	996,356	1,025,649	981,811
<b>Cash &amp; Cash Equivalents - end of the year</b>	-	844,676	227,748	14,447	251,879	508,940	813,308	996,356	1,025,649	981,811	827,224	
<b>Cash &amp; Cash Equivalents - end of the year</b>												
Cash & Cash Equivalents - end of the year	1,522,000	844,676	227,748	14,447	251,879	508,940	813,308	996,356	1,025,649	981,811	827,224	
Investments - end of the year	4,131,000	3,881,000	2,381,000	2,381,000	2,361,000	2,361,000	2,361,000	2,617,000	3,111,000	3,611,000	4,111,000	
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>5,653,000</b>	<b>4,975,676</b>	<b>3,921,318</b>	<b>2,608,748</b>	<b>2,612,879</b>	<b>2,869,940</b>	<b>3,174,308</b>	<b>3,607,356</b>	<b>4,136,649</b>	<b>4,592,811</b>	<b>4,938,224</b>	
<b>Representing:</b>												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	5,653,000	4,975,676	3,921,318	2,608,748	2,612,879	2,869,940	3,174,308	3,607,356	4,136,649	4,592,811	4,938,224	
- Unrestricted	5,653,000	4,975,676	3,921,318	2,608,748	2,612,879	2,869,940	3,174,308	3,607,356	4,136,649	4,592,811	4,938,224	



## **SECTION FOUR: COMMUNITY ENGAGEMENT POLICY REVIEW**

As per Council’s Community Engagement Policy 2021 “An Engagement Plan should be developed for any individual project or process where community engagement will be undertaken. A Community Engagement Plan should therefore be developed for the subsequent Community Strategic Plan and an outline of inclusions for all Engagement Plans is outlined within the Policy.

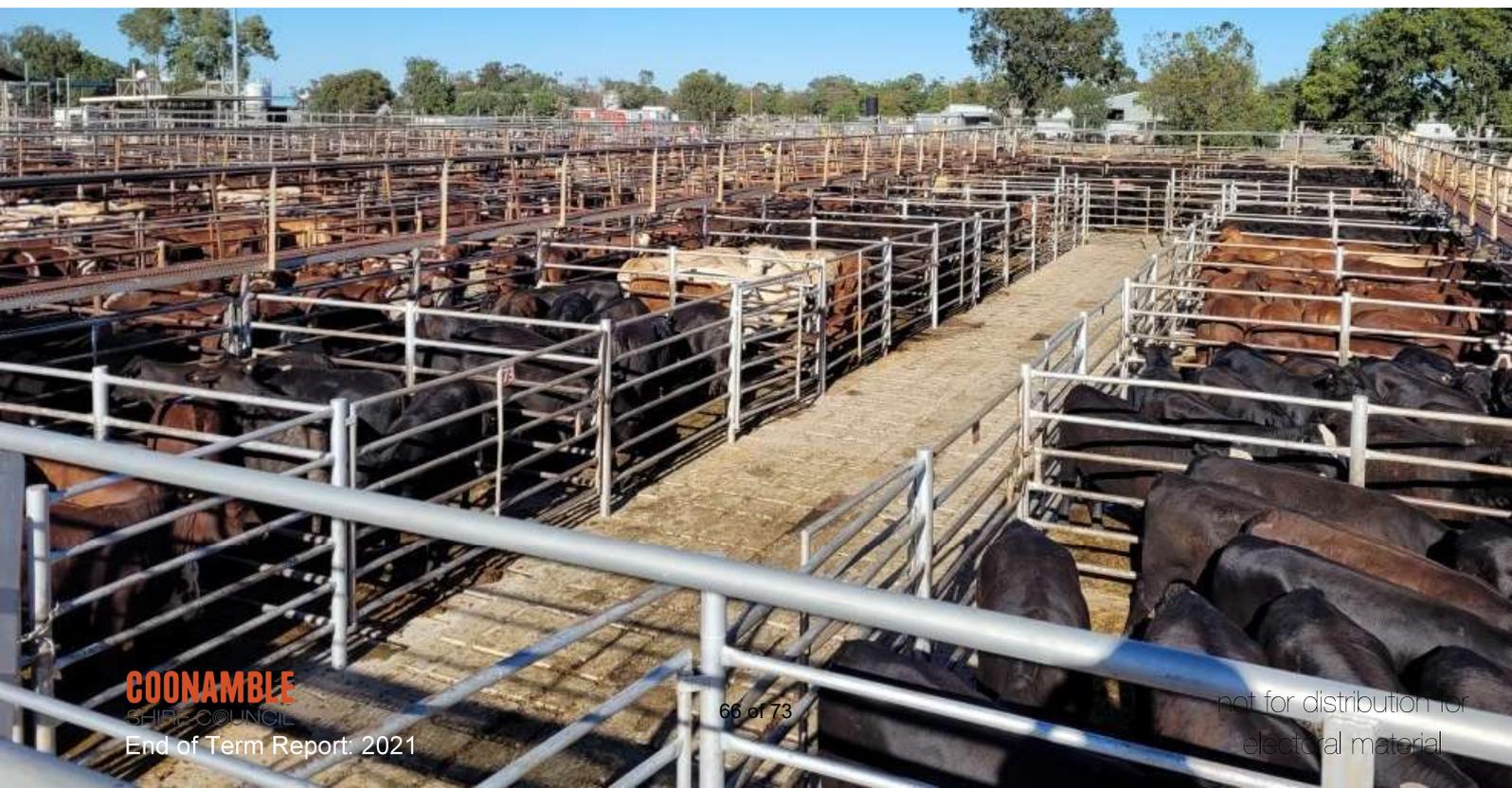
As part of the broader review of the Community Strategic Plan, Council’s Community Engagement Policy 2021 must be reviewed within three months of the local government election.



