



BUSINESS PAPER

Extraordinary Council Meeting Tuesday, 11 January 2022

Date: Tuesday, 11 January 2022

Time: 10.00 am

**Location: Shire Chamber
Coonamble**

Pre-Meeting Session: Kindly note that a Pre-Meeting Session will be held at 9:00am in the Council Chamber to allow for questions from Councillors to be asked regarding items included with the Business Paper – in order to ensure clarity and an informed decision-making process. Councillors are also encouraged to make contact with the General Manager on 0408 669 931 before the Council Meeting to clarify any questions that you may have.

**Hein Basson
General Manager**

Notice is hereby given that an Extraordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Tuesday, 11 January 2022 at 10.00 am.

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1 OPENING MEETING

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 COMMUNITY CONSULTATION

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

5 DEPUTATION/DELEGATIONS

6 DISCLOSURES OF CONFLICTS OF INTEREST

7 REPORTS TO COUNCIL

7.1 OATH OR AFFIRMATION OF OFFICE BY COUNCILLORS

File Number: C-13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: 1. OLG Circular 17-22
2. Oath or Affirmation

PURPOSE

The purpose of this report is to inform Councillors of the requirement of Section 233A of the *Local Government Act 1993*, for them to take an oath or affirmation of office.

BACKGROUND

As a result of the amendments to the *Local Government Act 1993*, Councillors (including Mayors) are now required to take an oath or affirmation of office. Oaths or affirmations of office must be taken by each Councillor at or before the first meeting of the Council after being elected.

(a) Relevance to Integrated Planning and Reporting Framework

This report has no relevance to Council's Integrated Planning and Reporting Framework.

(b) Financial Considerations

There are no financial considerations relating to this report.

COMMENTARY

Acceptance of the *Local Government Amendment (Governance and Planning) Act 2016* on 30 August 2016 has seen amendments made to the *Local Government Act 1993*. Of significant importance is the addition of Section 233A:

233A Oath and affirmation for councillors

- (1) *A Councillor must take an oath of office or make an affirmation of office at or before the first meeting of the council after the Councillor is elected.*
- (2) *The oath or affirmation may be taken or made before the General Manager of the council, an Australian legal practitioner or a Justice of the Peace and is to be in the following form -*

Oath

I [name of councillor] swear that I will undertake the duties of the office of councillor in the best interests of the people of the Coonamble Shire area] and the Coonamble Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

Affirmation

I [name of councillor] solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of the Coonamble Shire Area and the Coonamble Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

- (3) *A councillor who fails, without a reasonable excuse, to take the oath of office or make an affirmation of office in accordance with this section is not entitled to attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected to the office or a meeting at which the councillor takes the oath or makes the affirmation) until the councillor has taken the oath or made the affirmation.*
- (4) *Any absence of a councillor from an ordinary meeting of the council that the Councillor is not entitled to attend because of this section is taken to be an absence without prior leave of the council.*
- (5) *Failure to take an oath of office or make an affirmation of office does not affect the validity of anything done by a councillor in the exercise of the councillor's functions.*
- (6) *The General Manager must ensure that a record is to be kept of the taking of an oath or the making of an affirmation (whether in the minutes of the council meeting or otherwise).*

Circular No 17-22 from the Office of Local Government states that a record must be kept of the taking of the oath or affirmation. Therefore, it is suggested that Councillors sign a statement containing the oath or affirmation at the January 2022 Extra-Ordinary Council Meeting for Council's records.

Councillors who would prefer to take the oath or affirmation in front of an Australian legal practitioner or a Justice of the Peace, are requested to let the General Manager know, in order for arrangement to be made for a staff member to also be present at this ceremony (to ensure that an accurate record can be kept by Council) – in line with the directive given by the NSW Office of Local Government in the attached Circular 17-22.

(a) Governance/Policy Implications

Section 233A of the *Local Government Act 1993* requires Councillors to take an oath or affirmation of office at or before the first meeting of the Council after the Councillor is elected.

(b) Legal Implications

Section 233A(3) of the *Local Government Act 1993* states the following:

A councillor who fails, without a reasonable excuse, to take the oath of office or make an affirmation of office in accordance with this section is not entitled to attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected to the office or a meeting at which

the councillor takes the oath or makes the affirmation) until the councillor has taken the oath or made the affirmation.

(c) Social Implications

Councillors seen to be undertaking the oath or affirmation of office should have a positive effect on the community's perception of "their" representatives committing themselves to do the "right thing" by acting in the best interest of all the people in the local government area, and being faithful and impartial in the carrying out of their functions.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

As a result of the amendments to the *Local Government Act 1993*, Councillors (including Mayors) are now required to take an oath or affirmation of office. Oaths or affirmations of office must be taken by each Councillor at or before the first meeting of the Council after being elected. Council is required to keep a record of the taking of the oath or affirmation, therefore at the 11 January 2022 Extra Ordinary Council Meeting, Councillors are respectfully requested to sign a statement containing the oath or affirmation of office for Council's records.

RECOMMENDATION

- 1. That each Councillor takes an oath or make an affirmation of office in the prescribed format commensurate with the provisions of Section 233A of the *Local Government Act 1993* (as amended) as the first item of business.**
- 2. That each Councillor reads out loud the prescribed wording of the oath or affirmation of office in front of the General Manager and signs a statement containing this oath or affirmation of office for Council's records.**



Circular Details	Circular No 17-22 / 25 July 2017 / A556241
Previous Circular	16-30 and 16-32
Who should read this	Councillors, General Managers and governance staff of councils with upcoming elections.
Contact	Council Governance 02 4428 4100 olg@olg.nsw.gov.au
Action required	Oaths and affirmations of office to be taken at the first meeting

Oath or affirmation of office by councillors

What's new or changing

- Under the *Local Government Act 1993*, councillors (including mayors) are now required to take an oath or affirmation of office. The prescribed words of the oath and affirmation are contained in the attachment to this Circular.
- Oaths or affirmations of office must be taken by each councillor at or before the first meeting of the council after being elected.

What this will mean for your council

- Each council will need to make arrangements for the oath or affirmation to be taken by each councillor at the first meeting of a newly-elected council, or at a newly-elected councillor's first meeting following a by-election.
- Councillors should be made aware of this requirement prior to the first meeting of a newly-elected council or the newly-elected councillor's first meeting following a by-election.
- An oath or affirmation should be taken by each councillor as the first item of business for the meeting.
- The general manager must ensure that a record is kept of the taking of the oath or affirmation. This can be done by way of a signed statement containing the oath or affirmation or by recording the taking of the oath or affirmation by each councillor in the minutes of the council meeting.
- If the councillor is unable to attend the first council meeting, he or she may take the oath or affirmation of office at another location in the presence of the general manager.
- The oath or affirmation of office may also be taken before an Australian legal practitioner or a Justice of the Peace.
- The taking of the oath or affirmation outside a council meeting must be publicly recorded by the council.
- Where an oath or affirmation is taken outside a council meeting, a council staff member should also be present to ensure that an accurate record can be kept by the council.

Office of Local Government
 5 O'Keefe Avenue NOWRA NSW 2541
 Locked Bag 3015 NOWRA NSW 2541
 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
 E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 44 913 630 046

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Key points

- A councillor who fails, without a reasonable excuse, to take the oath or affirmation of office, will not be entitled to attend council meetings until they do so and will be taken to be absent without leave.
- If a councillor is absent without leave for three consecutive ordinary council meetings their office is automatically declared vacant and a by-election must be held.

Where to go for further information

- For further information contact the Office of Local Government's Council Governance Team on 02 4428 4100.



Tim Hurst
Acting Chief Executive

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Attachment

Oath

I [name of councillor] swear that I will undertake the duties of the office of councillor in the best interests of the people of [name of council area] and the [name of council] and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

Affirmation

I [name of councillor] solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of [name of council area] and the [name of council] and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

7.2 ELECTION PROCEDURES FOR THE ELECTION OF MAYOR AND DEPUTY MAYOR

File Number: C-13
Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer
Authoriser: Hein Basson, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is for Council to determine whether it wants to elect a Deputy Mayor, and the method of election for the positions of Mayor and Deputy Mayor.

BACKGROUND

Section 225 of the *Local Government Act 1993* stipulates the following:

*An area **must** have a mayor who is elected in accordance with this Division.*

Further, Section 231(1) of the *Local Government Act 1993* stipulates the following:

*The councillors **may** elect a person from among their number to be the deputy mayor.*

The election of the Mayor and the Deputy Mayor (if Council decides to have a Deputy Mayor) should be in accordance with clause 394 and Schedule 7 of the *Local Government (General) Regulation 2005*.

(a) Relevance to Integrated Planning and Reporting Framework

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

L1.4.4 Governance is open and transparent.

(b) Financial Considerations

There are no financial considerations associated with the method of election for the Mayor and Deputy Mayor positions. However, Section 249 of the *Local Government Act 1993* makes provision for the Mayor to be paid an annual fee in addition to the fee paid to the Mayor as a Councillor (determined by the Local Government Remuneration Tribunal).

COMMENTARY

The *Local Government Act 1993* and *Local Government (General) Regulations 2005* is prescriptive with regards to the election of both the positions of Mayor and Deputy Mayor. The relevant sections and clauses are discussed below.

(a) Governance/Policy Implications

As is mentioned above, a Council must elect a Mayor, and may elect a Deputy Mayor. It has been practice in the past for Council to also elect a Deputy Mayor on an annual basis.

(b) Legal Implications

Clause 394 of the *Local Government (General) Regulation 2005* reads as follows:

If a mayor or deputy mayor is to be elected by the councillors of an area, the election is to be in accordance with Schedule 7.

Schedule 7 of the *Local Government (General) Regulation 2005* stipulates the following:

Returning Officer:

The general manager (or a person appointed by the general manager) is the returning officer.

Nomination:

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

Election:

- (1) If only one councillor is nominated, that councillor is elected.*
- (2) If more than one councillor is nominated, the council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.*
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.*
- (4) In this clause: ballot has its normal meaning of secret ballot. open voting means voting by a show of hands or similar means.*

It has been the practice over the last number of years for Council to use the ordinary ballot method.

(c) Social Implications

If Council decides not to elect a Deputy Mayor, it may have a negative impact on the availability of the dignitary of Council to perform the ceremonial duties of the Mayor within the Community, in the instance of the Mayor not being available. It is therefore suggested for Council to favourably consider the continuation of the practice of electing a Deputy Mayor.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

It is suggested for Council to continue the practice of electing a Deputy Mayor bi-annually in conjunction with the Mayoral election.

It has been custom of Council over the last number of years to conduct the election of the Mayor and Deputy Mayor by using the ordinary ballot method, and there is no obvious reason for Council to deviate from this established practice.

RECOMMENDATION

- 1. That Council resolves to continue the practice of electing a Deputy Mayor on an annually basis.**
- 2. That Council resolves to use the ordinary ballot method for the election of both the positions of Mayor and Deputy Mayor.**

7.3 ELECTION OF MAYOR FOR THE 2022/2023 MAYORAL TERM

File Number: C-13

**Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer**

Authoriser: Hein Basson, General Manager

Annexures: 1. Nomination Form - Office of Mayor

PURPOSE

The purpose of this report is for Council to elect a Mayor for the 2022 / 23 Mayoral Term.

BACKGROUND

Section 226 of the *Local Government Act 1993*, states that the following:

The role of the mayor is as follows -

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- (k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- (n) in consultation with the councillors, to lead performance appraisals of the general manager,
- (o) to exercise any other functions of the council that the council determines.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

The Local Government Remuneration Tribunal has set the following fees for the Councillors and Mayor of a Rural Category Councils for the 2021 / 22 financial year:

Councillor Annual Fee of \$10,888.

Mayoral Annual Fee of \$20,661, noting the payment of this fee is additional to the Councillor fee.

When preparing the 2021 / 22 Operational Plan, Councillor and Mayoral fees were budgeted to allow for both the two percent (2%) increase and the increase in the number of elected members from seven (7) to nine (9) representatives.

COMMENTARY

Section 227, read in conjunction with Section 282 of the *Local Government Act 1993*, stipulates that the Mayor of a Local Government Area (LGA), who is to be elected by the Councillors for the area, is to be elected by the Councillors from among their number.

Approval of the *Local Government Amendment (Governance and Planning) Act 2016* in 2016 has resulted in an amendment to Section 230 of the *Local Government Act 1993* which now among other things makes provision for a Mayor who is elected by Councillors to hold office for a period of two (2) years. Since the local government elections have twice been postponed because of the pandemic, with the general local government elections being held on 4 December 2021, this Mayoral term will in effect be shorter than a two year term, as it will end in September 2023.

The election of the Mayor by Councillors in a LGA is to be in accordance with the provisions of Clause 394 and Schedule 7 of the *Local Government (General) Regulations 2005*.

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

Returning Officer:

The general manager (or a person appointed by the general manager) is the returning officer.

Nomination:

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

(a) Governance/Policy Implications

Section 241 of the *Local Government Act 1993* stipulates that the (Local Government) Remuneration Tribunal “must, not later than 1 May in each year, determine, in each of the categories determined under section 239, the maximum and minimum amounts of fees to be paid during the following year to councillors (other than mayors) and mayors”.

Section 249 of the above-mentioned act among other things provides for the following:

- (1) *A council must pay the mayor an annual fee.*
- (2) *The annual fee must be paid in addition to the fee paid to the mayor as a councillor.*
- (3) *A council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.*

Council currently pay Councillors an annual fee of \$10,888 and the Mayor an additional annual fee of \$20,661. These fees comply with the allowable fees payable for the Rural Council category, within which Coonamble Shire Council is classified.

(b) Legal Implications

It would be important for Council to adhere to the relevant provisions of the *Local Government Act 1993* and the *Local Government (General) Regulations 2005*, as discussed above, when electing a Mayor for the 2022 / 23 financial year.

(c) Social Implications

Nil.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

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

Written nominations are invited for the Office of Mayor.

RECOMMENDATION

- 1. That Council elects a Mayor for the 2022 / 23 Mayoral Term, noting that this term will end in September 2023.**
- 2. That the General Manager advises Local Government NSW and the NSW Office of Local Government of the results of the Mayoral election.**



NOMINATION PAPER

FOR THE OFFICE

OF

MAYOR

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

Name of Candidate

Mover:

Seconder:

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

(Signature of person proposed for nomination)

7.4 ELECTION OF A DEPUTY MAYOR

File Number: C-13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: 1. Nomination Form - Office of Deputy Mayor

PURPOSE

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

BACKGROUND

In the past, Council has conducted the election of the Deputy Mayor annually at the September Extra-Ordinary Meeting.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

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

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

It has not been the practice for Council to pay the Deputy Mayor an additional fee, therefore, this position will receive an annual Councillor's fee of \$10,888.

Adequate provision has been made in the 2021 / 22 Operational Plan (Budget) for this expenditure.

COMMENTARY

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

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

otherwise from exercising a function under this section, or if no deputy mayor has been elected.

It was practice in the past for Council to elect a Deputy Mayor for a one-year term. Unless Council feels strongly about this matter, it may be good practice to continue with this current arrangement.

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

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

Returning Officer:

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

Nomination:

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

(a) Governance/Policy Implications

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

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

(b) Legal Implications

It would be important for Council to adhere to the relevant provisions of the *Local Government Act 1993* and the *Local Government (General) Regulations 2005*, as discussed above, when electing a Deputy Mayor for the 2022 / 23 financial year.

(c) Social Implications

Nil.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

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

Written nominations are invited for the Office of Deputy Mayor.

RECOMMENDATION

That Council elects a Deputy Mayor for a one-year term.



NOMINATION PAPER

FOR THE OFFICE

OF

DEPUTY MAYOR

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

Name of Candidate

Mover:

Seconder:

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

(Signature of person proposed for nomination)

7.5 USING COUNTBACKS TO FILL CASUAL VACANCIES

File Number: C-13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is for Council to consider exercising the option of using a countback to fill casual vacancies occurring in the first 18 months following the election, or not.

