



BUSINESS PAPER

Ordinary Council Meeting Wednesday, 13 December 2023

Date: Wednesday, 13 December 2023

Time: 3.00 PM

**Location: Shire Chamber
Coonamble**

**Tim Horan
Mayor**

Notice is hereby given that an Ordinary Meeting of Council will be held in the Shire Chamber, Coonamble on Wednesday, 13 December 2023 at 3.00 PM.

Order Of Business

1	Opening Meeting	4
	Today we come together in the spirit of the community, for harmony of purpose, so that good strategies and plans may be implemented. We hope for the support for the community as we meet, for the benefit of the towns and district.	4
2	Acknowledgement of Country	4
3	Community Consultation.....	4
4	Apologies/Applications for Leave of Absence by Councillors	4
5	Deputation/Delegations	4
6	Confirmation of Minutes.....	4
	Azita and Hamid Sobhani and Kunal Pathania of the Coonamble Junior Youth Empowerment Program presented a power point of the program.....	7
7	Disclosures of Conflicts of Interest.....	20
8	Mayoral Minute	21
	Mayoral Minute.....	21
	Section A - Matters for Consideration by Council	23
	Section B - Matters for Information Only.....	23
9	Committee Reports	23
	Nil	
10	Reports to Council	24
	10.1 Correspondence	24
	10.2 Council Resolutions Update	26
	10.3 Regional Drought Resilience Plans	36
	10.4 COMMUNITY SERVICE PROGRESS REPORT	101
	10.5 Economic Development & Growth - Progress Report.....	107
	10.6 Environment and Strategic Planning Progress Report	114
	10.7 Draft 'Real Country' Tourism Destination Strategic Plan and Suite of Business Cases.....	119
	10.8 Saleyards Report- October and November 2023	122
	10.9 Waste, Recycling and Employment Opportunities.....	126
	10.10 Audit, Risk & Improvement Committee.....	139
	10.11 Social Media Policy	145
	10.12 ONSITE SEWAGE MANAGMENT POLICY	149

- 10.13 Status of Investments - November 2023 162
- 10.14 Rates and Charges Collections - November 2023 174
- 10.15 Presentation of Financial Statements and Audit Reports for the
year ended 30 June 2023 177
- 10.16 Code of Conduct Complaints - Annual Statistics 2023 185
- 10.17 Applications for Financial Assistance Under Council's Donations
Policy 189
- 10.18 Infrastructure Services - Works in Progress 194
- 10.19 Tooraweenah Road Upgrade - Monthly Status Update 196
- 10.20 Status of Coonamble Town Water Supply 198
- 10.21 MacDonald Park Masterplan 201
- 10.22 Local Roads and Community Infrastructure (LRCI) Program -
Phase 4 - Part A Projects 204
- 11 Notices of Motions/Questions with Notice/Rescission Motions 207**
Nil
- 12 Confidential Matters 207**
 - 12.1 Closed (Public Excluded) Council Meeting of the Coonamble
Shire Council - 8 November 2023 207
- 13 Conclusion of the Meeting 207**

1 OPENING MEETING

Today we come together in the spirit of the community, for harmony of purpose, so that good strategies and plans may be implemented. We hope for the support for the community as we meet, for the benefit of the towns and district.

2 ACKNOWLEDGEMENT OF COUNTRY

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

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

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Wednesday, 8 November 2023 be confirmed as a correct record of the proceedings of the meeting.



MINUTES

**Ordinary Council Meeting
Wednesday, 8 November 2023**

**MINUTES OF COONAMBLE SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE SHIRE CHAMBER, COONAMBLE
ON WEDNESDAY, 8 NOVEMBER 2023 AT 3.00 PM**

PRESENT: Mayor Tim Horan, Cr Adam Cohen, Cr Pat Cullen, Cr Barbara Deans, Cr Bill Fisher, Cr Terence Lees, Cr Brian Sommerville

IN ATTENDANCE: Bruce Quarmby (Director Corporate Services), Kerrie Murphy (Director Infrastructure), Phillip Perram (Acting Director Community, Planning, Development & Governance), David Levick (Manager Economic Development & Growth), Deborah Tatton (Manager Finance & Procurement), Mick Bell (Manager Parks & Urban Services), Lesley Duncan (Manager Planning, Regulatory & Compliance), Marina Colwell (Executive Support Officer)

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.

Mayor Horan advised that the General Manager was unable to attend due to ill health.

3 COMMUNITY CONSULTATION

Azita and Hamid Sobhani and Kunal Pathania of the Coonamble Junior Youth Empowerment Program presented a power point of the program.

4 APOLOGIES/APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

5 DEPUTATION/DELEGATIONS

6 CONFIRMATION OF MINUTES

RESOLUTION 2023/110

Moved: Cr Terence Lees

Seconded: Cr Bill Fisher

That the minutes of the Ordinary Meeting of the Coonamble Shire Council held on Tuesday, 17 October 2023 be confirmed as a correct record of the proceedings of the meeting.

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

Against: Nil

CARRIED 7/0

7 DISCLOSURES OF CONFLICTS OF INTEREST

Cr Barbara Deans declared a non-pecuniary conflict of interest with:

Item 10.15 Tooraweenah Road Upgrade – Monthly Status Update, as her property and place of residence is on that road. She indicated that she would remain in the room and participate in the discussion on the item.