## SECTION FIVE: NEXT STEPS

The incoming Council will have the opportunity to review the CSP 2032 to determine if they will roll forward the current CSP or develop a new CSP. The recommendation to Council and the community would be to develop a reviewed CSP and the rationale for this is provided in section “4.1 Opportunities To Enhance The CSP”. Changes to the CSP’s vision, objectives and strategies should first consider:

- The information in this State of our Shire Report.
- A review of information that informed the previous CSP which is outlined in this report.
- A review of the Community Engagement Strategy.





## 5.1 OPPORTUNITIES TO ENHANCE THE COMMUNITY STRATEGIC PLAN

The subsequent CSP provides an opportunity to better capture our community's current aspirations and priorities, and to more clearly understand and measure where we want to be in 10 years time.

Recommendations to the incoming Council for the development of the CSP include:

A) Based upon the Office of Local Government's Handbook recommendations the CSP's development and consultation process should aspire to answer four key questions to define the community priorities and identify desired outcomes:

- Where are we now? (baseline)
- Where do we want to be in 10 years time? (target)
- How will we get there? (strategy)
- How will we know we have arrived?

These four questions should be at the forefront of the community consultation process.

The consultation process undertaken in 2012 and 2016 appears to have been broad and general, which generated an extensive array of issues and priorities by the community. When this array of issues and priorities have been translated into a strategic long term plan for Council and the community it became difficult in some instances to maintain and articulate the community's main priorities and aspiration. Examples of the type of general and broad questioning asked through the 2016 consultation were: "Please rate how interested you are in each of the following issues" and "From the following list of desired outcomes select the five that you believe are working well now".

Utilising the information in this State Of Our Shire report would help guide participants during the community engagement process and in particular provide understanding of where we are at today (baselines).

B) The community engagement undertaken by Council in 2016 to both review the CSP 2026 and develop the CSP 2032 did not have an emphasis on understanding where we are at now or where we wanted to be in 10 years time. As a result, the CSP 2032 is in effect the CSP 2026 (developed in 2012) with some changes, and Council has therefore effectively had the same CSP for nine years. The opportunity to undertake a more robust but targeted stocktake of the community's current aspirations, issues and priorities presents itself with the incoming Council in late 2021 and through the development of the subsequent new or revised CSP and the strategies, measures, and targets within it.