BACKGROUND

Following the 2021 general local government elections, Council will, for the first time, have the option of using a countback of votes cast at the last election to fill casual vacancies occurring in the offices of Councillors in the first 18 months after the election.

This will allow Council to use a countback to fill vacancies at a lower cost than the cost of holding a by-election.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

Use of the countback to fill casual vacancies, will result in a lower cost than the cost of holding a by-election. As an example, the cost of the by-election held in June 2018 was in the vicinity of \$30,000.

COMMENTARY

To exercise the option of using a countback to fill casual vacancies occurring in the first 18 months following the election, Council must resolve, at their first meeting after the election, to use a countback to fill casual vacancies.

If Council does not resolve this at the first meeting after the election, a by-election will be required to fill any casual vacancies.

Countbacks are not available to fill casual vacancies in the office of a councillor where:

- The councillor who vacated office was elected at an election using the optional preferential voting system (i.e. elections where only one civic office is required to be filled such as the election of popularly elected mayors), or
- The councillor was elected at an uncontested election.

A by-election must be used to fill these vacancies.

(a) Governance/Policy Implications

Where Council resolves to fill casual vacancies using the countback in the first 18 months of their term, the General Manager is required under the *Local Government (General) Regulation 2005* (the Regulation) to notify the NSW Electoral Commissioner of the Council's resolution within seven (7) days of the resolution.

(b) Legal Implications

In order to exercise the option of using a countback to fill casual vacancies occurring in the first 18 months following the election, Council must resolve at its first meeting after the election to use a countback to fill casual vacancies.

If Council does not adopt such a resolution, a by-election will be required to fill any casual vacancies.

(c) Social Implications

There are no social implications attached to this report.

(d) Environmental Implications

There are no environmental implications attached to this report.

(e) Economic/Asset Management Implications

There are no economic / asset management implications attached to this report.

(f) Risk Implications

There are no risk implications attached to this report.

CONCLUSION

It is suggested for Council to consider exercising the option of using a countback to fill casual vacancies occurring in the first 18 months following the ordinary election, or not.

RECOMMENDATION

- 1. That Council notes the contents of this report.**
- 2. That Council considers whether to exercise the option of using a countback to fill casual vacancies occurring in the first 18 months following the ordinary election, or not.**
- 3. That, if Council elects to exercise the option mentioned in paragraph two (2) above, the following resolution be adopted to comply with the requirements of the NSW Electoral Office:**
“That pursuant to section 291A(1)(b) of the *Local Government Act 1993* (the Act) Coonamble Shire Council declares that casual vacancies occurring in the office of a councillor within 18

months after the last ordinary election of councillors for the Council on 4 December 2021 are to be filled by a countback of votes cast at the election for the office in accordance with section 291A of the Act and directs the General Manager to notify the NSW Electoral Commissioner of the Council's decision within seven (7) days of the decision.

7.6 DELEGATES TO COMMITTEES

File Number: C13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is for Council to update its committee structure by delegating Council representatives to community committees for the period January to September 2022.

BACKGROUND

Council's existing list of committees and representatives, adopted on 15 September 2021, is as follows:

i) Councillor / Staff Committees of Council:

COMMITTEE	DELEGATE	STAFF
General Manager's Recruitment and Selection Committee (As required)	All Councillors invited	Shortlisted Applicants
General Manager's Performance Management Committee (Annually)	Mayor, Deputy Mayor, Cr Fisher, Councillor nominated by GM, facilitated by a representative of LGNSW	General Manager
Donations Committee (Twice per Year)	Mayor, Deputy Mayor	General Manager and/or Executive Leader Corporate & Sustainability
Saleyards Management Committee (Twice per Year)	Cr Wheelhouse / Cr Cullen (Councillors without a Conflict of Interest need to be appointed)	Executive Leader Environment, Strategic Planning & Community
Significant Development Proposals Committee (As required)	Mayor, Deputy Mayor, Cr Deans / Cr Fisher	General Manager, Executive Leader Infrastructure, Manager Economic Development & Growth
Floodplain Risk Management Committee (As required to meet with consultants)	Cr Deans / Cr Cullen	Executive Leader Infrastructure / Executive Leader Environment, Strategic Planning & Community
Caravan Park Redevelopment Committee (Sunset Committee – As Required)	Mayor / Cr Churchill	General Manager / Manager Economic Development & Growth
Roads Committee (Incorporating Quarry) (Quarterly)	Mayor / Deputy Mayor / Cr Fisher / Cr Thomas plus four (4) road user representatives from the NE, NW, SE, and SW parts of the LGA	General Manager / Executive Leader infrastructure / Manager Roads & Bridges / Quarry Supervisor (if and as required)
Youth Council	Mayor (Alternate Cr Wheelhouse)	Executive Leader Environment, Strategic Planning & Community
Local Traffic Committee (Quarterly)	Cr Deans (With Voting Rights) / Cr Thomas (Cr Wheelhouse as Alternate)	General Manager / Executive Leader Infrastructure
Closed Circuit Television Committee (As	Mayor / Deputy Mayor	Executive Leader Corporate &

Required)		Sustainability
COMMITTEE	DELEGATE	STAFF
Code of Conduct Review Panel (As Required)	External Investigator/s to be appointed by the General Manager in line with the new Model Code of Conduct 2020	Code of Conduct Complaint Coordinator

(1) Council adopted the frequency of Committee Meetings as shown in the first column.

(2) The staff member whose name is shown in red is the responsible person for the proper administration of Committee Meetings.

(3) The Code of Conduct Review Panel will become defunct by Council adopting the revised Code of Conduct 2020 (as part of the Ordinary Meeting).

ii) Outside Community Committees

COMMITTEE	DELEGATE	STAFF
Bush Fire Management	Mayor / Cr Thomas	Executive Leader Corporate & Sustainability and/or General Manager
Local Emergency Management	Cr Wheelhouse	Executive Leader Infrastructure
Outback Arts	Cr Deans (Alternate Cr Wheelhouse)	Manager Economic Development & Growth
Coonamble Together Partnership Group	Mayor / Cr Deans	Executive Leader Environment, Strategic Planning & Community
North-Western Library Cooperative	Cr Churchill	Executive Leader Environment, Strategic Planning & Community
Castlereagh Macquarie Weeds County Council	Cr Cullen / Cr Fisher	Nil
Chamber of Commerce	Cr Wheelhouse	General Manager and/or Manager Economic Development & Growth
Quambone Resources	Cr Thomas	Nil

(a) Relevance to Integrated Planning and Reporting Framework

It is important for Council's committee structure to support and facilitate the achievement of Council's goals and objectives within its strategic documents and plans.

(b) Financial Considerations

Those committees which are administered by Council do incur a cost for Council, as resources (staff, time and money) need to be allocated to the management and administration of these structures to ensure that agendas and minutes are generated, and action steps are implemented.

COMMENTARY

The committee structure adopted by Council in September 2020 facilitates the broad spectrum of functions for which Council is responsible and facilitates Council's needs and objectives. It is suggested that the current structure be retained.

With the challenges faced due to the COVID-19 pandemic, the frequency of some meetings has been significantly interrupted over the last year or so, but should now revert back to "normal" over time.

(a) Governance/Policy Implications

Section 355 Committees and other community committees ideally need a governance framework in which to work.

In October 2020 Council adopted a Manual for Community Committees of Council as its policy framework for the future functioning of its approved Section 355 Committees.

Council confirmed the establishment of the Quambone Resources Committee as a Section 355 Committee of Council and delegated the function of the care, management, and control of the Quambone Community Hall to the Quambone Resources Committee, conditional upon the Committee fulfilling its role and responsibilities in this regard in a dutiful and diligent manner.

(b) Legal Implications

Some committees will function pursuant to the provisions of Section 355 of the *Local Government Act 1993* and others like the Local Traffic Committee in accordance with the provisions of the *Traffic Act 1909*.

(c) Social Implications

Social implications would include the provision of a conduit between the community and Council when Council delegates participate on community committees.

(d) Environmental Implications

There are no direct environmental implications associated with this report, although it is recognised that the Castlereagh-Macquarie Weeds County Council is solely focused on an environmental function.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

Council should identify its priority strategic goals and objectives and the development of an adequate committee structure is suggested to be viewed as being an incremental process – with room for future development and refinement. All committees need to facilitate and support Council's objectives and goals.

RECOMMENDATION

- 1. That Council notes this report.**
- 2. That Council nominates Councillors and staff as delegates to various committees until September 2022 as follows:**

i) Councillor / Staff Committees of Council:

COMMITTEE	DELEGATE	STAFF
General Manager's Recruitment and Selection Committee (As required)	All Councillors invited	Shortlisted Applicants
General Manager's Performance Management Committee (Annually)	Mayor, Deputy Mayor, Cr, Councillor nominated by GM, facilitated by a representative of LGNSW	General Manager
Donations Committee (Twice per Year)	Mayor, Deputy Mayor	Executive Leader Corporate & Sustainability and/or General Manager
Saleyards Management Committee (Twice per Year)	Cr / Cr (Councillors without a Conflict of Interest need to be appointed)	Executive Leader Environment, Strategic Planning & Community
Significant Development Proposals Committee (As required)	Mayor, Deputy Mayor, Cr / Cr	General Manager, Executive Leader Infrastructure, Manager Economic Development & Growth
Floodplain Risk Management Committee (As required to meet with consultants)	Cr / Cr	Executive Leader Infrastructure / Executive Leader Environment, Strategic Planning & Community
Caravan Park Redevelopment Committee (Sunset Committee – As Required)	Mayor / Cr	General Manager/ Manager Economic Development & Growth
Roads Committee (Incorporating Quarry) (Quarterly)	Mayor / Deputy Mayor / Cr / Cr plus four (4) road user representatives from the NE, NW, SE, and SW parts of the LGA	General Manager / Executive Leader infrastructure / Manager Roads & Bridges / Quarry Supervisor (if and when required)
Youth Council	Mayor (Alternate Cr))	Executive Leader Environment, Strategic Planning & Community
Local Traffic Committee (Quarterly)	Cr (With Voting Rights) / Cr (Cr as Alternate)	General Manager / Executive Leader Infrastructure
Closed Circuit Television Committee (As Required)	Mayor/Deputy Mayor	Executive Leader Corporate & Sustainability
Code of Conduct Review Panel (As Required)	External Investigator/s to be appointed by the General Manager in line with the new Model Code of Conduct 2020	Code of Conduct Complaint Coordinator
(1) Council adopted the frequency of Committee Meetings as shown in the first column. (2) The staff member whose name is shown in red is the responsible person for the proper administration of Committee Meetings.		

(3) The Code of Conduct Review Panel will become defunct by Council adopting the revised Code of Conduct 2020 (as part of the Ordinary Meeting).		
ii)Outside Community Committees		
COMMITTEE	DELEGATE	STAFF
Bush Fire Management	Mayor / Cr	Executive Leader Corporate & Sustainability and/or General Manager
Local Emergency Management	Cr	Executive Leader Infrastructure
Outback Arts	Cr (Alternate Cr)	Manager Economic Development & Growth
Coonamble Together Partnership Group	Mayor / Cr	Executive Leader Environment, Strategic Planning & Community
North-Western Library Cooperative	Cr	Executive Leader Environment, Strategic Planning & Community
Castlereagh Macquarie Weeds County Council	Cr / Cr	Nil
Chamber of Commerce	Cr	General Manager and/or Manager Economic Development & Growth
Quambone Resources	Cr	Nil

7.7 FIXING OF DATES FOR COUNCIL MEETINGS UNTIL SEPTEMBER 2022**File Number: C13****Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer****Authoriser: Hein Basson, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is for Council to fix dates for Ordinary and Extraordinary Council Meetings from January 2022 to September 2022.

BACKGROUND

At the Extra-Ordinary Meeting of Council held on 15 September 2021, Council fixed the dates, locations, and times of its meetings for the period October 2021 to January 2022.

Council's current meeting date is the second Wednesday of each month, with a commencement time of 10.00a.m. It is important to note that a pre-meeting session is held before each Council Meeting, starting at 9.00am.

It is suggested that Council considers the proposed dates of the Ordinary and Extraordinary Council Meeting dates from February to September 2022, noting the established practice for the Ordinary Meeting in March to be held in Gulargambone, with the October one in Quambone. Due to Covid-19 considerations, Council has not visited Quambone in October last year, so Council may want to make a change to its meeting schedule to "make up" for this missed opportunity to connect with the Quambone residents.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

There are no financial considerations associated with this report.

COMMENTARY

Council's meeting dates have traditionally been set for the second Wednesday of each month, with a commencement time of 10.00a.m. Council has previously resolved not to hold an Ordinary Meeting during the month of January, but the postponed general local government elections has made this Extra-Ordinary Meeting a necessity because the Mayoral election had to be conducted within three weeks after the election results have been declared. Council should be able to revert to the old practice after this anomaly. Also, as was said above, Council's March meeting has traditionally been held in Gulargambone and the October meeting at Quambone.

Further, Council has encountered some problems with the prescribed time to advertise its Operational Plan and Budget for the new financial year, so, it is suggested that Council puts the June 2022 Ordinary Council Meeting date back for one week, i.e. to Wednesday, 15 June.

If Council is comfortable to continue the arrangements as discussed above, it is suggested for the following dates, times and venues to be approved – including an additionally scheduled meeting at Quambone in April.

Date	Location	Time
9 February 2022	Council Chamber – Council Admin Building	10.00 a.m.
9 March 2022	Gulargambone – Memorial Hall	10.00 a.m.
13 April 2022	Quambone – Community Hall	10.00 a.m.
11 May 2022	Council Chamber – Council Admin Building	10.00 a.m.
15 June 2022	Council Chamber – Council Admin Building	10.00 a.m.
13 July 2022	Council Chamber – Council Admin Building	10.00 a.m.
10 August 2022	Council Chamber – Council Admin Building	10.00 a.m.
14 September 2022	Extra-Ordinary Meeting – Election of Deputy Mayor, Various Committee representatives, etc. Ordinary Meeting immediately following the Extraordinary Meeting. Council Chamber – Council Admin Building	10.00 a.m.

(c) Governance/Policy Implications

Council Meetings are important, as they represent the mechanism through which Council “speaks”. Especially now that meetings are being recorded, it provides for a strong connection with and to the community. Council has always held an Extraordinary Council Meeting in September to conduct Mayoral (if applicable) and Deputy Mayor elections and it is suggested that this arrangement continue especially for this purpose.

(d) Legal Implications

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

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

Section 9 of the Act states the following:

Public notice of meetings:

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

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

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

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

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

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

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

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

(e) Social Implications

Holding Council Meetings at Gulargambone and Quambone provides residents with the opportunity to attend the meeting as observers or to be involved in the Community Consultation Session – if an item in the order of business is of relevance for community members – without the need to travel to Coonamble. Also, it provides for an opportunity for Councillors and senior staff to connect on an informal basis with community members.

(f) Environmental Implications

Nil.

(g) Economic/Asset Management Implications

Nil.

(h) Risk Implications

Nil.

CONCLUSION

Council's Ordinary Meeting dates have traditionally been set for the second Wednesday of each month, with a commencement time of 10.00a.m. It is Council policy not to have a meeting during the month of January, but the postponement of the general local government elections has made this Extra-Ordinary Meeting a necessity (because the Mayoral election had to be conducted within three weeks after the election results have been declared). Council should be able to revert to the old practice after this anomaly. Council's March meeting has traditionally been held in Gulargambone and the October meeting at Quambone. It is suggested for Council

to schedule an additional meeting for Quambone for the month of April, as the October meeting had been missed because of Covid-10 considerations.

Council has also encountered problems with the prescribed time to advertise its Operational Plan and Budget for the new financial year in the past, therefore, it is suggested that Council puts the June 2022 Ordinary Council Meeting date back for one week, i.e. to Wednesday, 15 June.