Cr Adam Cohen declared non-pecuniary conflict of interest with:

Item 10.14 Swimming Pool Barrier Inspection Program, as he works at the town pool complex. He indicated that he would remain in the room and participate in the discussion on the item.

8 MAYORAL MINUTE

MAYORAL MINUTE

RESOLUTION 2023/111

Moved: Mayor Tim Horan
Seconded: Cr Barbara Deans

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

10 REPORTS TO COUNCIL

10.1 CORRESPONDENCE

RESOLUTION 2023/112

Moved: Cr Bill Fisher
Seconded: Cr Terence Lees

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

10.2 COUNCIL RESOLUTIONS UPDATE

RESOLUTION 2023/113

Moved: Cr Adam Cohen
 Seconded: Cr Barbara Deans

That Council notes the contents of Annexure 1 attached to the report on the status of Council resolutions.

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

Against: Nil

CARRIED 7/0

10.3 STATUS UPDATE - KPMG

RESOLUTION 2023/114

Moved: Cr Pat Cullen
 Seconded: Cr Adam Cohen

That the information contained in this report be received and noted.

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

Against: Nil

CARRIED 7/0

10.4 COMMUNITY SERVICE PROGRESS REPORT

RESOLUTION 2023/115

Moved: Cr Bill Fisher
 Seconded: Cr Brian Sommerville

That Council notes the information contained in this report.

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

Against: Nil

CARRIED 7/0

10.5 RATES AND CHARGES COLLECTIONS - OCTOBER 2023**RESOLUTION 2023/116**

Moved: Cr Terence Lees

Seconded: Cr Bill Fisher

That Council notes the information provided in the report.

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

Against: Nil

CARRIED 7/0

10.6 QUARTERLY BUDGET REVIEW - SEPTEMBER 2023**RESOLUTION 2023/117**

Moved: Cr Barbara Deans

Seconded: Cr Brian Sommerville

- 1. That Council approves the variations to votes as listed in the budget review documents distributed under separate cover.**
- 2. That Council notes, in the opinion of the Responsible Accounting Officer based on the information as presented in the September Budget review; that Council will be in a satisfactory financial position as at 30 June 2024.**
- 3. That Council notes the classification and position of Council's estimated restricted (reserve) funds as at 30 September 2023.**

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

Against: Nil

CARRIED 7/0

10.7 STATUS OF INVESTMENTS - OCTOBER 2023**RESOLUTION 2023/118**

Moved: Cr Pat Cullen

Seconded: Cr Barbara Deans

That Council notes the list of investments from 1 October 2023 to 31 October 2023 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.

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

Against: Nil

CARRIED 7/0

10.8 RETURNS DISCLOSING PECUNIARY INTEREST**RESOLUTION 2023/119**

Moved: Cr Barbara Deans

Seconded: Cr Pat Cullen

- 1. That Council notes the contents of this report.**
- 2. That Council publishes the returned pecuniary interest disclosure forms of Councillors and designated persons on Council's website for public information, with personal information being redacted pursuant to the provisions of Section 6(4) of the *Government Information (Public Access) Act 2009*.**

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

Against: Nil

CARRIED 7/0

10.9 LOBBYING OF COUNCILLORS POLICIES**RESOLUTION 2023/120**

Moved: Cr Barbara Deans

Seconded: Cr Brian Sommerville

- 1. That Council place the draft Lobbying of Councillors Policy on public exhibition for 28 days.**
- 2. That Council receives a further report, together with all submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the Lobbying of Councillors Policy (with or without changes) at its February 2024 Ordinary Meeting.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Lobbying of Councillors Policy without any changes as a policy of Council.**

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

Against: Nil

CARRIED 7/0

10.10 WASTE, RECYCLING AND EMPLOYMENT OPPORTUNITIES REPORT**RESOLUTION 2023/121**

Moved: Cr Adam Cohen

Seconded: Cr Bill Fisher

That council note the waste, recycling and employment opportunities report.

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

Against: Nil

CARRIED 7/0

10.11 WASTE AND RECYCLING MANAGEMENT SERVICES**RESOLUTION 2023/122**

Moved: Cr Terence Lees
Seconded: Cr Barbara Deans

That Council:

- 1. Service the Quambone landfill for two days per week and apply the existing fees and charges.**
- 2. A compliance and operational review be conducted at the end of March 2024.**

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

Against: Nil

CARRIED 7/0

10.12 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**RESOLUTION 2023/123**

Moved: Cr Barbara Deans
Seconded: Cr Bill Fisher

That Council note the information in the report.

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

Against: Nil

CARRIED 7/0

10.13 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT**RESOLUTION 2023/124**

Moved: Cr Barbara Deans
Seconded: Cr Bill Fisher

That the Environment and Strategic Planning Progress Report be received and noted.