C). Measures and indicators need to be developed as part of the CSP and these indicators should adequately and proportionately reflect the vision and strategies contained within the CSP. Baselines for measures and indicators need to be captured at the commencement of the CSP.

D). It is good practice to include within the State of our Shire report trend data for the measures contained in the CSP. A bi-annual stocktake of performance would support enhanced performance measuring over the four-year Council term and the 10 year CSP.

E). For priority areas where Council and/or the community have been moving away from desired targets, it will be pertinent to understand if the community firstly still values these as priorities and aspirations, and to secondly establish alternate strategies to move back towards the desired targets.

E). Consider guiding community engagement and structuring the future CSP's strategies in a way which reflects Council's function areas. This will support more effective alignment with the operational delivery of strategies by Council and the community. These functional areas should align with the quadruple bottom line; People, Environment, Economy and Leadership.

These functional areas could potentially include:

1. Community Services and Wellbeing
2. Arts and Culture
3. Recreation and Open Spaces
4. Local Economic and Tourism Development
5. Planning and Development
6. Essential Infrastructure and Asset Management
7. Sustainable Environment and Waste
8. Financial Sustainability
9. Leadership and Governance

It is important to ensure that the objectives and strategies in the CSP are sufficiently broad to allow alignment with the council's full range of operations.



G). There may be an opportunity for Council to refine and better proportion the CSP's strategies across functional areas, and areas which Council has identified as priority for greater resourcing by Council and/or the community.

Examples of the CSP 2032's disproportion of strategies across function areas include 10 strategies aligning with 'Community services and wellbeing', eight strategies aligning with 'Leadership', yet only three strategies aligning with 'Assets and essential infrastructure' which encompasses roads, water and sewerage collectively.

Additionally, care should be taken to refine and consolidate strategies and not duplicate strategies as was the case in the CSP 2032. Examples include:

- Leadership:

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

L2.1 - Increase Aboriginal representation on Council.

- Leadership:

P4.3 - Promote role models which exhibit community respect.

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

L1.3 - Design and support leadership succession planning.

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

L2.2 - Increase representation to community leader roles.

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

- Arts and culture:

P4.1 - Increase the opportunities for our community to celebrate together.

P4.4 - Promote more cultural events in the Shire.

I2.1 - Increase the exhibition and production of more cultural events in the shire.

- Recreational and open spaces:

P3.1 - Support and promote healthy lifestyles.

P3.4 - Increase the community's involvement in sporting activities.

- Local economy:

E3.2 - Provide education that addresses the needs of the local population.

E4.1 - Provide appropriate and accessible education for our community.



## 5.2 FUTURE CHALLENGES

The community engagement process for the subsequent CSP would provide an opportunity for Council and the community to further review aspirations and priorities which the community and stakeholders have either already articulated as moving away from the target, or which third party data and information is indicating that there could be emerging issues, priorities and aspirations for our community. These are outlined below. The issues identified below may be more applicable to the Delivery Plan (four year plan) or the Operational Plan (one year plan) and are not necessarily CSP (10 year plan) level issues/aspirations/strategies. This report has identified the following as either moving away from the target or as emerging issues and/or priorities;

### **Community Services and Wellbeing:**

- Our community is experiencing a ‘baby boom’ with significant population growth in the 0-4 years, and high fertility rates (number of children born/female over her lifetime). Opportunity exists to understanding gaps and aspirations for this growing demographic.
- The Youth Interagency members have identified the need to develop an overarching framework to reduce silo tendencies and collaboratively deliver services to young people in the Coonamble Shire. A framework would help to ensure that progress is not moving away from the CSP’s desired target to improve both the community’s and disengaged community members’ access to services.
- Gaps have been identified within our local health services including paediatrics in general, adolescence mental health, physiotherapy and asthma education services. Strategic and coordinated advocacy efforts between Council, the community and relevant stakeholders would provide an opportunity to achieve improved health services and outcomes.
- Although Police, Council, agencies, and community groups continue to engage, develop and deliver projects and programs to address our acknowledged high crime rates, it is still a significant area of concern for our community.
- Council acknowledges the community’s low satisfaction levels with animal control in our communities, and Council continues to work proactively to mitigate this concern through the delivery of targeted animal control programs. Baselines and targets in this regard should be ascertained.