RECOMMENDATION

1. That Council fixes the dates and times for the February to September 2022 period for Ordinary Council Meetings and an Extra-Ordinary Meeting as follows:

Date	Location	Time
9 Feb 2022	Council Chamber – Council Admin Building	10.00a.m.
9 Mar 2022	Gulargambone – Memorial Hall	10.00a.m.
13 Apr 2022	Quambone – Community Hall	10.00a.m.
11 May 2022	Council Chamber – Council Admin Building	10.00a.m.
15 Jun 2022	Council Chamber – Council Admin Building	10.00a.m.
13 Jul 2022	Council Chamber – Council Admin Building	10.00a.m.
10 Aug 2022	Council Chamber – Council Admin Building	10.00a.m.
14 Sep 2022	Extra-Ordinary Meeting – Election of Deputy Mayor, Various Committee representatives, etc. Ordinary Meeting immediately following the Extraordinary Meeting. Council Chamber – Council Admin Building	10.00a.m.

2. That the General Manager communicates the dates and venues of Council Meetings for the February to September 2022 period to staff and arranges for the times, dates and venues of future meetings, as listed in paragraph one (1) above, to be advertised on Council's website and in Council's column in the Coonamble Times.

7.8 RETURNS DISCLOSING PECUNIARY INTEREST

File Number: Councillors - C13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: 1. Primary Return - Disclosure of Pecuniary Interests and Other Matters

PURPOSE

The purpose of this report is to convey to Councillors and designated persons, the requirement to lodge disclosure of interest returns with the General Manager.

BACKGROUND

In accordance with Council's adopted Code of Conduct, newly elected Councillors are required to complete and lodge disclosure of interest returns within three (3) months of the local government elections. Clauses 4.9 and 4.10 set out below state: new Councillors are required to complete a Primary Return upon commencing their duties as Councillors. Therefore, the return for the is due to be lodged with the General Manager by March 2022. In the case of returning Councillors a return will be required to be submitted within three (3) months of the end of the current financial year (30 June 2022).

Disclosure of interests in written returns

4.9 A councillor must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's interests as specified in schedule 1 to this code within 3 months after:

(a) becoming a councillor, and

(b) 30 June of each year, and

(c) the councillor becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

4.10 A councillor need not make and lodge a return under clause 4.9 paragraphs (a) and (b) if:

(a) they made and lodged a return under that clause in the preceding 3 months, or

(b) they have ceased to be a councillor in the preceding 3 months.

Once completed these returns, in accordance with the provisions of the *Government Information (Public Access) Act 2009* (GIPA Act), constitute an open access document and as such subject to mandatory proactive release. This will be achieved by the provision of copies of these documents through Council's Website and a tabling of the completed returns at the April 2022 Council meeting.

In order to ensure that the disclosure of interest returns are received by the due date, a copy of the return form has been provided to Councillors as an annexure to this report.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4. Governance is open and transparent.

(b) Financial Considerations

There are no financial considerations for Council, however the required returns deal with the pecuniary interests of all Councillors and designated persons.

COMMENTARY

As summarised above, Council's adopted Code of Conduct informs Councillors and designated persons of their obligations regarding both the declaration of a pecuniary interest and the requirement to submit an annual return.

This information, in accordance with the provisions of the Code of Conduct and the GIPA Act is then made publicly available, in so doing it seeks to ensure the ongoing openness and transparency of Council in all its actions.

Given the nature of information disclosed in the return, Council acknowledges that the returns may contain personal information about the person concerned, and, potentially, about third parties such as family members. This is information which individuals may have concerns about disclosing publicly on a website and may object to publication following consultation under the GIPA Act.

Taking this into consideration, Councillors and designated persons should note that contained within the GIPA Act is the provision for Council to protect such "personal information". Specifically, in accordance with Section 6(4) of the GIPA Act, in which agencies are required to *"facilitate public access to open access information contained in a record by deleting matter from a copy of record to be made publicly available, if inclusion of the matter would otherwise result in there being an overriding public interest against disclosure of the record, and it is practicable to delete the matter"*.

As such, once the completed returns are received by Council, prior to their publication, the information contained within the returns will be displayed on Council's website in an open and transparent manner.

Whilst the report provides an overview of the subject, further information regarding both the completion of the disclosure of interest return and the publication of this information has been provided to Council in the annexures to this report.

(a) Governance/Policy Implications

The following extract from Council's adopted Coded of Conduct outlines the requirement of a Councillor or designated person to complete and lodge a disclosure of interest return.

Disclosure of interests in written returns

4.9 A councillor must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's interests as specified in schedule 1 to this code within 3 months after:

- (a) becoming a councillor, and
- (b) 30 June of each year, and
- (c) the councillor becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

Clause 4.15 (below), further outlines Council's obligations in the publication of these returns in accordance with the GIPA Act.

4.15 Information contained in returns made and lodged under clause 4.9 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

(b) Legal Implications

The obligation to submit returns is with Councillors and designated persons. Over the past number of years, an emphasis has been placed on this issue by the NSW Auditor-General. It is known that the annual audit of Council's financial statements will include an audit of Councillors compliance with this requirement. Further, it now becomes a Code of Conduct issue if the returns are not completed and lodged within a timely manner.

(c) Social Implications

There are no social implications directly attached to this report.

(d) Environmental Implications

There are no environmental implications directly attached to this report.

(e) Economic/Asset Management Implications

There are no economic / asset management implications directly attached to this report.

(f) Risk Implications

The requirement for Councillors and designated persons, to complete and lodge a disclosure of interests acts as an important risk mitigation strategy. It assists with the identification and management of potential conflicts of interest that may arise in the operations of Council.

CONCLUSION

The requirement of Councillors and designated staff to annually complete disclosure of interest returns is outlined within Council's adopted Code of Conduct. The returns, once completed in accordance with the provisions of the both the Code of Conduct and the GIPA Act, are to be made publicly available. In doing so, this action seeks to ensure the ongoing openness and transparency of Council.

RECOMMENDATION

That all newly elected Councillors provide duly completed primary disclosure of interest forms to the General Manager by the end of March 2022, for these returns to be publicly tabled at the April 2022 Council meeting.



Disclosures by Councillors and Designated Persons

2 *Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June: *Sources of income I received from a trust during the return period:		
Name and address of settler	Name and address of trustee	
3 *Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June: *Sources of other income I received at any time during the return period: [Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]		
C. Gifts		
Description of each gift I received at any time during the return period	Name and address of donor	
D. Contributions to travel		
Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time during the return period	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

Local Government (General) Regulation 2005

Schedule 3 Form of return—disclosure of interest

(Clauses 180–182 and 192)

Local Government Act 1993**Disclosures by Councillors and Designated Persons Return**

- 1 The pecuniary interests and other matters to be disclosed in this return are prescribed by Part 8 of this Regulation.
- 2 If this return is the first return required to be submitted by you after attaining the position of councillor or designated person, do not complete Parts C, D and H of the return. All other Parts of the return should be completed with appropriate information as at the return date, that is, the date on which you attained that position.

If this return is not the first return required to be submitted by you after attaining that position, all Parts of the return should be completed with appropriate information for the relevant return period since the last return, that is, the period from the return date of the last return to 30 June in this year or the period from the end of the last return period to 30 June in this year (whichever is appropriate).
- 3 The particulars required to complete this form are to be written in block letters or typed.
- 4 If any space is insufficient in this form for all the particulars required to complete it, an appendix is to be attached for that purpose which is properly identified and signed by you.
- 5 If there are no pecuniary interests or other matters of the kind required to be disclosed under a particular main heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.
- 6 "*" means delete whichever is inapplicable.

Important information

This information is being collected for the purpose of compliance with section 449 of the Local Government Act 1993. You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular. Complaints made about contraventions of these requirements may be referred to the Local Government Pecuniary Interest Tribunal.

The information collected on this form will be kept by the general manager at the council chambers in a register of returns. Everyone is entitled to inspect the register of returns free of charge. You may correct or update the information contained in the register of returns by submitting a fresh return at any time.

7.9 RELATED PARTY DISCLOSURE POLICY

File Number: Policies - P15

Author: Bruce Quarmby-Executive Leader - Corporate and Sustainability

Hein Basson-General Manager

Authoriser: Hein Basson, General Manager

Annexures:

1. Related Party Disclosures Policy
2. Related Party Disclosure - KMP Form - Attachment A
3. Related Party Disclosure - Privacy Collection Notice - Attachment B

PURPOSE

The purpose of this report is to convey to newly elected Councillors the requirement to lodge Disclosure by Key Management Personnel forms with the General Manager.

BACKGROUND

Effective for annual periods beginning on or after 1 July 2016, Council must disclose certain related party relationships and related party transactions together with information associated with those transactions in its general-purpose financial statements, in order to comply with *Australian Accounting Standard AASB 124 Related Party Disclosures July 2015 (AASB 124)*.

Related parties include Council's Key Management Personnel (KMP), their close family members, and any entities that they or any of their close family members control or jointly control.

A related party transaction is any transaction (whether a transfer of resources, services or obligations) between the reporting local government and any of the related parties, whether monetary or not.

If there is a related party transaction with Council applicable to a reporting financial year, AASB 124 requires Council to disclose in the financial statements the nature of the related party relationship and information about the transaction, including outstanding balances and commitments associated with the transaction. Disclosure in the financial statements may be in the aggregate and/or made separately, depending on the materiality of the transaction.

Each KMP must provide a Related Party Disclosure, in the approved form, notifying any existing or potential related party transactions between Council and any related parties of the KMP, to the Executive Leader Corporate and Sustainability by no later than the following periods during a financial year:

- 30 days after the commencement of the application of this policy.
- 30 days after a KMP commences their term or employment with Council.
- 30 November (each year); and
- 30 June (each year).

Who are KMPs?

KMPs are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly.

For Council, KMPs include the:

- Mayor.
- Councillors.
- General Manager.
- Executive Leaders.
- Public Officer.

Who are close family members of a KMP Person?

Close family members, or close members of the family of a KMP, are family members who may be expected to influence, or be influenced by that person in their dealings with Council and include:

- (a) That person's children and spouse or domestic partner.
- (b) Children of that person's spouse or domestic partner.
- (c) Dependants of that person or that person's spouse or domestic partner.

Under AASB 124, close family members could include extended members of a family (such as, without limitation, a parent, grandparent, siblings, etc) *if* they could be expected to influence, or be influenced by, the KMP in their dealings with Council.

The following table may assist you in identifying your close family members:

Definitely a close family member	Maybe a close family
Your spouse/domestic partner	Your brothers and sisters, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Your children	Your aunts, uncles, and cousins, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Your dependants	Your parents and grandparents, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Children of your spouse/domestic partner	Your nieces and nephews, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Dependants of your spouse/domestic partner	Any other member of your family if they could be expected to influence, or be influenced, by you in their dealings with Council.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4. Governance is open and transparent.

(b) Financial Considerations

There are no direct financial considerations for Council, however, the policy and subsequent declarations required are necessary to ensure Council's compliance with the accounting standard AASB 124.

COMMENTARY

Given the nature of information disclosed in the return, Council acknowledges that the returns may contain personal information about the person concerned, and, about third parties such as family members.

Whilst the report provides an overview of the subject, further information regarding the completion of the disclosure of KMP return has been provided to Council in the annexures to this report.

(a) Governance/Policy Implications

L1.4.4. Governance is open and transparent.

(b) Legal Implications

The obligation to submit returns is with Councillors and other Key Management Personnel. It is known that the annual audit of Council's financial statements will include an audit of Councillors compliance with this requirement.

(c) Social Implications

There are no social implications directly attached to this report.

(d) Environmental Implications

There are no environmental implications directly attached to this report.

(e) Economic/Asset Management Implications

There are no economic/asset management implications directly attached to this report.

(f) Risk Implications

The requirement for Councillors and other Key Management Personnel to complete and lodge a Related Party Disclosure assists as an important risk mitigation strategy. It assists with the identification and management of potential conflicts of interest that may arise in the operations of Council.

CONCLUSION

Newly elected Councillors must provide a duly completed related party disclosure in the form set out in Attachment A, notifying any existing or potential related party transactions between Council and either themselves, their close family members, or entities controlled or jointly controlled by them, or any of their close family members.

RECOMMENDATION

That all newly elected Councillors provide the General Manager with their duly completed “Related Party Disclosure by Key Management Personnel” forms by Friday, 21 January 2022.

1. BACKGROUND

Related party relationships are a normal feature of commerce and business. Council is committed to responsible corporate governance, including compliance with laws and regulations governing related party transactions.

2. PURPOSE

This Policy has been developed to provide guidance in complying with the *Local Government Act 1993*, section 413(3), which requires Council to prepare its General-Purpose Financial Statements in compliance with Australian Accounting Standards. The relevant standard for the purpose of this Policy is *AASB 124 Related Party Disclosures*, July 2015 (AASB 124).

3. POLICY OBJECTIVE

The objective of the Policy is to ensure that the existence of certain related party relationships, related party transactions and information about the transactions, necessary for users to understand the potential effects on the Financial Statements are properly identified, recorded in Council's systems, and disclosed in Council's General Purpose Financial Statements in compliance with AASB 124, the *Privacy and Personal Information Protection Act 1998* [PPIPA] and the *Government Information (Public Access) Act 2009* [GIPAA].

4. LEGISLATION

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

- *Australian Accounting Standards AASB124 Related Party Disclosures.*
- *Australian Accounting Standards AASB10 Consolidated Financial Statements.*
- *Local Government Act 1993.*
- *Local Government (General) Regulation 2005*
- *Privacy and Personal Information Protection Act 1998 (PPIP Act)*
- *Government Information (Public Access) Act 2009 (GIPA Act)*

5. APPLICATION/SCOPE

This policy relates only to relationships with persons and entities identified as Related Parties under the definitions provided within this policy. As such this policy shall be applied in:

- Identifying related party relationships; related party transactions, and ordinary citizen transactions concerning Key Management Personnel [KMP], their close family members and entities controlled or jointly controlled by any of them.
- Identifying information about the related part transaction for disclosure.
- Establishing systems to capture and record related party transactions and information about those transactions.
- Identifying the circumstances in which disclosure of the of related party relationships and related party transactions is required.
- Determining the disclosures to be made about those items in Council's General Purpose Financial Statements for the purpose of complying with *AASB124*.

6. POLICY

6.1 ETHICS AND CONFLICTS OF INTEREST

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's Related Party Disclosure Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

6.2 PRIVACY OBLIGATIONS

The following information is classified as confidential and is not available for inspection by or disclosure to the public, including through a GIPAA application:

- (a) Information (including personal information) provided by a KMP in a related party disclosure; and
- (b) Personal information contained in a register of related party transactions.

6.2.1 When Consent is Required.

Except as specified in this Policy, Council and other permitted recipients will not use or disclose personal information provided in a related party disclosure by a KMP or contained in a register of related party transactions for any other purpose or to any other person except with the prior written consent of the subject KMP.

6.2.2 Permitted Recipients.

The following persons are permitted to access, use and disclose the information (including personal information) provided in a related party disclosure or contained in a register of related party transactions for the purposes specified in Section 6.2.3:

- The General Manager.
- The Responsible Accounting Officer, Executive Leader of Corporate and Sustainability, Manager of Finance and Procurement.
- An Auditor of Council (including an Auditor from the NSW Auditor General's Office).
- Other Officers as delegated by the General Manager.

6.2.3 Permitted Purposes.

A person specified in Section 6.2.2 may access, use and disclose information (including personal information) in a related party disclosure or contained in a register of related party transactions for the following purposes:

- To assess and verify a notified related party transaction.
- To reconcile identified related party transactions against those notified in a related party disclosure or contained in a register of related party transactions.
- To comply with the disclosure requirements of AASB 124.
- To verify compliance with the disclosure requirements of AASB 124.

An individual may access their personal information provided by a KMP in a related party disclosure or contained in a register of related party transactions in accordance with *Council's Privacy Management Plan*.

6.2.4 Government Information (Public Access) (GIPA) Status.

The following documents are not open to or available for inspection by the public:

- Related party disclosure provided by a Key Management Personal.
- The register of related party transactions.