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

Against: Nil

CARRIED 7/0

10.14 SWIMMING POOL BARRIER INSPECTION PROGRAM**RESOLUTION 2023/125**

Moved: Cr Barbara Deans

Seconded: Cr Terence Lees

- 1. That the draft Swimming Pool Barrier Inspection Program be place on public exhibition for a period of twenty-eight (28) days.**
- 2. That Council receives a further report, together with all submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the Swimming Pool Barrier Inspection Program.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Swimming Pool Barrier Inspection Program without any changes as a policy of Council.**

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

Against: Nil

CARRIED 7/0

10.15 TOORAWEEAH ROAD UPGRADE - MONTHLY STATUS UPDATE**RESOLUTION 2023/126**

Moved: Cr Bill Fisher

Seconded: Cr Terence Lees

That the report be received and noted.

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

Against: Nil

CARRIED 7/0

At 4.15pm MED&G David Levick & MPR&C Lesly Duncan leave the meeting.

10.16 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS**RESOLUTION 2023/127**

Moved: Cr Terence Lees

Seconded: Cr Brian Sommerville

That the information be received and noted.

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

Against: Nil

CARRIED 7/0

11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE/RESCISSION MOTIONS

Nil

Cr Fisher – gives a verbal report on Castlereagh Macquarie County Council (CMCC) bus tour that he and Cr Cullen as delegates participated in around the Warrumbungle Shire.

12 CONFIDENTIAL MATTERS**RESOLUTION 2023/128**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

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

12.1 Tender T252324OROC Supply and Delivery of Tyres for Passenger, Truck and Earthmoving

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

12.2 Tender T272324OROC Provision of Traffic Control

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

12.3 Tender T262324OROC Supply and Delivery of Bitumen Emulsion

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open

meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

12.4 Tender T282324OROC Provision of Linemarking

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

12.5 Tender T412324OROC Provision of Surveying Services

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

12.6 Tender T402324OROC Provision of Design Services

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

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

Against: Nil

CARRIED 7/0

RESOLUTION 2023/129

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

That Council moves out of Closed Council into Open Council.

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

Against: Nil

CARRIED 7/0

RESOLUTION 2023/130

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

That items 12.1 to 12.6 be dealt with as one (1) resolution.

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

Against: Nil

CARRIED 7/0**12.1 TENDER T252324OROC SUPPLY AND DELIVERY OF TYRES FOR PASSENGER, TRUCK AND EARTHMOVING****RESOLUTION 2023/1301**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T252324OROC Supply and Delivery of Tyres for Passenger, Truck and Earthmoving to Tyres4U Pty Limited t/a Tyres4U as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and**
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.**

CARRIED**12.2 TENDER T272324OROC PROVISION OF TRAFFIC CONTROL****RESOLUTION 2023/1312**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T272324OROC Provision of Traffic Control to the tenderer representing best value as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and**
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.**

CARRIED

12.3 TENDER T262324OROC SUPPLY AND DELIVERY OF BITUMEN EMULSION**RESOLUTION 2023/1323**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T262324OROC Supply and Delivery of Bitumen Emulsion to the tenderer representing best value as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and**
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.**

CARRIED

12.4 TENDER T282324OROC PROVISION OF LINEMARKING**RESOLUTION 2023/1334**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T282324OROC Provision of Linemarking to the tenderer representing best value as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and**
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.**

CARRIED

12.5 TENDER T412324OROC PROVISION OF SURVEYING SERVICES**RESOLUTION 2023/1345**

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T412324OROC Provision of Surveying Services to the tenderer representing best value as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and**
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.**

CARRIED

12.6 TENDER T402324OROC PROVISION OF DESIGN SERVICES

RESOLUTION 2023/1356

Moved: Cr Bill Fisher

Seconded: Cr Barbara Deans

- 1. That Council awards Tender T402324OROC Provision of Design Services to the tenderer representing best value as a Panel Source Supplier for the period 1 January 2024 to 31 December 2025, and
- 2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.

CARRIED

13 CONCLUSION OF THE MEETING

The Meeting closed at 5.45pm.

The minutes of this meeting were confirmed at the Council held on 13 December 2023.

.....
CHAIRPERSON

7 DISCLOSURES OF CONFLICTS OF INTEREST

8 MAYORAL MINUTE

MAYORAL MINUTE

File Number: M3
Author: Tim Horan-Mayor
Authoriser: Tim Horan, Mayor
Annexures: Nil

MAYORAL MINUTE

I am pleased to present to you the Mayoral report for December 2023.

The momentum for delivery of Council's Operational Plan and projects in November and early December has continued, with the following activities:

- The Coonamble Christmas Street Party and Concert drew a large selection of stall holders, with many of the businesses in the main street opening for trade on the Saturday evening as well. Besides the opportunity to socialise with friends, meet Santa Clause and buy some Christmas presents, the concert showcased our talented and nationally recognised stars: Max Jackson, Kylie Gale and Castlereagh Connection. Improvements can always be made, and all who participated are welcome to complete a feedback survey available on Council's Facebook page.
- Coonamble Shire Council has been successful in its applications for grants to subsidise both the Australia Day gatherings in Coonamble and Gulargambone and the holiday programs during the January and April school holiday periods. The holiday program grants allow Council to team up with local service providers to offer activities to keep our children and young people engaged during the school breaks.
- Bougainvillea plantings have begun along the trellis at the entrance to the main street, outside the National Bank and opposite the Post Office. Other plantings are being made in front of the gym on Aberford Street.
- Two new Regulatory Officers have begun their duties, focusing on stray animals and uncovered loads. As responsible pet owners and residents who care for the appearance of our Shire, I welcome everyone's cooperation in ensuring their pets and animals are always secured and that anyone taking a trip to any of our waste management facility or transfer stations covers their load to prevent its flying out during the journey.
- On the issue of waste management, Coonamble hosted the NetWaste Forum on 23-24 November. On the first day of the forum, attendees were welcomed to the Coonamble Shire at the Coonamble Information and Exhibition Centre, followed by a private tour of the Museum Under the Bridge.
- The engagement of Janelle Whitehead as our Manager Waste Recycling and Employment Initiatives has resulted in a systematic clean-up of the Quambone and Gulargambone waste transfer sites and of the landfill cells at the Coonamble Waste Management Facility.