### **Recreation and Open Spaces:**

- The Community Satisfaction Survey 2019 also identified that the community regarded the footpaths and cycleways as having high importance but had low satisfaction with these. The future development of an Active Travel Plan, enhancement of existing pathways with pedestrian and cycle nodes, and expansion of the pathway and trail networks across the Shire will assist in addressing the current satisfaction levels. Confirmation with the community regarding these strategies would reaffirm the community's aspirations and priorities.
- The development of appropriate facilities is required to support and keep pace with the increasing number of females participating in traditionally males sport.

### **Local Economic and Tourism Development**

- In response to the community conveying their high value of, but low satisfaction with economic development, Council has increased its focus on, and outputs in, the economic development and growth function area. Future community engagement could provide an opportunity for Council to take stock of the community's perception of Council's progress to date and the relevant targets and strategies.
- Given the potential impact on our local economy and our businesses, the workforce and skills deficit within the Shire may be a target area of the subsequent CSP/Delivery Plan/Operational Plan. Existing employment related strategies within the CSP in their current form may now be less relevant.

### **Planning and Development:**

- The CSP 2032 identified only one strategy in this function area and this pertained to flooding. Through engagement with the community, Council and the community should ascertain if there are emerging or other aspirations and priorities within the planning and development theme.



### **Essential Infrastructure and Asset Management:**

- Our road network is an area which the community has low satisfaction levels with, but which it highly values. Council acknowledges this and continues to work on strategies to improve and overcomes issues with our road network. Establishing a baseline and clear targets related to the road network will assist with tracking progress and effectiveness of the relevant strategies.
- The development of Advanced Asset Management Plans by Council, which are not currently in place, would achieve comprehensive understanding of asset maintenance and renewal and ensure that these are in line with community expectation and Council's financial means.
- Our saleyards are an integral piece of infrastructure for our agricultural industry and the community has communicated their low satisfaction with this community asset, although it is unclear at this point the reasoning for the low satisfaction level. Future community consultation presents a new opportunity to better understand the community's aspirations and issues with the saleyards.

### **Sustainable Environment and Waste**

- The Community Satisfaction Survey 2019 indicated that the community placed environmental monitoring and protection, and weed control as having high importance and low satisfaction. Engagement with the community to establish new aspirations, strategies, and baselines for a more sustainable environment would support more aspirational outcomes in this function area. Examples may pertain to lowering electricity and water consumption rates and establishing clear targets for these, or/and targets and strategies already set by other government Departments including the Local Land Services may already be inline with community aspirations.
- With the impacts of climate change and occurrence of drought, sustainable water security for our communities is a challenge faced by all communities including ours.
- The Community Satisfaction Survey 2019 revealed that the community rated waste management and recycling as having high importance but had low satisfaction with the service which indicates that as a community we are moving away from our target. Although Council has established that unfortunately it is cost prohibitive for Council to participate in a recycling program which is, in part, associated with our distance to larger recycling centres, other waste related strategies may still help achieve sustainable waste outcomes for our community. Examples may pertain to community targets for lowering household waste levels and reducing/monitoring landfill rates with baselines and targets.

### **Financial Sustainability:**

- Council must ensure its spending is responsible and sustainable, undertake responsible and sustainable investments in infrastructure for the benefit of the local community, implement effective financial and asset management, and have regard to achieving intergenerational equity.



## **Leadership and Governance:**

- Establish baseline and set clear targets for the visions and strategies contained within the future CSP and track trends over the newly elected Council's term.
- It is the clear expectation of the Office of Local Government for all Council's to have scale and capacity in order for individual local government authorities to be able to operate at minimum competency standards. Currently, the Coonamble Shire Council does not meet many of those standards, although the process of meeting compliance standards has been started. The mandatory Audit, Risk and Improvement Committees that need to be implemented by all NSW Councils by June 2022 will further assist Council in driving this process forward.
- To ensure due processes and strategic decision making, Council and elected representatives need to continue to strive for and implement enhanced governance processes.