This is in accordance with the provisions set out within Section 14 Public interest considerations against disclosure of *the GIPA Act*.

6.3 AASB 124 DISCLOSURE REQUIREMENTS

6.3.1 Disclosures.

To comply with AASB 124, for annual periods beginning on or after 1 July 2016, Council will make the following disclosures in its General-Purpose Financial Statements:

- (a) Relationships between Council and its subsidiaries, irrespective of whether there have been transactions between them.
- (b) Key Management Personnel (KMP) compensation in total and for each of the following categories:
 - (i) Short-term employee benefits.
 - (ii) Post-employment benefits.
 - (iii) Other long-term benefits; and
 - (iv) Termination benefits.
- (c) Amounts incurred by Council for the provision of KMP services that are provided by a separate management entity.
- (d) The information specified in Section 1.2 for related party transactions with the following persons during the periods covered by the Financial Statement:
 - (i) Council subsidiaries.
 - (ii) Entities who are associates of Council or of a Council subsidiary.
 - (iii) Joint ventures in which Council or a Council subsidiary is a joint venture party.
 - (iv) Council's KMP.
 - (v) Other related parties, comprising:
 - (a) A close family member of a KMP of Council.
 - (b) Entities controlled or jointly controlled by a KMP of Council.
 - (c) Entities controlled or jointly controlled by a close family member of a KMP of Council.
 - (d) Other entities as specified in AASB 124, paragraph 9(b)(iii), (iv), (v) and (viii),

6.3.2 Disclosed Information.

For each category of related party transactions specified in section 6.3.1 (d), Council will disclose the following information in Council's General Purpose Financial Statements:

- The nature of the related party relationship.
- The amount of the transactions.
- The amount of outstanding balances, including commitments, and:
 - their terms and conditions, including whether they are secured, and the nature of the consideration to be provided in settlement; and
 - details of any guarantees given or received.
- Provisions for doubtful debts related to the amount of outstanding balances; and
- The expense recognised during the period in respect of bad or doubtful debts due from related parties.

6.3.3 Disclosed in Aggregate or Separate Information.

For each related party category specified in section 6.3.1(d), Council will disclose information specified in section 6.3.2 for related part transactions of a similar nature in aggregate, except when separate disclosure is necessary for an understanding of the effects of related party transactions on the General-Purpose Financial Statements of Council, having regard to the following criteria:

- The nature of the related party relationship.
- The significance of the transaction (individually or collectively) in terms of size or value (including where the materiality arises due to the fact that no consideration for the transaction is given or received by Council).
- Whether the transaction is carried out on non-arm's length terms.
- Whether the nature of the transaction is outside normal day-to-day business operations, based on the factors and thresholds determined by the Responsible Accounting officer in consultation with the Executive Leader of Corporate and Sustainability, the General Manager and Council's external auditor.

6.4 IDENTIFYING COUNCIL RELATED PARTY RELATIONSHIPS AND TRANSACTIONS

6.4.1 Identification.

The Responsible Accounting Officer is responsible for identifying Council subsidiaries, associates and joint ventures (incorporated and unincorporated) from the Related Entities Register, a document which is prepared to substantiate Note 19 of the Financial Statements "Interests in Other Entities".

6.4.2 Control or Joint Control.

To determine whether Council has control or joint control of an entity, the Responsible Accounting Officer is responsible for applying Australian Accounting Standards AASB 10 Consolidated Financial Statements and AASB 11 Joint Arrangements.

6.4.3 Associate or Joint Venture.

To determine whether an entity is an associate of, or in a joint venture with, Council or a Council subsidiary the Responsible Accounting Officer is responsible for applying AASB 128 investments in associates and joint ventures.

6.4.4 Electronic Investigation.

The Responsible Accounting Officer is responsible for investigating through Council's business system whether any identified Council subsidiaries, associates or joint ventures have an existing related party transaction with Council.

6.4.5 Information Extraction.

The Responsible Accounting Officer is responsible for identifying and extracting information specified in Section 6.3.2 against each existing related party transaction in Council's business systems for the purpose of recording the related party transactions and associated information in a register of related party transactions.

6.4.6 Manual Investigation and Recording of Information.

For related party transactions that are not captured by Council's business systems, the Responsible Accounting Officer is responsible for manually reviewing the transactional documentation and record the information specified in Section 6.3.2 for the subject transaction in the register of related party transactions.

6.5 IDENTIFYING RELATED PARTY TRANSACTION WITH KMP AND THEIR CLOSE FAMILY MEMBERS

6.5.1 Related Party Disclosures.

KMP must provide a related party disclosure in the form set out in Attachment A, notifying any existing or potential related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members, subject to Section 3.5, to the Executive Leader of Corporate and Sustainability by no later than the following periods during a financial year (specified notification period):

- 30 days after the commencement of the application of this Policy.
- 30 days after a KMP commences their term or employment with Council.
- 30 November each year.
- 30 June each year.

6.5.2 Related Party Disclosure Form.

At least 30 days before a specified notification period, the Executive Support Officer will provide each KMP with a Related Party Disclosure Form (Attachment A) and a Privacy Collection Notice (Attachment B).

6.5.3 Suspected Related Party Transaction.

If a KMP suspects that a transaction may constitute a related party transaction, the KMP should provide a related party disclosure to the Executive Leader of Corporate and Sustainability for consideration and determination.

6.5.4 Other Notification.

The notification requirements in Section 3 are in addition to the notifications a KMP must make to comply with:

- Council's adopted Code of Conduct; and
- The disclosure of interests in a written return pursuant to section 450A of the Local Government Act 1993 and Local Government (General) Regulation 2005.

6.5.5 Exclusions.

The notification requirements in Section 3 do not apply to:

- Related party transactions that are ordinary citizen transactions not assessed as being material as determined under Section 4; and
- The Mayor and Councilors' expenses incurred, and facilities provided during the financial year under Council's Payment of Expenses and Provision of Facilities to Mayor and Councilors' Policy, the particulars of which are contained in Council's Annual Report pursuant to the Local Government (General) Regulation 2005, clause 217.

6.5.6 Information Extraction.

The Responsible Accounting Officer is responsible for identifying information specified in Section 1.2 against each notified related party transaction in Council's business systems for the purpose of recording the related party transactions and associated information in the register of related party transactions.

6.5.7 Other Sources of Information.

To ensure all related party transactions are captured and recorded, the Responsible Accounting Officer is responsible for reviewing, if required, other sources of information held by Council including, without limitation:

- A prior year register of related party transactions.
- The minutes of Council and committee meetings.
- Council's Contracts Register.

6.5.8 Manual Investigation and recording of Information.

For notified related party transactions that are not captured by Council's business systems, the Responsible Accounting Officer is responsible for manually reviewing the transactional documentation and record the information specified in Section 6.3.2 for the subject transaction in the register of related party transactions.

6.6 ORDINARY CITIZEN TRANSACTIONS

6.6.1 Non-material in Nature.

A KMP is not required to notify in a related party disclosure and Council will not disclose in its Financial Statements, related party transactions that are ordinary citizen transactions assessed to be not material in nature.

6.6.2 Material in Nature.

A KMP is required to notify in a related party disclosure and Council will disclose in its Financial Statements in accordance with Section 6.3, related party transactions that are ordinary citizen transactions assessed to be material in nature.

6.6.3 Materiality Assessment.

The Responsible Accounting Officer is responsible for reviewing and assessing the materiality of related party transactions that are ordinary citizen transactions to determine whether the disclosure of such transactions are necessary for an understanding of the effects of the related party transactions on the Financial Statements having regard to the criteria specified in Section 6.3.3.

As a general rule, Council will utilise \$10,000 as the threshold for materiality.

6.6.4 Information Extraction.

The Responsible Accounting Officer is responsible for identifying information specified in Section 6.3 against each notified related party transaction that is an ordinary citizen transaction assessed as being material in nature in Council's business systems for the purpose of recording the related party transactions and associated information in a register of related party transactions.

6.7 REGISTER OF RELATED PARTY TRANSACTIONS

6.7.1 Maintain a Register

The Responsible Accounting Officer is responsible for maintaining and keeping up to date a register of related party transactions that captures and records the information specified in Section 6.3.2 for each existing or potential related party transaction (including ordinary citizen transactions assessed as being material in nature) during a financial year.

6.7.2 Contents of Register.

The contents of the register of related party transactions must detail for each related party transaction:

- The description of the related party transaction.
- The name of the related party.
- The nature of the related party's relationship with Council.
- Whether the notified related party transaction is existing or potential.
- A description of the transactional documents the subject of the related party transaction.
- The information specified in Section 6.3.2.

The Responsible Accounting Officer is responsible for ensuring that the information specified in Section 6.3.2 is disclosed in Council's Financial Statements to the extent, and in the manner stipulated by AASB 124, subject to Section 6.3.3.

7 DEFINITION

Term	Definition
Act	<i>Local Government Act 1993.</i>
Council	Coonamble Shire Council.
Arm's length terms	Terms between parties that are reasonable in the circumstances of the transaction that would result from: (a) Neither party bearing the other any special duty or obligation; and (b) The parties being unrelated and uninfluenced by the other; and each party having acted in its own interest.
Associate	In relation to an entity (the first entity), an entity over which the first entity has significant influence.
Close family member or close members of the family	In relation to a KMP, family members who may be expected to influence, or be influenced by that KMP in their dealings with Council will include: (a) That person's children and spouse or domestic partner. (b) Children of that person's spouse or domestic partner; and (c) Dependants of that person or that person's spouse or domestic partner. For the purpose of AASB 124, close family members could include extended members of a family (such as, without limitation, parents, siblings, grandparents, uncles/aunts or cousins) if they could be expected to influence, or be influenced by, the KMP in their dealings with Council.
Control	Control of an entity is present when there is: (a) Power over the entity; and (b) Exposure or rights to variable returns from involvement with the entity; and (c) The ability to use power over the entity to affect the amount of returns received as determined in accordance with AASB 10 Consolidated Financial Statements,

	Paragraphs 5 to 18, Appendices A (Defined Terms) and B (Application Guidance).
Joint control	The contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.
Joint venture	An arrangement of which two or more parties have joint control and have right to the net assets of the arrangement.
Joint venture party	A party to a joint venture that has joint control of that joint venture.
Key management personnel (KMP)	Person(s) having authority and responsibility for planning, directing and controlling the activities of Council. Specifically, KMP of Council are the: <ul style="list-style-type: none"> (a) Mayor. (b) Councillors. (c) General Manager. (d) Executive Leaders. (e) Public Officer.
KMP Compensation	All forms of consideration paid, payable or provided in exchange for services provided and may include: <ul style="list-style-type: none"> • Short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit sharing and bonuses (if payable within 12 months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees. • Post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care. • Other long-term employee benefits, including long service leave or sabbatical leave, jubilee or other long service benefits, long-term disability benefits and, if they are not payable wholly within 12 months after the end of the period, profit sharing, bonuses and deferred compensation. • Termination benefits; and • Share-based payment.
Materiality	The assessment of whether the transaction, either individually or in aggregate with other transactions, by omitting it or misstating it

	could influence decisions that users make on the basis an entity's financial statements.
Ordinary citizen transactions	<p>Transactions that an ordinary citizen would undertake with Council, which are undertaken on arm's length terms and in the ordinary course of carrying out Council's functions and activities.</p> <p>Examples of ordinary citizen transactions assessed to be not material in nature are:</p> <ul style="list-style-type: none"> (a) Paying rates and utility charges. (b) Using Council's public facilities after paying the corresponding fees.
Ratepayer	The person liable for payment of Rates and Charges for the property in accordance with <i>section 560 of the Local Government Act, 1993</i> .
Related party	<p>A person or entity that is related to Council pursuant to the definition contained in AASB 124, Paragraph 9. Examples of related parties of Council are:</p> <ul style="list-style-type: none"> (a) Council subsidiaries. (b) KMP. (c) Close family members of KMP. (d) Entities that are controlled or jointly controlled by KMP or their close family members.
Related party transaction	<p>A transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged.</p> <p>Examples of related party transactions are:</p> <ul style="list-style-type: none"> (a) Purchases or sales of goods. (b) Purchases or sales of property and other assets. (c) Rendering or receiving of services. (d) Rendering or receiving of goods. (e) Leases. (f) Transfers under licence agreements. (g) Transfers under finance arrangements (example: loans). (h) Provision of guarantees (given or received). (i) Commitments to do something if a particular event occurs or does not occur in the future. (j) Settlement of liabilities on behalf of Council or by Council on behalf of that related party.

Related party disclosure	A document entitled Related Party Disclosure by Key Management Personnel in the form set out in Attachment A.
Significant influence	The power to participate in the financial and operating policy decisions of another entity but is not control or joint control of those policies, as determined in accordance with Australian Accounting Standard AASB 128 Investments in Associates and Joint Ventures, Paragraphs 3, 5 and 6.

Title: Related Party Disclosure Policy		
Department: Corporate and Sustainability		
Version	Date	Author
1	February 2017	B Quarmby
2	July 2021	B Quarmby
Review Date: 2024		
Amendments in the release:		
Amendment History	Date	Detail
Included: Statement of Ethics Update: Position Titles following organisational restructure	July 2021	
Annexure Attached: Attachment A – Related Party Disclosure Attachment B – Related Party Disclosure KMP		
Hein Basson General Manager		



Attachment A – Related Party Disclosure by Key Management Personnel

Private and Confidential	
Related Party Declaration by Key Management Personnel (KMP)	
Name of Key Management Person:	
Position of Key Management Person:	
<p>List details of close family member, entities that are controlled/jointly controlled by you and entities that are controlled/jointly controlled by close family members</p> <p><i>(Please refer to definitions in Related Party Disclosures Policy and consider the additional guidance provided in the Privacy Collection notice for KMP)</i></p>	
Name of person or entity	Relationship
<p>I <i>(insert full name)</i>, <i>(insert position)</i> declare that that the above list includes all my close family members and the entities controlled, or jointly controlled, by myself or my close family members. I make this declaration after reading the Council's Related Party Disclosures Policy which details the meaning of the words 'close family members' and 'entities controlled, or jointly controlled, by myself or my close family members'.</p>	
Declared at:	<i>(insert place)</i>
on the	<i>(insert date)</i>
Signature of KMP :	



Attachment A – Related Party Disclosure by Key Management Personnel

RELATED PARTY TRANSACTIONS

NOTIFICATION BY

KEY MANAGEMENT PERSONNEL

Name of Key Management Person: _____

Position of Key Management Person: _____

Please read the Related Party Disclosure Policy which explains what a related party transaction is and the purposes for which Council is collecting, and will use and disclose, the related party information provided by you in this notification.

Please Complete either Section 1 or Section 2

Section 1 (Please tick if applicable)

No related party transactions have been carried out in the past 6-month period and I am not aware of any related party transactions anticipated in the future.

Section 2

Please complete the table attached for each related party transaction with Council that you, or a close member of your family, or an entity related to you or a close member of your family:

- a) has previously entered into and which will continue in the future, or
- b) has entered into, or is reasonably likely to enter into, in the future.

Notification

I, (Name) _____, (Position) _____ notify that, to the best of my knowledge, information, and belief, as at the date of this notification, the above list and attachments, if any, includes all existing and potential related party transactions with Council involving myself, close members of my family, or entities controlled or jointly controlled by me or close members of my family, relevant to the reporting period.

I make this notification after reading the Related Party Disclosure Policy provided by Coonamble Shire Council, which details the meaning of the words "related party", "Related party transaction", "close members of the family of a person" and, in relation to an entity, "control" or "joint control" and the purposes for which this information will be used and disclosed.

I permit access to this information for the purpose of compliance with Council's legal obligations and disclosure.

Signature:

Date:

PRIVACY COLLECTION NOTICE
RELATED PARTY DISCLOSURES BY KEY MANAGEMENT PERSONNEL

Attachment B

Purpose of Collection, Use and Disclosure

Effective for annual periods beginning on or after 1 July 2016, Council must disclose certain related party relationships and related party transactions together with information associated with those transactions in its general-purpose financial statements, in order to comply with *Australian Accounting Standard AASB 124 Related Party Disclosures July 2015 (AASB 124)*.