- Work progresses on the Limerick Street footpath project. This path already connects the tennis and bowling clubs and Macdonald Park with the main path through the reserve to Limerick Street. The local contractor's team continues to put in the formwork to continue the path along to Edward Street and should have this work finished by the end of December.
- Requests for Quotations have been advertised for the construction of a Camp Kitchen at the Coonamble Riverside Caravan Park and for upgrades to the changerooms under the grandstand at Coonamble Sportsground and for upgrades to the amenities in the Canteen building. Detailed design work is also underway for the construction of women's changerooms at the Coonamble Sportsground and for new changerooms and a canteen at the Gulargambone Sportsground. Quambone has not been forgotten, with an allocation of \$20,000 in Council's budget for upgrades to the tennis courts.
- Council's Annual Report for 2022-23 has been finalised and is available to the community online on Council's website or as a hard copy at the Administration Office, the Coonamble and Gulargambone libraries and at the Quambone Store. I commend this to the attention of Councillors and all residents and ratepayers to gain an overview of what has been accomplished by this Council during this period. A reader of the report will also note that this program of works was delivered by a diminished Council workforce that is only now returning to full strength.
- Work on the above plans and projects demonstrates that we are a Council anxiously concerned with the needs of our community and are working actively to deliver solutions. It is hoped we can continue this momentum for the rest of the current financial year to complete the term of this Council having delivered real gains for the residents and ratepayers of the Shire.
- I have recently had a meeting with the Coonamble Golf Club committee who have a proposal to put a RV Site at the Golf Club grounds.

To finish, I would like to wish everyone a very Merry Christmas and a Happy and Safe New Year.

RECOMMENDATION

That the report be received and noted.

SECTION A - MATTERS FOR CONSIDERATION BY COUNCIL

SECTION B - MATTERS FOR INFORMATION ONLY

9 COMMITTEE REPORTS

Nil

10 REPORTS TO COUNCIL

10.1 CORRESPONDENCE

File Number: C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures: Nil

CORRESPONDENCE

Each month a list of correspondence is sent out in the Business Paper to Councillors to ensure that they have not missed any information since the last Business Paper was produced.

Date	Information Sent	Author	In	Out	Sent
06/11/23	Coulton's Catch Up – M Coulton MP 6 November 2023	M Coulton	✓	✓	✓
07/11/23	Calendar Invite – Inland Rail Project Update	M Colwell		✓	✓
08/11/23	Updated - Councillor Expenses Form	M Colwell		✓	✓
08/11/23	ARTC Inland Rail – Quarterly Project Update – Invite to attend	M Colwell		✓	✓
13/11/23	Coulton's Catch Up – M Coulton MP 13 November 2023	M Coulton	✓	✓	✓
13/11/23	Social Media Training – Reminder	M Colwell		✓	✓
14/11/23	Mayor's Letter to the Editor	M Colwell		✓	✓
20/11/23	Coulton's Catch Up – M Coulton MP 20 November 2023	M Coulton	✓	✓	✓
20/11/23	Media Release – Country Mayors Assoc	Chairman CMA	✓	✓	✓
21/11/23	FNWJO – Drought Plan	M Colwell – on behalf of GM		✓	✓
21/11/23	Quambone Tip Clean Up	P Gallagher		✓	✓
21/11/23	Clean-up of our waste sites	P Gallagher		✓	✓
27/11/23	Coulton's Catch Up – M Coulton MP 27 November 2023	M Coulton	✓	✓	✓

29/11/23	Annual Report Update	P Gallagher		✓	✓
04/12/23	Coulton's Catch Up – M Coulton MP 4 December 2023	M Coulton	✓	✓	✓
04/12/23	Annual Report – Complete	P Gallagher		✓	✓
04/12/223	Staff Christmas Party Invitation	M Colwell		✓	✓
04/12/23	International Volunteer Day Invitation Reminder	M Colwell		✓	✓
04/01/23	Councillor Workshop	M Colwell		✓	✓
06/12/23	Waste Operations	P Gallagher		✓	✓

RECOMMENDATION

That the report be received and noted.

10.2 COUNCIL RESOLUTIONS UPDATE

File Number: C17; C20

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures: 1. Resolutions Update Table - December 2023 [↓](#) 

PURPOSE

The purpose of this report is to enable Council to keep track of important Council resolutions.

BACKGROUND

Important and significant Council resolutions will be added to the list of items below, and a monthly update on the status will be provided by the responsible officer.