Related parties include Council's Key Management Personnel (KMP), their close family members, and any entities that they or any of their close family members control or jointly control.

A related party transaction is any transaction (whether a transfer of resources, services or obligations) between the reporting local government and any of the related parties, whether monetary or not.

If there is a related party transaction with Council applicable to a reporting financial year, AASB 124 requires Council to disclose in the financial statements the nature of the related party relationship and information about the transaction, including outstanding balances and commitments associated with the transaction. Disclosure in the financial statements may be in the aggregate and/or made separately, depending on the materiality of the transaction.

For more information about Council's disclosure requirements under AASB 124, please refer to Council's Related Party Disclosure Policy.

Notifications by Key Management Personnel

To comply with AASB 124, Council has adopted a policy that requires all members of its KMP to periodically provide notifications to the Executive Leader Corporate and Sustainability of any existing or potential related party transactions between Council and any of their related parties during a financial year, and any changes to previously notified related party relationships and transactions relevant to the subject financial year.

To this end, each KMP must provide a Related Party Disclosure, in the approved form, notifying any existing or potential related party transactions between Council and any related parties of the KMP, to the Executive Leader Corporate and Sustainability by no later than the following periods during a financial year:

- 30 days after the commencement of the application of this policy.
- 30 days after a KMP commences their term or employment with Council.
- 30 November (each year); and
- 30 June (each year).

Note, these related party disclosure requirements are in addition to the notifications KMPs are required to make to comply with Council's adopted Code of Conduct.

This includes disclosures relating to Conflicts of Interest (Pecuniary and Non-Pecuniary) and Gifts and Benefits. Council's Auditors may audit related party information as part of the annual external audit.



For privacy and right to information status of this information, please refer to Council's Related Party Disclosure Policy.

Who are KMPs?

KMPs are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly.

For Council, KMPs include the:

- Mayor.
- Councillors.
- General Manager.
- Executive Leaders.
- Public Officer.

Who are close family members of a KMP Person?

Close family members, or close members of the family, of a KMP are family members who may be expected to influence, or be influenced by, that person in their dealings with Council and include:

- (a) that person's children and spouse or domestic partner.
- (b) children of that person's spouse or domestic partner; and
- (c) dependants of that person or that person's spouse or domestic partner.

Under AASB 124, close family members could include extended members of a family (such as, without limitation, a parent, grandparent, siblings, etc) *if* they could be expected to influence, or be influenced by, the KMP in their dealings with Council.

The following table may assist you in identifying your close family members:

Definitely a close family member	Maybe a close family member
Your spouse/domestic partner	Your brothers and sisters, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Your children	Your aunts, uncles, and cousins, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Your dependants	Your parents and grandparents, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Children of your spouse/domestic partner	Your nieces and nephews, if they could be expected to influence, or be influenced by, you in their dealings with Council.
Dependants of your spouse/domestic partner	Any other member of your family if they could be expected to influence, or be influenced, by you in their dealings with Council.

What is an entity that I, or my close family member, control or jointly control?

Entities include companies, trusts, incorporated and unincorporated associations such as clubs and charities, joint ventures, and partnerships.

Control

You control an entity if you have:

- (a) Power over the entity.
- (b) Exposure, or rights, to variable returns from your involvement with the entity; and
- (c) The ability to use your power over the entity to affect the amount of your returns.

Example of control

Fred is the Mayor of Sunny Shire Council and owns 100% of the ordinary shares in Sunny Development Company Pty Ltd (the company). The ordinary shares are the only shares in the company that have voting rights.

Fred controls the company because he has the power to affect the company's decisions and the return that he will get from the company.

Fred will need to include the company on his related party disclosure.

Joint control

To jointly control an entity there must be contractually agreed sharing of control of the entity, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Example of joint control

Fred is the Mayor of Sunny Shire Council and owns 50% of the ordinary shares in Sunny Development Company Pty Ltd (the company). Fred's brother Stan owns the other 50% of the ordinary shares. Fred and Stan are the only Directors of the company and have equal voting rights on the board.

Fred and Stan have joint control of the company because any decisions require the unanimous consent of them both.

Fred will need to include the company on his related party disclosure and the entity's related party relationship with Fred and Stan.

In some cases, it will be obvious that you or a family member control or have joint control over an entity. In other cases, it will be less clear.

If you are unsure whether you, or a close family member, has control or joint control of an entity then you should contact the Responsible Accounting Officer for a confidential discussion.

[End of Privacy Collection Notice]

7.10 FRAMEWORK OF PRIORITY ITEMS TO BE PURSUED BY COUNCIL

File Number: C-13

Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer

Authoriser: Hein Basson, General Manager

Annexures: Nil

PURPOSE

The purpose of this report is for Council to note the framework of priority items to be pursued by Council in the coming months post-election; broken down into the following timeframes:

- Before 30 June 2022;
- Within three (3) months of the election;
- Within six (6) months of the election;
- Within 12 months of the election.

BACKGROUND

There are several priority matters that need to occur within the 12-month period post elections, with particular matters needing attention within a three (3) and six (6) month timeframe, and, importantly a Community Strategic Plan and Delivery program that need to be developed by 30 June 2022. Council has particular functions and duties that it needs to perform, as set out in the *Local Government Act 1993* (the Act), the *Local Government (General) Regulation 2005* (the Regulation) as well as a number of other legislation instruments.

(a) Relevance to Integrated Planning and Reporting Framework

The whole suite of Integrated Planning and Reporting Framework (IPRF) documents, i.e. Community Strategic Plan (CSP), Delivery Program and Operational Plan – with its resourcing documents, i.e. Asset Management Plans, Resourcing Strategy, and Long Term Financial Plan – are intrinsically linked to Council's Organisation Structure.

(b) Financial Considerations

Each separate item that is being discussed in this report will have some budgetary implication; some of a minor nature and some of a more substantial nature. Generally speaking, Council's current Operational Plan and Budget makes provision for these expenses.

COMMENTARY

The key documents relating to Council's governance framework to be reviewed **before 30 June 2022** are the:

➤ Review of the Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council will prepare. The purpose of the plan is to identify the community's main priorities and

aspirations for the future and to plan strategies for achieving these goals. Under Section 402 of the *Local Government Act 1993* (the Act), Council may endorse the existing plan or develop and endorse a new community strategic plan.

➤ Adoption of the Delivery Program

The Delivery Program and Operational Plan is a statement of commitment to the community from the newly elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. Under Section 404 of the Act, Council must establish a new delivery program to cover their principal activities for the 4-year period commencing 1 July 2022.

The key action for Council to pursue within **six (6) months** of the election is the:

➤ Completion of Induction and Refresher Training for the Mayor and Councillors

Under Clause 183 of the Regulation, the General Manager must ensure that induction training is delivered to each Councillor who has been elected to the Council for the first time and refresher training to each Councillor who is re-elected to the Council, within six (6) months of their election. Further, the General Manager must ensure, under Clause 184 of the Regulation, that supplementary training is delivered to the mayor in addition to the training they receive as a Councillor – within six (6) months of their election. Councillors and the Mayor must make all reasonable efforts to participate in any induction, refresher, or supplementary training offered to them.

The key documents relating to Council's governance framework to be reviewed within **12 months** post-election are the:

➤ Review and adoption of Local Approvals and Orders Policies

Under Section 165 of the Act, Councils' local approvals and orders policies are automatically revoked 12 months after each ordinary election unless adopted after the election. Council should review their existing local approvals and orders policies after the election to ensure they are current and fit for purpose. If the policies are still required and Council proposes to adopt them with or without amendment, it must first exhibit the draft policy for at least 28 days and invite submissions for a period of at least 42 days. After considering submissions, Council may decide to amend the policy, adopt the policy without amendment or not to adopt the policy. If Council decides to amend the draft policy, it may publicly exhibit the amended draft local policy or, if Council is of the opinion that the amendments are not substantial, it may adopt the amended draft policy without further public exhibition.

➤ Adoption of Councillors' Expenses and Facilities Policy

Under Section 252 of the Act, Council must adopt a new policy on the payment of expenses and the provision of facilities to the Mayor and Councillors within 12 months of the election. Recent amendments to the Regulation (clause 403), now require policies adopted under Section 252 to provide for the making of payment of expenses associated with carer responsibilities that are adequate or reasonable. Council should ensure when reviewing their policies, that the policy

makes adequate provision for meeting Councillors' carer expenses. Before adopting the policy, Council must consider any submissions and make any appropriate changes to the draft policy.

➤ Review of the Organisation Structure

Council's Organisation Structure will better facilitate the achievement of Council's strategic objectives and the community's expectations in an organised approach. Under Section 333 of the Act, Council must review its organisation structure within 12 months of the election. When reviewing the organisation structure, Council may redetermine the organisation structure but are not required to do so. In determining the organisation structure, the governing body of the Council must, after consulting the General Manager determine:

- ❖ The senior staff positions within the organisation structure of council,
- ❖ The roles and reporting lines of holders of senior staff positions, and
- ❖ The resources to be allocated towards the employment of staff.

Council cannot determine a position to be a "senior staff" position unless:

- ❖ The responsibilities, skills and accountabilities of the position are generally equivalent to those applicable to the Executive Band of the Government (State) Award, and
- ❖ The total remuneration package payable with respect to the position is equal to or greater than the minimum remuneration package (within the meaning of Part 3B of the Statutory and Other Officers Remuneration Act 1975) payable with respect to senior executives whose positions are graded Band 1 under the Government Sector Employment Act 2013.

The General Manager, must, after consulting the governing body of Council, determine the positions (other than the senior staff positions) within the organisation structure of Council. The positions within the organisation structure of Council must be determined to give effect to the priorities set out in the Community Strategic Plan and Council's Delivery Program.

➤ Adoption of a Code of Meeting Practice

Under Section 360 of the Act, Council must adopt a Code of Meeting Practice that incorporates the mandatory provisions of the Model Code of Meeting Practice for Local Councils in NSW (Model Meeting Code) prescribed by the Regulation within 12 months of the election. Council's adopted Code of Meeting Practice must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code and may incorporate the non-mandatory provisions and other supplementary provisions.

➤ Review of Delegations

Under Section 380 of the Act, Council must review all their delegations within 12 months of election. Council may, by resolution, delegate to the General Manager or any other person or body (but not an employee of Council other than the General Manager) any of the functions of Council other than those referred to in Section 377 of the Act. The General Manager may, in turn, sub-delegate a function delegated to them by Council to any person or body (including another employee of Council).

➤ Review of the Code of Conduct

The Model Code of Conduct sets the minimum standards of conduct for Council officials. It is prescribed by regulation to assist Council officials to:

- ❖ Understand and comply with the standards of conduct that are expected of them, and
- ❖ Enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence, and
- ❖ Act in a way that enhances public confidence in local government.

Under the Act, Council must review their adopted Code of Conduct within 12 months of the election and make such adjustments as they consider appropriate – where possible and appropriate to do so.

(a) Governance/Policy Implications

The *Local Government Act 1993*, in conjunction with the *Local Government (General) Regulation 2005*, provide for the legislative framework to ensure good governance principles and accountability are adhered to.

(b) Legal Implications

By pursuing the above-mentioned matters, Council will be meeting its legal obligations in line with the requirements of the:

- *Local Government Act, 1993.*
- *Local Government (General) Regulation, 2005.*

(c) Social Implications

There are no direct social implications attached to this report.

(d) Environmental Implications

There are no direct environmental implications attached to this report.

(e) Economic/Asset Management Implications

There are no direct economic / asset management implications attached to this report.

(f) Risk Implications

If Council does not pursue the above-discussed items in a timely manner, it will be at risk of not meeting its statutory requirements.

CONCLUSION

This report is presented to inform Council of the requirements set out by the Office of Local Government (OLG) – in line with the applicable provisions of the Act and Regulation.

RECOMMENDATION

- 1. That Council notes the requirements of the NSW Office of Local Government pertaining to the Integrated Planning and Reporting Framework; specifically, the development of a Community Strategic Plan and Delivery Program by 30 June 2022, as is discussed in the body of the report.**
- 2. That Council further notes the other priority items that are due for its review and adoption, with their respective timeframes for completion, as are discussed in the body of the report.**

7.11 COUNCILLOR INDUCTION AND REFRESHER TRAINING**File Number: C-13****Author: Hein Basson-General Manager
Marina Colwell-Executive Support Officer****Authoriser: Hein Basson, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to inform Councillors of the upcoming Councillor induction and refresher training.

BACKGROUND

Under Clause 183 of the Regulation, the General Manager must ensure that induction training is delivered to each Councillor who has been elected to the Council for the first time and refresher training to each Councillor who is re-elected to the Council, within six (6) months of their election.

Further, the General Manager must ensure, under Clause 184 of the Regulation, that supplementary training is delivered to the Mayor in addition to the training they receive as a Councillor – within six (6) months of their election.

Councillors and the Mayor must make all reasonable efforts to participate in any induction, refresher, or supplementary training offered to them.

In accordance with the provisions of Clause 186 of the Regulation, Councils will be required to report in their 2021 / 22 Annual Reports the names of the Mayor and Councillors who completed induction, refresher and, in the case of the Mayor, supplementary training during the year.

It is further an expectation of the NSW Office of Local Government (OLG) that the Mayor and Councillors undergo an ongoing professional development program over the course of their terms on Council.

Clause 185 of the Regulation states that ongoing professional development programs delivered to the Mayor and Councillors must provide support and assistance to them in the development of the skills necessary to perform their roles and ensure that they maintain those skills over the course of their terms of office.

The content of the ongoing professional development program delivered to the Mayor and Councillors must be developed in consultation with them, having regard to the specific skills required by these office bearers and the governing body as a whole to perform their roles effectively.

As with induction, refresher and supplementary training, the Mayor and each Councillor must make all reasonable efforts to participate in any ongoing professional development program delivered to them.

Commensurate with the provisions of Clause 186 of the Regulation, Councils must report the names of the Mayor and Councillors who participated in any ongoing professional development program in their Annual Reports and the number of seminars, circulars and other activities delivered as part of the ongoing professional development program.

(a) Relevance to Integrated Planning and Reporting Framework

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

(b) Financial Considerations

The cost of providing the training mentioned in this report is in the order of \$6,000 – which does not include any employee costs, as these are part of Council's fixed cost expenditure. Adequate provision has been made in the 2021 / 22 Operational Plan and Budget to cover this cost.

COMMENTARY

In the lead up to the Council elections, arrangements were made to facilitate an initial Councillor induction and refresher training program. Some parts of this training program will be delivered by the General Manager, with assistance of the Executive Leaders, and a lever arch folder with relevant material has been developed for each individual Councillor's ease of reference.

Also, Norman Turkington and Associates Pty Ltd has been contracted to deliver a day's training on the Code of Conduct and the importance of Councillors working together and how to achieve this positive outcome. The training day has been arranged for Saturday 22 January 2022, starting at 9.00am and finishing at around 4.00pm. The early program for Councillor Induction and Refresher Training, in association with the other Council commitments on these particular days, looks as follows:

Day	Date	Time	Event
Mon	10 Jan	5pm-8pm	Councillor Induction and Refresher Program Workshop
Tue	11 Jan	9am-10am	Pre-Meeting Session
Tue	11 Jan	10am-11.30am	Extra-Ordinary Council Meeting, followed by a morning tea break
Tue	11 Jan	11am-1pm	Councillor Induction and Refresher Program Training, followed by lunch
Sat	22 Jan	9am-approx 4pm	Working Together/Code of Conduct for Councillors – presented by Norman Turkington and Associates Pty Ltd

(a) Governance/Policy Implications

Workshops / training sessions of this nature will provide Councillors with the necessary background and understanding of their responsibilities as elected representatives of the community, the importance of adhering to good governance principles, setting strategic and policy direction, and other ancillary responsibilities associated with the position of being a Councillor.