(a) Relevance to Integrated Planning and Reporting Framework

Adopted Council resolutions should ideally link in with Council’s suite of Integrated Planning and Reporting Framework documents.

(b) Financial Considerations

The financial considerations relating to each item mentioned below would have been considered by Council as part of the original report that dealt with the matter.

COMMENTARY

A table with information about outstanding Council resolutions is attached as Annexure 1 to the report, in the following format:

Date	Resolution No.	Action Required	Responsible Officer	Status/Update

RECOMMENDATION

That Council notes the Council Resolution status (Annexure 1).

Council Resolutions Update - Annexure 1

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
11.1.22	2022/11	Priority Items to be Pursued	Review & Adoption of Approvals & Order Policies – within 12 months	Manex (Executive Management Team)	Progressing 3/12/2023 - Approvals & Orders Policy Review will commence in 2024
11.1.22	2022/11	Priority Items to be Pursued	Review of Delegations – within 12 months	GM	Ongoing. 04.07.2023 GM to review delegations to staff in September 2023 3/12/2023 - Council is establishing a foundational document for Delegations in Pulse. This is expected to have all delegations reviewed by 31 March 2023.
9.2.22	2022/21	Youth Services in LGA	Determine current services, coordination and possible duplication and gaps analysis	ELESPC	Ongoing. 3/12/2023 - A Council community services review will be conducted on the successful appointment of the Community Services Manager and Officer. A gap analysis could be included in the 2024/25 budget to inform the new CSP.
9.2.22	2022/29	LEP Amendments	Availability of suitable residential land – including small rural blocks, larger rural subdivisions, restrictions on acreage size in RU1 zoning	ELESPC	04/10/2023 - Discussions held with NSW Planning. Rural Strategy being prepared to enable Planning Proposal to be progressed. 26/10/2023 Draft Rural Strategy is being finalised prior to presentation to Councillors at the December Meeting.

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					6/12/2023 - A draft strategy has been completed and is currently being reviewed and will be presented to February Meeting.
9.2.22	2022/30	CDEP-like community employment and training program	Discussions with Federal MP and other stakeholders	Mayor/GM	<p>Redi.e are administrating similar funding and they have indicated that they are interested in applying for this funding for Coonamble – with a letter of support from Council.</p> <p>04.07.2023 GM and Mayor have held further discussions with Redi.e and will be discussing opportunities with other providers in late July, also booked into see the Minister to see what Government funding is available.</p>
15.6.22	2022/116	Plan of Management – Sports Oval	Inclusion of ‘one off camping facility’ at the sports oval - plan	DIR.CS MGR.US	<p>Progressing – the inclusion of the ability for the Sportsground to act as a ‘one off camping facility’ has been included in the draft plan – 03/08/23 - This is not an ideal plan as the development of additional playing fields at the oval will further restrict the ability for vehicles to park within the sporting grounds</p> <p>04.07.2023 - Council trailed the primitive camping for the</p>

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					rodeo/campdraft in June opposite the showground. 20/11/23 - Closed as Council has resolved to build additional playing fields at the Coonamble Oval Facility
15.6.22	2022/129	Draft Masterplan for the Coonamble Pool & McDonald Park Precinct	That Council places the Masterplan on public exhibition for required time inviting submissions from the community before adoption	MGR.US	4/10/23 - workshop to be scheduled for early November 2023. 26/10/23 - workshop prior to December meeting with report to Council to be presented at meeting. 29/11/23 - Workshop arranged
15.6.22	2022/136	Notice of Motion (Cr Churchill): 1. Collection of information regarding 'slow down signs' at Gulargambone	Meeting with Transport for NSW to be held regarding use of radar signage during harvest period.	MGR.RDS	Report to April Ordinary Meeting Waiting on TfNSW in order to report to council 04.07.2023 - Nil response received to date
15.6.22		2. Fence – Tully Park & Preschool	Meet with representatives to discuss the possibility of a new fence, prepare a report to be bought back to Council with estimated costs	DIR.CS	On Hold – meeting to be arranged between Council and Committee
15.6.22		3. Coonamble Men's Shed	Prepare a report to be bought back to Council with the estimated costs & likelihood of facilitating the following: *Improved security *Installation of Solar Panels	DIR.CS	03/08/23 - Funding has been allocated in the 2023/24 Operational budget to allow for the works to proceed. 05/12/23 - Quotes have been obtained for fencing, works will

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					<p>progress in the new calendar year.</p> <p>The installation of Solar Panels will not be progressing as the building is not suitable to facilitate the installation of the panels.</p>
09.11.22	2022/264	Cemeteries Maintenance	Staff to develop a Plan of Management for the Cemeteries within the Shire	MGR.RDS MUS	<p>4/10/23 - Consultants engaged to carry out ground proofing of available data and on the ground acquisition of grave plots</p> <p>29/11/23 - Project is progressing</p>
09.11.22	2022/267	Housing Strategy	Council to seek expressions of interest from persons with available land and or houses	GM DIR.CS	<p>4/10/23 - Housing Strategy scope being finalised with intention to advertise EOI in October/ November.</p> <p>26/10/23 - Grant application submitted. Housing Strategy Scope finalised with EOI expected early November</p>
09.11.22	2022/269	Warrena Weir Plan of Management (POM)	POM to be put on exhibition inviting community feedback	DIR.CS MGR.EDG	Subject to development of Masterplan as part of the Real Country Business Case and Strategy Development project.
09.11.22	2022/291	Coonamble CBD	Investigations to be carried out on the development of the CBD	DIR.CS	<p>Ongoing</p> <p>04.07.2023 - Waiting on the outcome of the purchase of the SOT's</p> <p>03/12/2023 - SOTS purchased</p>
14.12.22	2022/289	Review of Signage (No Coal Seam Gas)	Review the signage at the entrances to the town	MGR.EDG	4/10/2023 - Report to be prepared for the November meeting

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					3/12/2023 - Report t December Meeting
08.02.23	2023/9	Joint Organisation Membership	Council approach the FNWJO to become a member	GM	11/10/23 – Approval received from the FNWJO – waiting on approval from Minister
08.02.23	Motion	Historian recognition	Angie Little to be added to Coonamble’s Nick Name Hall of Fame	MGR.EDG	Ongoing; locating a caricaturist
	2023/65	Wheel Stops	Seek quotations for replacement, Line-marking the bays, Councillors to inspect a sample of the proposed wheel stops prior to purchase	DIR.IF MGR.RDS	04.07.2023 - RFQ currently being advertised 26/10/23 - Wheel stops on order, will be placed once received and painted 30/11/23 - Wheel stops project programmed to commence 4/12/23
	2023/68	Master Inland Rail Development Agreement (MIRDA)	That Council endorse the draft MIRDA	GM	03/08/23 - Agreement has been received 01/08/2023 Gm to sign at earliest convenience
	2023/71	Waste Collection	Staff to investigate the possibility of operating the collection in-house	ADCPDG (Phil)	4/10/23 - Waste and Recycling review being conducted including the possibility of in-house waste collection 26/10/2023 - Waste and Recycling Review continuing. Manager Waste, Recycling and Employment Opportunities commenced.
10.05.23	2023/61	Visual Improvements – Entrance CBD	Replanting Bougainvillea on trellis, investigate options for wall on council’s vacant block	DIR.IF	4/10/23 - Planting boxes have been purchased and plants have been ordered these are to be installed in October, as part of Brigidine garden the wall is to be

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					painted. See also resolution 2023/156. 26/10/2023 - In progress 29/11/23 - Progressing. Some planters and plants have been installed on the Western side of the main street, meeting held and options for banner installations have been agreed upon Council now chasing cost for implementation.
12.07.23	2023/155	Pioneer Park/Cemetery	Plaque be erected in recognition of M Philpott & A Little for efforts in Cemetery history	MP&US	4/10/23 - Report to be submitted for November meeting, to be included as part of construction of additional columbarium. 29/11/23 - Waiting on quotations for new columbarium this work will occur in the new year.
	2023/155	Pioneer Park/Cemetery	Budget report for Pioneer Cemetery project	MP&US	4/10/23 - Report to be submitted for November meeting. 29/11/23 - Still scoping this project and will report back to Council once finalised.
	2023/167	Rotunda	Report back to Council regarding the possible installation of a rotunda or similar in Macdonald Park.	MED&G DCS	4/10/23 - Report to be submitted for November meeting, and after workshop held with Councillors. 26/10/23 - Report to December meeting after workshop
13.09.23	2023/33	BMX Bike track	To be considered in the 2023/24 budget submissions	DCS	09/10/2023 Management to undertake investigations into costings and confirm the planned location for the proposed track.

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
	2023/34	Possible Tourist Attraction	Grain silo art	MED&G	4/10/2023 - Options being considered for grain silo art 26/10/23 - Meetings sought with Graincorp to discuss options.
	2023/35	Weir Wall – ext	Seek government support to raise the Weir wall	GM	04/10/23 – Letter sent - waiting on response
	2023/36	Electronic Fire Risk sign	Installation of two (2) fire signs to the entrance to Coonamble (north & south).	DI	26/10/23 - Meeting with RFS on 8/11/23 to seek further instructions 30/11/23 - Further information outstanding as RFS have not been available due to bushfires
	2023/37	Town Fire station	Seek government support to build a new fire station	GM	04/10/23 – Letter sent – waiting on response
	2023/38	Food festival	Research the possibility of a town Food Festival	MED&G	4/10/2023 - Research is being undertaken into the potential for a Food Festival 26/10/2023 - Options, budget and recommendations being finalised for report to December meeting
	2023/39	ARTC – Inland Rail Route	Council make contact with Ms Kerry Schott to discuss the Inland Rail Route with the LGA	GM	Email sent for contact details – waiting on reply
	2023/55	Artesian Bathing Experience	Council proceed with developing a Business Case	MED&G	4/10/2023 - site design being completed to enable costings for a Business Case 26/10/2023 - Site design continuing including “used” water to Warrena Creek