(b) Legal Implications

Clause 183 of the Regulation requires the General Manager to ensure that induction training is delivered to each Councillor who has been elected to the Council for the first time and refresher training to each Councillor who is re-elected to the Council, within six (6) months of their election.

Workshops/training sessions of this nature will provide Councillors with a better understanding of the legal implications associated with their positions as Councillors.

(c) Social Implications

Workshops/training sessions of this nature will provide Councillors with the necessary knowledge to advance the needs and wants of the community within the parameters of the structured and organised local governance model applicable to the State of NSW. Councillors will also develop a better understanding of their role and function as Councillors, as well as the broader social implications associated with their positions as Councillors.

(d) Environmental Implications

Nil.

(e) Economic/Asset Management Implications

Nil.

(f) Risk Implications

Nil.

CONCLUSION

Arrangements have been made for Local Government NSW to facilitate a Councillor Induction Program at Coonamble Shire on Saturday 22 January 2022 presented by Mr Norman Turkington.

It is strongly suggested for all Councillors to make themselves available to attend this workshop.

RECOMMENDATION

- 1. That Council notes the contents of this report.**
- 2. That the Mayor and Councillors make all reasonable efforts to participate in the Councillor Induction and Refresher Program Training as discussed in the body of the report and notify the General Manager of their interest in attending the sessions for catering purposes.**

7.12 END OF TERM REPORT - STATE OF OUR SHIRE

File Number: C7

Author: Noreen Vu-Executive Leader - Environment, Strategic Planning and Community

Hein Basson-General Manager

Authoriser: Hein Basson, General Manager

Annexures: 1. State of Our Shire 2021

PURPOSE

The purpose of this report is for the newly elected Council to note the State of Our Shire (SOOS) report, which provides information on the implementation of the *Coonamble Shire Community Strategic Plan (CSP) 2032* which was originally adopted by Council in 2017.

EXECUTIVE SUMMARY

In accordance with Integrated Planning and Reporting Requirements (IP&R), each outgoing Council was required to prepare a SOOS report. The SOOS report will replace and combine the former End of Term Report and State of our Environment Report in this current Council term. However, in the previous term, the preparation of the End of Term Report has also been called SOOS. The SOOS report covers the five-and-a-quarter year term of this Council (normally four years) and objectively tracks Council's and the community's progress against the CSP 2032 over this time.

Although the SOOS report would normally be presented at the second meeting of the newly elected Council, it is included with this first meeting's agenda because of the extremely short timeframe that is left to update the suite of IP&R documents (by 30 June this year).

BACKGROUND

In September 2021, the Office of Local Government introduced the new Integrated Planning and Reporting Framework (IP&R) Handbook, which provided several changes with how Councils develop and implement their IP&R documents. The most notable changes since 2010 includes:

- All Council plans and strategies are to link into the IP&R-Framework,
- New local government principles have been identified – including sound financial management,
- Clearer roles and responsibilities for the implementation of IP&R have been established,
- The “End of Term Report” is to be renamed “State of Our Shire” and presented at the second meeting of the newly elected Council,
- A stand-alone State of Environment Report is no longer required, and
- Oversight by the Audit, Risk and Improvement Committee have been included (which Committee is yet to commence).

The SOOS report must include the following:

- A report on the progress of implementation and the effectiveness of the CSP,
- A review of the information that informed the previously endorsed CSP,
- A review of Council's Community Engagement Policy/Strategy.

The SOOS includes a stocktake of the issues and pressures affecting our community and how effective programs have been in addressing the issues.

The Coonamble Shire's CSP 2032 identified 42 strategies to address priorities and issues in our community. The CSP is the highest-level plan that Council will prepare. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by Councils with and on behalf of the community.

This SOOS report reviews the effectiveness and progress in implementing the CSP by Council, other agencies and departments, and the community.

To gauge progress with implementation, data and information for the review was collated in several ways:

- Using data collated through the Community Satisfaction Survey 2019.
- Through one-on-one engagement with key stakeholders within our community who have association with the strategies and goals in the plan.
- Through broader desktop research including statistics, and reporting and planning documents prepared by relevant organisations, departments and agencies.
- Consultation with Councillors via a SOOS workshop in October 2021.
- Consultation with relevant Council officers, Executive Leaders, Managers and General Manager.

(a) Relevance to Integrated Planning and Reporting Framework

The SOOS report is a requirement as part of Council's Integrated Planning and Reporting Framework.

(b) Financial Considerations

The SOOS report provides information on Council's Long Term Financial Plan, as part of the review under the Financial Performance section, although there are no direct financial implications related to the SOOS.

COMMENTARY

The Coonamble Shire's CSP 2032 was developed in 2017, after consultation with the local community, but is mostly a rolled forward version, with some minor changes, of the Coonamble Shire's CSP 2026 (now superseded) which was developed in 2012.

The Coonamble Shire's CSP 2032 was structured around five (5) theme areas:

- Our People,
- Our Economy,
- Our Environment,

- Our Infrastructure, and
- Our Leadership.

The SOOS report has been themed in a way which aligns more clearly with Council's nine function areas, but which acknowledges and addresses the five (5) original theme areas. The SOOS theme areas are:

Our People

- Community services and well being
- Arts and culture
- Recreational and open spaces

Our Economy

- Local economy

Our Infrastructure

- Assets and essential infrastructure

Our Environment

- Planning and development
- Sustainable environment
- Sustainable waste

Our Leadership

- Leadership

For each of the function and theme areas the SOOS indicates where we are moving towards and away from our original targets, and where future challenges for our community may lie. The SOOS provides commentary on programs and projects undertaken by the various stakeholders of the Coonamble Shire's CSP 2032 including Council, and their effectiveness in reaching targets as per the goals and strategies laid out in the CSP 2032.

To support the enhancement of the newly elected Council's CSP, the SOOP outlines recommendations to improve and update the current CSP. Therefore, it is the recommendation for the newly elected Council to develop a revised CSP. The current CSP has served two (2) terms of Council over a period of nine (9) years. There is an opportunity via a revised CSP to take stock of our community's current aspirations, priorities, and issues. This in turn will influence Council's Delivery Program and future Operational Plans in Council's service delivery and other activities.

It is recommended that the newly elected Council utilises the content of the SOOS report and current 2021 / 22 Delivery Program to open discussions with the community during the engagement process for the subsequent CSP. The IP&R Handbook suggests that Councils must be informed by engagement with more than 10% of the community and use a variety of tools and methods in developing its CSP, which also includes those documents that may be rolled over. Engagement with the community for the subsequent CSP also provides Council with an opportunity to

undertake a review of its strategic objectives and goals. Council must, as per Council's Community Engagement Policy 2021, develop an individual Community Engagement Plan to guide and inform the development of the subsequent CSP.

(a) Governance/Policy Implications

The incoming Council will officially note the contents of the SOOS at its first meeting.

The SOOS is comprehensive enough to allow for informed community discussion, as it reports clearly on the key elements of the CSP and provides for a review of Council's Community Engagement Strategy (if found to be necessary).

The SOOS and the information and suggestions contained within it set the scene and form the basis of the incoming Council's development of an updated CSP and Delivery Plan. The 2021/22 Delivery Program/Operational Plan document and Community Services Satisfaction Survey conducted towards the end of 2019 should also be used as source documents to inform future discussions.

A Councillor Workshop has preliminary been planned for Monday, 7 February 2022 at 5.00pm, to provide further information and an opportunity for questions about the processes and actions that are being required for Council to pursue the review of its CSP, and other associated documents relating to the Integrated Planning and Reporting Framework.

Although it is not mandatory for Councillors to attend Councillor Workshops, this event provides for an important opportunity for elected representatives to gain an understanding of the processes involved with the development of this integrated suite of documents.

(b) Legal Implications

The newly elected Council must be presented with the SOOS, and using the information contained within this document, decide whether they want to review and update the existing CSP, or develop a new one.

The IP&R Framework is a mandatory planning and reporting obligation for NSW Local Councils under the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

(c) Social Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including social outcomes under the theme area, Our People. The Our People theme has been presented in the SOOS as part of the function areas of: Community Services and Wellbeing, Arts and Culture, and Recreational and Open Spaces.

In terms of social implications and the goals and strategies outlined in the Our People section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

(d) Environmental Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including environmental outcomes under the theme area, Our Environment. The Our Environment theme has been presented in the SOOS as part of the function areas of: Sustainable Waste, Sustainable Environment, and Planning and Development.

In terms of environmental implications and the goals and strategies outlined in the Our Environment section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

(e) Economic/Asset Management Implications

The CSP 2032 outlined strategies to achieve goals across the quadruple bottom line including economic and infrastructure outcomes under the theme area, Our Economy and Our Infrastructure. The Our Economy and Our Infrastructure themes have been presented in the SOOS as part of the function areas of: Local Economy, and Assets and Essential Infrastructure respectively.

In terms of the economic and asset implications and the goals and strategies outlined in the Our Economy and Our Infrastructure section of the CSP 2032, the SOOS specifically identifies where we are on target, where we are moving away from the target and what future challenges there maybe for our community.

Additionally, the SOOS provides a review of Council's financial performance including the Long-Term Financial Plan.

(f) Risk Implications

The CSP 2032 and the SOOS addresses several strategic goals and strategies relating to risk.

CONCLUSION

Council and our community have been effective in delivering upon a large proportion of the CSP 2032's goals and strategies and these are outlined in the SOOS. As identified in the SOOS, there are instances where progress has been moving away from the target or where there are emerging issues. These should be noted by Council and the community and given consideration as points of discussion during the engagement process for the development of the subsequent CSP.

There is the opportunity to review, update and refine the CSP so that it is reflective of our community's aspirations, priorities, and issues. Given the short period of time available for the development of its suite of Integrated Planning and Reporting Framework documents, coupled with the significantly shortened electoral term, it is recommended for Council to provide the strategic direction for the Community Strategic Plan to be revised – using the State of Our Shire report, 2021 / 22 Delivery Program/Operational Plan and the Community Services Satisfaction Survey conducted in 2019 as main foundational documents to inform Council's community engagement processes.

Monday, 7 February 2022 at 5.00pm has preliminary been set aside for a Councillor Workshop, to provide further information and an opportunity for questions about the processes and actions that are being required for Council to pursue the review of its CSP, and other associated documents relating to the Integrated Planning and Reporting Framework.

RECOMMENDATION

- 1. That Council notes the contents of this report as well as the contents of the End of Term Report: State of Our Shire.**
- 2. That Council, acknowledging the short period of time available for the development of its suite of Integrated Planning and Reporting Framework documents and the current significantly shortened electoral term, provides the strategic direction for the Community Strategic Plan to be reviewed – using the State of Our Shire report, 2021 / 22 Delivery Program/Operational plan and the Community Services Satisfaction Survey as main foundational documents to inform Council’s community engagement processes.**
- 3. That Councillors note Monday, 7 February 2022 at 5.00pm has been allocated for purposes of holding a Councillor Workshop on the requirements and processes involved with the development of its suite of Integrated Planning and Reporting Framework documents; including the 10-year Community Strategic Plan, four-year Delivery program, annual Operational Plan and Annual Report, and associated Resourcing Strategy consisting of the Long-term Financial Plan, Workforce Management Strategy, and Asset Management Strategy and Plans.**



END OF TERM REPORT: STATE OF OUR SHIRE

COONAMBLE SHIRE
COMMUNITY STRATEGIC PLAN 2032
REVIEW



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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

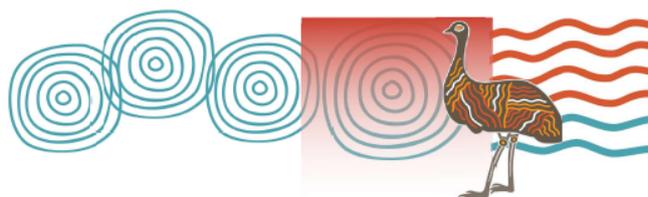
Mayor

COONAMBLE
SHIRE COUNCIL

End of Term Report: 2021

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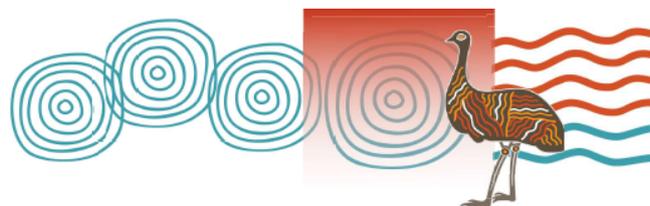


1.2 MESSAGE FROM THE GENERAL MANAGER

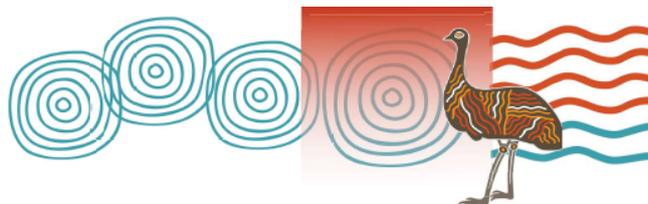
I was appointed General Manager of the Coonamble Shire Council effective 1 June 2019.

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 its 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.

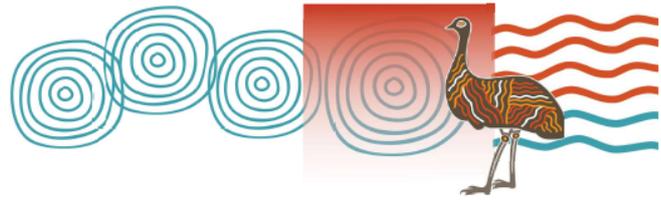
Because of the current short election term (ending in September 2024), coupled with a significant number of strategic objectives and projects that have already been identified but not completed, it is my recommendation for Council to review the Community Strategic Plan and associated suite of Integrated 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.

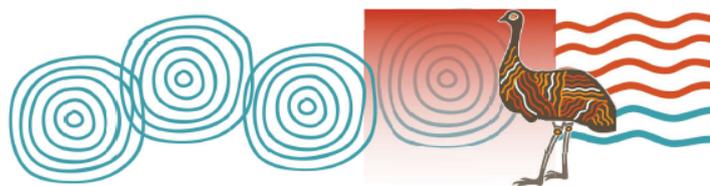
We hope you enjoy our review and what we consider the current 'State of our Shire'.



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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.

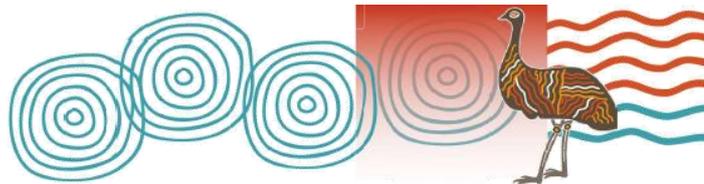
The Delivery Program identifies the principle strategies to be undertaken to implement the outcomes identified in the Community Strategic Plan during the Council's 4-year term of office.

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.



1.5 YOUR COUNCILLORS Coonamble Shire Councillors



CR AHMAD KARANOUH
Mayor



CR BILL FISHER
Deputy Mayor



CR KAREN CHURCHILL



CR PATRICK CULLEN



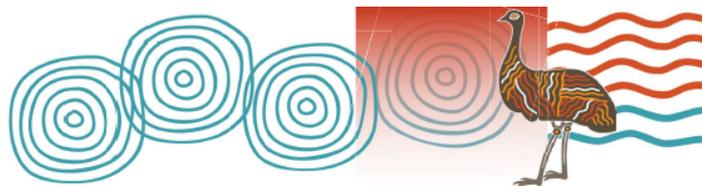
CR BARBARA DEANS



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 liken to 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.

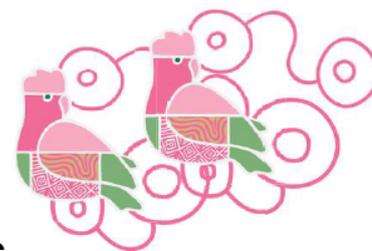
[4] Stealing from dwelling Cble LGA 2016/17 36 offences, 20/21 40 offences. 2020/21 Rate/100,000 pop Cble LGA 1010 offences v NSW 203 offences. Ref BOSCAR crime stats.