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
		Warrena Weir Reserve	Staff prepare a report for the November meeting with budgetary information regarding the required funds to open & maintain the amenities & grounds during the summer months	MED&G	Inspection scheduled with Parks and Urban Services to determine budget requirements
	2023/59	Waste Management services	Report to be submitted upon the completion of the review	ADCPDG (Phil)	26/10/2023 - Review continuing site inspections completed. Contractor discussions scheduled for week commencing November 30
	2023/65	Land for Housing Development	GM negotiate purchase of the suggested land parcel	GM	05/12/23 - Completed, the purchase is not proceeding as the property owners asking price exceeded the limit set by Council
17/10/23	2023/75	Renaming of the Warrena Creek Bridge	Submit an application for the renaming of the Warrena Creek Bridge to Tom Cullen OAM Bridge	ADCPDG (Phil)	26/10/2023 - Application being prepared 3/12/2023 - Sign being ordered
	2023/79	Show Date Application	The date application has been submitted	ESO	26/10/23 – Waiting on reply
	2023/91	Waste & Recycling Management	Advertise for EOI for recycling	ADCPDG	26/10/23 - EOI is being conducted in conjunction with Review. Currently scheduled for mid-November following discussions with the Contractor.
	2023/92	Councillors Training Policy	Exhibit draft policy	ADCPDG/ME D&G	26/10/23 - Policy on exhibition
	2023/97	Modern Slavery Prevention Policy	Exhibit draft policy	DCS/MED&G	26/10/23 - Policy on exhibition 05/12/2023 - Completed - No submissions were received, as

Date	Resolution No.	Matter Description	Action Required	Responsible Officer	Status/Update
					per Council resolution the policy is now adopted.
	2023/98	Substitute Areas for Local Sporting Clubs	Upgrade existing sportsground – investigate further options for another facility	MUS	26/10/23 - Planning of work has commenced 29/11/23 - Works have commenced with the removal of trees and fencing, drainage, and irrigation to be improved and turf has been ordered.
	2023/99	Gulargambone sportsground Irrigation	Upgrades	MUS	26/10/23 - Planning of work has commenced 29/11/23 - Work has commenced and is nearing completion.
	2023/106	Mob Built - MOU	Continue discussions with Mob Built Pty Ltd in respect of the significant opportunities offered to the Coonamble community	GM/MED&G/D CS	26/10/2023 - Discussions ongoing. Aim for revised to Mob Built early November.
08/11/23	2023/122	Waste & recycling Management Services	Service Quambone land fill 2 days/wk Compliance & operational review	ADCPDG/MW REI	3/12/2023 - On track for operations to commence in January
	2023/125	Swimming Pool Barrier Inspection Program	On public exhibition	MPRC	3/12/2023 - on public exhibition

10.3 REGIONAL DROUGHT RESILIENCE PLANS

File Number: F 10

Author: Marina Colwell-Executive Support Officer

Authoriser: Paul Gallagher, General Manager

Annexures:

1. **Drought Program Narrative** [↓](#) 
2. **Review Guide** [↓](#) 
3. **Small Networks Grant** [↓](#) 

PURPOSE

Is to inform Council of the Far North West Joint Organisations initiative; The Regional Drought Resilience Planning Project.

BACKGROUND

At the beginning of 2020, 100 per cent of New South Wales was in drought. Between 2017 and 2020, many regions faced the lowest rainfall and driest conditions in 120 years. 2019 was the driest and warmest year on record for NSW and rainfall was 55 per cent below average. It also followed in quick succession from the Millennium drought and left little time for primary producers to recover and protect themselves against future crises, exacerbating the social and economic impacts.

But drought is unpredictable, recurring and more importantly a hallmark of the Australian climate. It is slow moving and people are not sure if they are in one until it is well and truly happening. The event, its impacts and the recovery are long and cyclical in nature.

Therefore, we need a long-term view of the cycle of drought and non-drought years and with recent events stark in memory, now is the time to take stock and intensify a coordinated approach across three levels of government to ensure regional areas are better prepared for the next drought.

To mitigate the devastating social and economic impacts of drought, the NSW Government has set in motion a planning program to help communities and economies survive. The NSW Government in partnership with the federal Future Drought Fund, Regional Drought Resilience Plans (RDR Plans) are being prepared across the State, funded by this partnership, as a first step to understanding drought resilience actions for future funding.

The aim of the project is to direct continuous funding for drought resilience initiatives which reflect local need and context of drought.

The RDRP's objective is to help communities develop a holistic, community-wide view of how they become more resilient to future droughts. This is achieved through improving underlying community strength, economy and environmental aspects of a region.

Communities need long term strategies to improve baseline resilience which transcends the cyclical nature of drought.

Links to other strategies, discovering and enlightening local meanings of resilience and recognising synergies in existing work that can enhance resilience rather than growing the scope of regional projects is a key principle.

The Narrative

Change the “Drought” narrative from “Crisis” to “Proactive Management - We can’t stop it, but we can manage it”.

Drought management is similar to personal health management; we don’t wait for a health crisis that will threaten our being; instead, we manage our health with regular health checks, access to improved information and technologies and implement strategies to reduce risk through planning, reviewing and re-evaluating.

We need to manage drought, like our health and not wait for CRISIS when it’s too late.

We need to normalise drought by ensuring there are pre-drought, drought and post drought strategies in place – we can’t eliminate drought BUT we can eliminate CRISIS.