[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.

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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 MacDonalld Park.



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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.

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

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

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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.

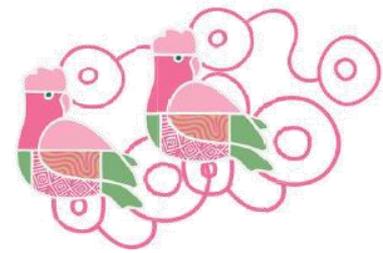
Council secured funding to mural and install feature lighting on the large water tower structure located at the Coonamble Sportsground, creating a large public artwork by renowned artist John Murray and which is appreciated by both locals and tourists alike. Additionally, public artwork which was designed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

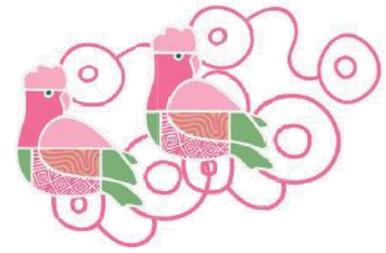
In the 2020-21 reporting period, there were 6,411 loans and 3,466 visitors to the Coonamble Library and 418 books loaned in Gulargambone.



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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 OR COMMONWEALTH 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"> • Warrena Weir upgrades (amenities block, power source for irrigation and lighting) • Coonamble netball facility upgrade synthetic court and lighting • Broome Park (Coonamble) playground and amenities • Coonamble Showground Upgrades – horse stables, power upgrade and powered sites, fencing lighting, irrigation, portable grandstands • Gulargambone Youth Centre Upgrades 			



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 PROSPERITY.

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 significant 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 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.

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
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	6,519,000	6,908,898	7,098,483	7,310,845	7,533,745	8,075,361	8,695,747	9,374,416	9,583,321	9,756,118	9,852,890	10,153,719
User Charges & Fees	4,152,000	5,588,897	5,768,750	6,051,296	6,305,121	6,446,225	6,594,986	6,744,281	6,887,384	7,053,973	7,214,129	7,377,932
Other Revenues	743,000	1,752,974	1,923,065	1,970,108	2,019,359	2,069,843	2,121,989	2,174,629	2,228,995	2,284,719	2,341,837	2,400,383
Grants & Contributions provided for Operating Purposes	2,708,000	8,455,921	8,004,905	7,942,633	7,995,371	7,251,469	7,411,001	7,574,043	7,740,672	7,910,987	8,085,008	8,262,878
Grants & Contributions provided for Capital Purposes	2,785,000	4,626,015	11,460,015	10,488,903	8,589,748	1,800,000	1,500,000	1,800,000	300,000	300,000	-	300,000
Interest & Investment Revenue	433,000	191,373	161,455	163,587	176,518	177,138	195,309	200,868	224,839	235,310	245,731	254,164
Other Income:												
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	148,741	151,615	153,533	155,979	158,479	161,034	163,646	166,317	169,047
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	22,494,000	27,774,820	34,714,593	34,087,111	32,381,476	25,975,586	26,674,211	28,026,736	26,816,244	27,704,734	28,005,912	28,918,123
Expenses from Continuing Operations												
Employee Benefits & On-Costs	6,045,000	7,721,933	8,881,165	9,317,382	9,464,867	9,653,686	9,846,107	10,042,383	10,242,594	10,448,816	10,655,131	10,867,621
Borrowing Costs	4,000	1,846	6,933	6,308	5,874	5,033	4,384	3,738	3,083	2,429	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	7,698,800	7,889,418	8,184,866	8,463,732	8,700,402
Depreciation & Amortisation	6,720,000	7,012,393	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663	6,964,663
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	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,188,000	24,240,342	23,362,539	24,105,921	24,512,890	24,948,754	25,168,292	25,525,149	26,048,789	26,566,797	27,066,764	27,550,260
Operating Result from Continuing Operations	296,000	3,534,278	11,352,054	9,981,189	7,868,786	1,026,815	1,505,919	2,501,587	767,455	1,137,937	937,148	1,367,863
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	296,000	3,534,278	11,352,054	9,981,189	7,868,786	1,026,815	1,505,919	2,501,587	767,455	1,137,937	937,148	1,367,863
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,489,000)	(1,091,737)	(137,941)	(607,714)	(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 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
Income from Continuing Operations												
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	7,300,375	7,532,781	7,677,985	7,826,043	7,977,013
User Charges & Fees	3,251,000	4,403,237	4,545,930	4,696,475	4,849,823	4,996,944	5,165,614	5,377,084	5,291,007	5,407,437	5,526,429	5,646,039
Other Revenues	7,521,000	1,627,174	1,902,175	1,948,694	1,997,412	2,047,347	2,099,530	2,150,994	2,204,769	2,259,888	2,316,385	2,374,295
Grants & Contributions provided for Operating Purposes	2,785,000	8,455,521	8,004,905	7,942,633	7,955,371	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	296,000	4,408,912	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		134,005	111,855	113,341	114,849	116,381	117,937	119,516	121,121	122,750	124,405	126,086
Other Income:												
Net Gains from the Disposal of Assets	-	120,000	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	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,978,000	24,730,835	30,416,221	29,695,175	27,770,986	22,506,409	23,106,196	24,370,491	23,051,383	23,842,672	24,044,567	24,857,386
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,587,000	7,721,933	8,085,124	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	6,833	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	5,684,791	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	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106	6,288,106
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,747,000	21,352,430	20,556,992	21,315,647	21,680,562	22,075,023	22,227,345	22,566,164	23,045,932	23,519,218	23,950,693	24,410,614
Operating Result from Continuing Operations	231,000	3,377,405	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	83,994	446,744
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	231,000	3,377,405	9,859,229	8,379,528	6,090,406	431,386	878,851	1,804,327	5,450	323,455	83,994	446,744
Net Operating Result before Grants and Contributions provided for Capital Purposes	(2,554,000)	(1,029,507)	(230,786)	(866,627)	(1,286,594)	(1,388,614)	(621,149)	4,327	5,450	22,455	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 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	594,000	755,363	809,637	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	1,112,352	1,140,366	1,168,675	1,196,987	1,226,049	1,256,751	1,286,219	1,322,475	1,358,537
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	-	-	-	-	-	-	-	-	-	-	-	-
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
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	1,611,000	1,904,523	3,273,367	2,001,342	2,065,565	2,117,617	2,169,945	2,223,579	2,276,621	2,335,036	2,392,859	2,452,124
Expenses from Continuing Operations												
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	1,032,812	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	1,540,000	1,601,501	1,718,638	1,718,102	1,745,054	1,771,444	1,798,161	1,825,394	1,853,154	1,881,450	1,910,282	1,939,692
Operating Result from Continuing Operations	71,000	303,022	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	71,000	303,022	1,554,729	283,240	321,510	346,173	371,784	398,184	425,467	453,586	482,566	512,432
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 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
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	684,000	730,511	795,125	867,476	946,664	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	232,269	314,932	322,806	330,876	339,148	347,626	356,317	365,225	374,366
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	34,484	33,514	50,062	53,993	76,202	84,907	93,534	100,147
Other Income:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	905,000	1,139,282	1,025,005	2,390,593	2,543,954	1,351,542	1,398,071	1,432,686	1,486,241	1,527,025	1,568,466	1,608,641
Expenses from Continuing Operations												
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	369,232	381,343	388,588	395,871	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	10,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	911,000	1,285,411	1,086,909	1,072,172	1,087,083	1,102,287	1,142,787	1,133,590	1,149,702	1,166,130	1,207,878	1,199,954
Operating Result from Continuing Operations	(6,000)	(146,149)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	(6,000)	(146,149)	(61,904)	1,318,421	1,456,870	249,256	255,284	299,076	336,538	360,896	360,588	408,687
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

Coomamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - 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
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	13,955,000	11,178,280	10,559,661	12,256,905	11,860,785	12,968,301	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	7,666,750	7,661,750	7,661,750	7,661,750	7,661,750	7,661,750	7,661,750	7,661,750	7,999,250
Receivables	2,655,000	3,016,841	3,674,170	3,661,264	3,477,846	2,889,420	2,638,605	3,056,813	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	1,063,675	1,083,675	1,124,625	1,163,804	1,196,265	1,232,318
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	95,000	85,594	72,757	76,563	79,311	81,923	81,661	83,540	87,027	90,395	93,230	96,355
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,719,000	23,455,967	23,210,674	24,567,917	24,019,066	24,590,785	24,921,810	25,805,916	25,300,830	25,598,365	26,094,294	26,524,924
Non-Current Assets												
Investments	-	4,995,750	4,809,250	3,683,250	3,669,250	3,669,250	3,669,250	3,669,250	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	310,049	329,988	337,131	344,431	351,890	359,514
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	297,663,000	305,197,414	317,298,699	326,786,327	334,969,107	334,462,607	335,735,490	337,427,477	338,306,918	338,766,716	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	297,865,000	310,569,317	322,490,501	330,864,100	339,040,727	338,545,895	339,629,789	341,537,715	342,611,799	343,485,897	343,885,439	344,889,803
TOTAL ASSETS	328,575,000	334,025,304	345,701,175	355,432,017	363,069,794	363,136,670	364,751,599	367,343,631	367,912,629	369,074,262	369,969,733	371,394,727
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,724,000	2,889,671	2,771,574	2,659,493	2,682,977	2,344,140	2,621,052	2,623,078	2,634,791	2,670,720	2,696,249	2,768,267
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	973,000	1,214,355	1,708,360	1,622,811	1,411,669	854,568	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,810,000	6,228,823	6,603,357	6,406,360	6,219,343	5,324,045	5,488,351	5,634,768	5,492,935	5,673,945	5,690,271	5,647,403
Non-Current Liabilities												
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	467,909	445,192	391,841	337,860	283,209	227,812	171,951	115,317	69,003	-	-	-
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	548,909	607,486	554,135	509,153	445,144	389,593	390,206	334,245	277,611	220,297	162,294	162,294
TOTAL LIABILITIES	4,971,000	6,836,309	7,210,493	6,915,513	6,718,487	5,713,638	5,878,557	6,019,013	5,770,546	5,894,242	5,852,565	5,809,697
Net Assets	323,604,000	327,189,000	338,490,682	348,516,504	356,351,307	357,423,032	358,873,042	361,324,618	362,142,083	363,280,019	364,217,167	365,585,030
EQUITY												
Retained Earnings	179,409,000	182,945,278	184,295,332	204,276,521	212,145,307	213,172,122	214,678,041	217,179,628	217,947,083	219,085,019	220,022,167	221,360,030
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	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
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	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

Coonamble Shire Council
 10 Year Financial Plan for the Years ending 30 June 2031
 BALANCE SHEET - 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
ASSETS												
Current Assets												
Cash & Cash Equivalents	12,223,000	9,626,069	10,447,270	11,962,042	11,736,321	12,569,136	12,632,245	12,890,479	12,142,569	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	2,209,280	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	1,124,625	1,163,804	1,196,285	1,232,318
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	95,000	85,594	72,757	76,563	79,311	81,923	81,661	83,540	87,027	90,395	93,230	96,355
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	21,696,000	19,994,919	20,923,165	22,419,761	22,009,932	22,267,729	22,256,795	22,738,710	21,876,714	21,894,493	22,159,112	22,473,901
Non-Current Assets												
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	266,576,000	273,106,657	282,606,052	289,235,474	295,482,468	294,689,456	295,661,021	297,065,586	297,723,021	298,060,596	297,906,275	297,993,028
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	266,756,000	273,433,910	282,938,800	289,574,445	295,827,780	295,044,840	296,027,955	297,444,951	298,107,985	298,441,277	298,202,794	298,395,509
TOTAL ASSETS	288,454,000	293,428,829	303,861,965	311,994,226	317,836,712	317,312,568	318,284,750	320,183,661	319,984,699	320,325,770	320,361,907	320,869,410
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,528,000	2,375,069	2,507,063	2,398,061	2,414,635	2,070,207	2,231,440	2,337,605	2,343,362	2,373,210	2,384,560	2,458,206
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	973,000	1,214,355	1,708,360	1,622,811	1,411,669	854,568	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,614,000	5,712,221	6,338,836	6,144,929	5,951,001	5,050,112	5,198,739	5,349,285	5,201,506	5,276,436	5,276,562	5,337,342
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract 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
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	467,909	445,192	391,841	337,860	283,209	227,912	171,951	115,317	69,003	-	-	-
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	548,909	607,486	551,135	551,135	550,144	445,503	390,206	334,245	277,611	220,297	162,294	162,294
TOTAL LIABILITIES	4,772,000	6,319,707	6,890,000	6,696,064	6,496,145	5,495,615	5,588,945	5,683,530	5,479,118	5,496,734	5,438,856	5,499,636
Net Assets	283,679,000	287,056,405	296,915,634	305,298,162	311,385,567	311,816,953	312,695,804	314,500,131	314,505,581	314,829,036	314,923,030	315,369,774
EQUITY												
Retained Earnings	152,732,000	156,109,405	165,968,634	174,348,162	180,899,567	180,899,563	181,746,804	183,553,131	183,556,581	183,882,036	183,876,030	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	305,298,162	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	283,679,000	287,056,405	296,915,634	305,298,162	311,385,567	311,816,953	312,695,804	314,500,131	314,505,581	314,829,036	314,923,030	315,369,774

Coomamble 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	2021/22	2022/23	2023/24	2024/25	Projected Years 2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ASSETS												
Current Assets												
Cash & Cash Equivalents	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	638,688	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	428,679	461,665	474,642	486,508	488,671	511,137	523,916	537,014	550,439	564,200
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,187,000	1,456,328	1,131,252	1,160,281	1,218,159	1,286,295	1,366,730	1,458,989	1,566,681	1,687,368	1,822,628	1,973,057
Non-Current Assets												
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	48,172	50,401	51,681	52,963	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
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	18,255,000	20,320,876	22,192,631	22,450,095	22,717,957	22,998,855	23,293,131	23,601,052	23,922,891	24,256,927	24,608,443	24,974,731
TOTAL ASSETS	21,442,000	21,777,204	23,323,883	23,610,376	23,936,116	24,285,150	24,659,861	25,051,040	25,489,572	25,944,295	26,432,071	26,947,788
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,388	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,388	136,463	139,600	142,810	146,094
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	93,000	125,182	117,132	120,385	124,615	127,475	130,403	133,388	136,463	139,600	142,810	146,094
Net Assets	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,917,652	25,353,109	25,804,695	26,289,261	26,801,694
EQUITY												
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	18,188,109	18,642,695	19,125,281	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	24,917,642	25,353,109	25,804,695	26,289,261	26,801,694
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	21,349,000	21,652,022	23,206,751	23,489,991	23,811,501	24,157,674	24,529,458	24,917,642	25,353,109	25,804,695	26,289,261	26,801,694

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

	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	Projected Years			2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,522,000	844,676	40,318	227,748	14,447	251,879	606,940	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	184,632	199,094	203,659	208,329	213,105	217,993	222,992
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"												
Total Current Assets	5,834,000	2,004,740	1,156,266	987,855	791,975	1,036,761	1,296,285	1,607,217	1,857,434	2,016,505	2,102,554	2,077,966
Non-Current Assets												
Investments	-	3,098,250	2,910,750	1,786,750	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	6,828	10,068	10,473	10,715	10,982	11,214	11,473	11,738	12,008
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	12,845,000	13,709,551	14,440,559	17,044,981	18,714,154	18,720,987	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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	12,845,000	16,814,531	17,359,070	18,839,560	20,494,990	20,502,190	20,508,704	20,491,713	20,560,923	20,785,693	21,073,202	21,496,563
TOTAL ASSETS	18,679,000	18,819,271	18,515,337	19,827,415	21,286,965	21,538,952	21,806,989	22,098,930	22,438,358	22,802,198	23,175,756	23,574,529
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	103,000	389,420	147,390	141,047	143,727	146,468	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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	103,000	389,420	147,390	141,047	143,727	146,468	159,210	152,076	154,965	157,910	170,880	163,967
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	103,000	389,420	147,390	141,047	143,727	146,468	159,210	152,076	154,965	157,910	170,880	163,967
Net Assets	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,484	21,647,778	21,946,854	22,283,392	22,644,288	23,004,876	23,410,562
EQUITY												
Retained Earnings	12,492,000	12,345,851	12,283,947	13,602,368	15,059,238	15,308,484	15,563,778	15,862,854	16,198,392	16,560,288	16,920,876	17,328,562
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	21,392,484	21,647,778	21,946,854	22,283,392	22,644,288	23,004,876	23,410,562
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	18,576,000	18,429,851	18,367,947	19,686,368	21,143,238	21,392,484	21,647,778	21,946,854	22,283,392	22,644,288	23,004,876	23,410,562

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

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	6,346,000	7,320,635	7,092,328	7,305,186	7,527,183	8,090,843	8,718,656	9,400,089	9,566,501	9,759,353	9,895,180	10,157,065
User Charges & Fees	4,795,000	5,375,488	5,720,399	5,992,613	6,288,126	6,410,054	6,594,237	6,713,736	6,866,127	7,021,988	7,181,399	7,344,439
Investment Income	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Dividend & Interest Revenue Received	12,370,000	13,160,852	19,430,346	18,442,711	16,222,781	8,124,346	8,912,313	9,386,532	7,760,617	8,205,199	8,088,595	8,556,584
Grants & Contributions	20,000	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	1,263,000	1,766,385	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
Other	(7,893,000)	(7,734,631)	(8,880,121)	(9,317,004)	(9,454,730)	(9,653,588)	(9,846,007)	(10,042,882)	(10,248,710)	(10,446,710)	(10,655,023)	(10,867,511)
Employee Benefits & On-Costs	(4,000)	(4)	(7,117)	(6,494)	(5,862)	(5,224)	(4,577)	(3,923)	(3,261)	(2,591)	(1,919)	(1,226)
Materials & Contracts	(3,404,000)	(592,936)	(785,661)	(828,660)	(855,775)	(875,177)	(900,099)	(917,531)	(936,300)	(958,312)	(981,487)	(1,003,866)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	8,124,000	10,685,863	17,956,445	16,864,062	14,808,340	8,056,423	8,474,208	9,431,741	7,723,402	8,055,200	7,875,704	8,274,429
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	37,500,000	-	250,000	1,500,000	20,000	-	-	-	-	-	-	-
Dividend & Interest Revenue Received	85,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	187,000	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-
Dividend & Interest from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(33,025,000)	-	-	-	-	-	(250,000)	-	(500,000)	(500,000)	(500,000)	(500,000)
Purchase of Infrastructure, Property, Plant & Equipment	(6,435,000)	(13,971,603)	(18,172,853)	(16,615,101)	(15,170,110)	(8,874,914)	(6,131,125)	(6,633,050)	(7,888,359)	(7,476,019)	(7,015,629)	(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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,666,000)	(13,971,603)	(18,522,853)	(15,115,101)	(15,150,110)	(8,874,914)	(6,131,125)	(6,633,050)	(6,138,359)	(7,976,019)	(7,515,629)	(8,040,917)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(41,000)	(41,000)	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,005)
Repayment of lease liabilities (principal repayments)	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Dividend & Interest on Loans	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(59,000)	509,000	(52,091)	(52,717)	(53,351)	(53,992)	(54,640)	(55,297)	(55,961)	(56,634)	(57,314)	(58,005)
Net Increase/(Decrease) in Cash & Cash Equivalents	6,377,000	(2,776,740)	(616,599)	1,696,244	(985,120)	1,127,517	288,442	743,394	(470,919)	22,550	302,762	175,510
plus: Cash & Cash Equivalents - beginning of year	7,576,000	13,955,000	11,176,260	10,559,681	12,255,905	11,860,785	12,988,301	13,276,744	14,020,138	13,549,220	13,571,770	13,874,532
Cash & Cash Equivalents - end of the year	13,955,000	11,176,260	10,559,681	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
Cash & Cash Equivalents - end of the year	13,955,000	11,176,260	10,559,681	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 this year	13,000,000	12,750,000	12,750,000	12,250,000	11,800,000	11,800,000	11,800,000	11,800,000	11,800,000	11,800,000	11,800,000	11,800,000
Cash, Cash Equivalents & Investments - end of the year	26,955,000	24,176,260	23,309,681	23,505,905	23,090,785	24,278,301	24,566,144	25,296,138	25,029,420	25,591,770	26,324,532	27,030,042
Representing:												
- External Restrictions	10,285,419	9,805,590	8,415,810	7,097,282	6,908,882	7,202,885	7,527,818	7,913,078	8,440,040	9,076,822	9,654,818	10,137,000
- Internal Restrictions	13,396,540	13,396,540	13,118,755	13,213,557	12,858,359	13,793,151	12,594,863	12,888,957	11,997,957	11,917,851	12,202,883	12,156,885
- 3,313,041	1,016,140	1,776,096	3,195,096	3,329,543	3,252,556	4,389,613	4,589,613	4,589,613	4,589,613	4,589,613	4,589,613	4,589,613
- Unrestricted	26,955,000	24,176,260	23,309,681	23,505,905	23,090,785	24,278,301	24,566,144	25,296,138	25,029,420	25,591,770	26,324,532	27,030,042

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

	2019/20	Actuals	Current Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	-	-	5,762,224	5,496,653	5,662,915	5,709,761	6,202,899	6,783,421	7,419,273	7,539,279	7,684,611	7,632,800	7,983,902
User Charges & Fees	-	-	4,132,525	4,529,846	4,612,862	4,865,672	4,939,875	5,048,378	5,159,673	5,273,213	5,389,252	5,507,644	5,629,045
Revenue Received	-	-	12,961,796	18,030,398	17,199,983	14,979,983	8,124,468	6,912,733	9,368,332	7,760,817	8,205,166	8,068,561	8,558,984
Grants & Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	1,840,585	2,009,729	2,096,268	2,151,160	2,215,540	2,249,399	2,302,166	2,365,500	2,415,915	2,476,066	2,535,395
Payments:													
Employee Benefits & On-Costs	-	-	(7,734,631)	(8,004,080)	(8,499,613)	(8,629,726)	(8,801,702)	(8,977,083)	(9,155,079)	(9,338,461)	(9,524,801)	(9,714,472)	(9,908,148)
Materials & Contracts	-	-	(6,863,735)	(5,257,600)	(5,717,088)	(5,926,244)	(6,128,351)	(6,066,347)	(6,220,040)	(6,507,078)	(6,772,054)	(6,988,130)	(7,233,962)
Borrowing Costs	-	-	(4)	(7,117)	(6,494)	(5,862)	(5,224)	(4,577)	(3,823)	(3,261)	(2,591)	(1,913)	(1,226)
Other	-	-	(592,936)	(785,661)	(828,660)	(855,775)	(875,177)	(900,099)	(917,531)	(936,300)	(958,312)	(981,487)	(1,003,896)
Net Cash provided (or used in) Operating Activities													
	-	-	9,353,338	16,047,739	14,627,797	12,364,368	6,776,622	7,152,669	8,060,571	8,277,848	6,557,598	6,339,717	6,680,773
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 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	-	-	(12,169,259)	(15,474,476)	(13,060,308)	(15,537,737)	(8,891,816)	(7,135,220)	(7,647,040)	(6,989,766)	(6,615,206)	(6,057,637)	(6,429,342)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
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)	(15,474,476)	(13,060,308)	(15,537,737)	(8,891,816)	(7,135,220)	(7,647,040)	(6,989,766)	(6,615,206)	(6,057,637)	(6,429,342)
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	550,000	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments:													
Repayment of Borrowings & Advances	-	-	(41,000)	(52,091)	(52,717)	(53,351)	(53,962)	(54,640)	(55,267)	(55,961)	(56,634)	(57,314)	(58,003)
Repayment of Finance Leases (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities													
	-	-	509,000	(52,091)	(52,717)	(53,351)	(53,962)	(54,640)	(55,267)	(55,961)	(56,634)	(57,314)	(58,003)
Net Increase/(Decrease) in Cash & Cash Equivalents													
	-	-	(2,296,901)	521,171	1,514,772	(226,720)	833,815	(96,091)	388,224	(747,890)	(114,332)	224,766	180,429
plus: Cash & Cash Equivalents - beginning of year													
	-	-	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
Cash & Cash Equivalents - end of 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													
	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	
Cash, Cash Equivalents & Investments - end of the year													
	18,565,000	16,265,099	16,786,270	18,301,042	18,074,321	18,908,136	18,871,345	19,229,479	18,481,599	18,367,267	18,892,033	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	1,892,419	
- Internal Restrictions	13,356,540	13,356,540	13,118,755	13,213,557	12,858,359	13,763,161	12,594,863	12,896,765	11,917,061	11,917,061	12,202,883	12,456,865	
- Unrestricted	3,313,041	1,016,140	3,196,096	3,196,096	3,252,543	3,252,543	3,252,543	4,528,395	4,589,613	4,557,767	4,496,731	4,436,357	
	18,565,000	16,265,099	16,786,270	18,301,042	18,074,321	18,908,136	18,871,345	19,229,479	18,481,599	18,367,267	18,892,033	18,785,461	

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
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	761,183	809,780	845,130	882,055	904,152	926,156	948,924	973,873	989,014	1,022,965	1,048,539
User Charges & Fees	-	1,109,123	1,014,718	1,077,273	1,129,684	1,157,026	1,186,574	1,216,546	1,246,990	1,276,134	1,310,097	1,342,840
Investment & Interest Revenue Received	-	22,320	1,406,690	27,107	27,175	27,243	27,311	27,379	27,516	27,653	27,792	27,931
Dividends & Interest Received	-	-	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	121,700	16,050	18,451	18,863	17,284	17,716	18,159	18,613	19,078	19,555	20,044
Payments:												
Employee Benefits & On-Costs	-	(1,197,947)	(407,633)	(407,915)	(417,237)	(425,764)	(434,279)	(442,865)	(451,824)	(460,860)	(470,078)	(479,479)
Materials & Contracts	-	-	(959,458)	(922,642)	(939,347)	(957,195)	(975,381)	(993,914)	(1,012,798)	(1,032,041)	(1,051,650)	(1,071,631)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	626,370	1,922,147	635,504	699,162	723,847	748,997	775,131	802,140	829,979	859,672	889,243
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest Received	-	-	-	-	-	-	-	-	-	-	-	-
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 Debits Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(629,894)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,839)	(751,579)
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(629,894)	(2,258,560)	(641,462)	(654,291)	(667,377)	(680,724)	(694,339)	(708,226)	(722,390)	(736,839)	(751,579)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest Payments	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	197,486	(335,413)	(6,957)	44,901	56,270	68,272	80,792	93,914	107,589	121,834	136,669
plus: Cash & Cash Equivalents - beginning of year	-	210,000	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688
Cash & Cash Equivalents - end of the year	-	407,486	72,073	66,115	111,017	167,287	235,559	316,351	410,265	517,854	639,688	776,357
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 this year	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000	2,330,000
Cash, Cash Equivalents & Investments - end of the year	2,740,000	2,937,486	2,996,073	2,996,115	2,641,017	2,697,287	2,765,559	2,946,351	2,946,265	3,047,654	3,189,688	3,395,257
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	2,740,000	2,937,486	2,996,073	2,996,115	2,641,017	2,697,287	2,765,559	2,946,351	2,946,265	3,047,654	3,189,688	3,395,257
- Unrestricted	2,740,000	2,937,486	2,996,073	2,996,115	2,641,017	2,697,287	2,765,559	2,946,351	2,946,265	3,047,654	3,189,688	3,395,257

Coonamble Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT – SEWER 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
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	786,157	855,377	924,597	993,817	1,063,037	1,132,257	1,201,477	1,270,697	1,339,917	1,409,137	1,478,357
User Charges & Fees	-	131,810	302,570	302,570	321,252	329,284	337,516	345,854	354,202	362,550	370,898	379,246
Investment & Interest Revenue Received	-	24,474	24,474	24,474	24,474	24,474	24,474	24,474	24,474	24,474	24,474	24,474
Dividends & Interest Received	-	218,162	1,242,748	-	-	-	-	-	-	-	-	-
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	4,100	4,951	5,085	5,212	5,342	5,478	5,613	5,753	5,897	6,045	6,193
Payments:												
Employee Benefits & On-Costs	-	(408,408)	(409,576)	(417,788)	(426,123)	(434,645)	(443,338)	(452,209)	(461,249)	(470,474)	(479,884)	(489,474)
Materials & Contracts	-	(696,082)	(960,000)	(957,727)	(964,594)	(968,480)	(972,477)	(976,484)	(980,491)	(984,500)	(988,510)	(992,520)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	-	(14,440)	1,600,761	1,744,781	553,154	572,242	596,039	643,414	687,713	731,315	775,917	820,520
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest Received	-	250,000	1,500,000	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 Debits Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest 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	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	(1,175,400)	(2,913,331)	(1,978,062)	(315,722)	(315,181)	(291,671)	(210,367)	(138,420)	(221,153)	(390,000)	(500,000)
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-	(1,175,400)	(788,917)	(1,413,331)	(315,722)	(315,181)	(291,671)	(460,367)	(638,420)	(721,153)	(890,000)	(1,060,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Dividends & Interest Payments	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	-	(677,324)	187,430	(213,301)	237,432	257,061	304,368	183,047	29,293	(43,639)	(154,597)	(238,980)
plus: Cash & Cash Equivalents - beginning of year	-	1,522,000	844,676	40,318	227,748	14,447	251,879	508,940	813,308	998,356	1,025,649	981,811
Cash & Cash Equivalents - end of the year	-	844,676	40,318	227,748	14,447	251,879	508,940	813,308	998,356	1,025,649	981,811	842,831
Cash & Cash Equivalents - end of the year	1,522,000	844,676	40,318	227,748	14,447	251,879	508,940	813,308	998,356	1,025,649	981,811	842,831
Investments - end of this year	131,000	4,131,000	2,358,000	2,351,000	2,351,000	2,351,000	2,351,000	2,611,000	3,113,000	3,615,000	4,118,000	4,621,000
Cash, Cash Equivalents & Investments - end of the year	5,655,000	4,975,676	2,808,748	2,575,447	2,672,879	2,669,840	3,174,980	3,607,258	4,136,649	4,392,811	4,392,811	4,392,811
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	5,655,000	4,975,676	2,808,748	2,575,447	2,672,879	2,669,840	3,174,980	3,607,258	4,136,649	4,392,811	4,392,811	4,392,811
- Unrestricted	5,655,000	4,975,676	2,808,748	2,575,447	2,672,879	2,669,840	3,174,980	3,607,258	4,136,649	4,392,811	4,392,811	4,392,811



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.



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not for distribution to
external material



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:

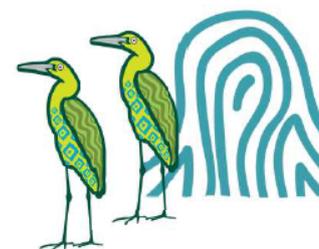
- The Community Satisfaction Survey 2019 also identified that the community regarded the footpaths and cycleways as having high importance but had low satisfaction with these. The future development of an Active Travel Plan, enhancement of existing pathways with pedestrian and cycle nodes, and expansion 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:

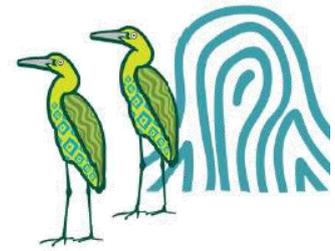
- Our road network is an area which the community has low satisfaction levels with, but which it highly values. Council acknowledges this and continues to work on strategies to improve and overcomes issues with our road network. Establishing a baseline and clear targets related to the road network will 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.



8 CONCLUSION OF THE MEETING