FNWJO Project Delivery – Two Drought Plans

After consultation with Councils in the region, Far North-West Joint Organisation lodged 2 applications to the Regional Drought Resilience Planning Program, Round 1

- Consortia RDRP 004 (Bourke, Brewarrina, Cobar and Walgett)
- Consortia RDRP 016 (Coonamble, Warren and Bogan)

The applications were successful, with funding secured to create two (2) Regional Drought Plans for RDRP 004 and RDRP 016.

Each drought plan will have regional and local actions specific to each region that promote self-reliance and drought resilience of regional communities, improve the natural capital of agricultural landscapes to optimise environmental outcomes & strengthen the wellbeing and social capital of rural, regional & remote community.

Each Drought Plan will have its own budget allocations however economies of scale will be found in consultant recruitment, consultation processes and engagement by applying similar delivery strategies across the development of both RDRP 004 and RDRP 016 Regional Drought Plans.

Funding / Timeline Summary

Consortia RDRP 004 (Bourke, Brewarrina, Cobar and Walgett) Details - \$560,000

	Activity	Milestone Payment	Due Date
Milestone	Executed Funding Deed	\$105,000	June 2023 ✓

1	Copies of certificates of currency for insurance policies		
Milestone 2	Development – Project Plan Developed and Agreed	\$105,000	6 November 2023
Milestone 3	Draft RDR Plan to the Department for the Department will supply RDR plan to CSIRO for independent review		26 March 2024
Milestone 4	Incorporate CSIRO's feedback and provide the final RDR Plan and final report to the Department		29 May 2024
Milestone 5	Implement Plan approved by the Department, containing agreed activities to be delivered and estimated costs, timings other details of those activities.	\$300,000	30 June 2024
Milestone 6	Final Report and acquittal	\$50,000	30 April 2025

TOTAL \$560,000

Consortia RDRP 016 (Coonamble, Warren and Bogan) \$450,000

	Activity	Milestone Payment	Due Date
Milestone 1	Executed Funding Deed Copies of certificates of currency for insurance policies	\$100,000	June 2023
Milestone 2	Development – Project Plan Developed and Agreed	\$100,000	6 November 2023
Milestone 3	Draft RDR Plan to the Department for the Department will supply RDR plan to CSIRO for independent review		26 March 2024
Milestone 4	Incorporate CSIRO's feedback and provide the final RDR Plan and final report to the Department		29 May 2024
Milestone 5	Implement Plan approved by the Department, containing agreed activities to be delivered and estimated costs, timings other details of those activities.	\$200,000	30 June 2024
Milestone 6	Final Report and acquittal	\$50,000	30 April 2025

TOTAL \$450,000

RDRP Objectives

Consistent with the strategic priorities and objectives of the Future Drought Fund Agreement, the objectives of the RDRP process are to:

- grow self-reliance and performance of the agricultural sector.
- improve the natural capital of agricultural landscapes for better environmental outcomes.
- strengthen the wellbeing and social capital of rural, regional and remote communities.

Strong community and diverse regional economies are core objectives of the NSW Government, providing both short- and long-term opportunities to strengthen drought resilience.

Council Support required to deliver Regional Drought Resilience Plan

To ensure the success of the Regional Drought Resilience Plan for the Coonamble LGA;

1. Nominate *Councillor* to attend with the General Manager the FNWJOC launch, meetings and act as a “Council Representative” for the Project. Name and Contact.
2. Nominate a *Council staff contact* as a local information conduit to work with the FNWJOC Drought Project Officer to source local contacts, information and plans. Local Plans (Council or otherwise) that refer or are impacted by drought; Plans might include; Community Strategic Plans, Economic Development Plans, Local Environmental Plans, Regional Infrastructure Plans, Water Security Plans – anything that may inform the development of a drought plan relevant to your LGA.
3. Provide localised media support for the Regional Drought Resilience Plan by;
 - a. Attending the launch of the plan to be determined.
 - b. Undertake local media promotion of the Regional Drought Plan Development for our area through promotion in electronic, print and radio media releases to elevate the importance of the plan.
 - c. Undertake local media promotion of the Regional Drought Plan Development for our area through promotion in electronic, print and radio media releases to elevate the importance of the plan.

FNWJO Drought Plan Contacts

Ross Earl, Executive Officer

M) 0409 362 307 - E) eo@farnothwestjo.nsw.gov.au

Belinda Colless, Project Officer

M) 0428 281 678 – E) droughtplan@farnothwestjo.nsw.gov.au

Project Timelines - PROJECT PLAN (Consortia RDRP 004 (Bourke, Brewarrina, Cobar and Walgett) and Consortia RDRP 016 (Coonamble, Warren and Bogan)

Establish scope and agreed definitions. (Councils, Rural Resilience Leaders, Reference Group)	Pre-consultation Activity	Community Consultation (Target 8 to 10 groups per LGA)	Draft Plan Development	Draft Plan Critique and Review	Plan Adoption and Circulation
October / November 2023	November / December 2023	January / February 2024	February / March 2024	26 th March 2024	Final Report to Dept 29 th May 2024 / June 2024
<p>Understanding Types of Drought</p> <ul style="list-style-type: none"> - Meteorological Drought - Hydrological Drought - Agricultural Drought - Socioeconomic Drought <p>Drought Progression</p> <ul style="list-style-type: none"> - What are the “triggers” for each type of drought - Who records and monitors drought progression <p>Who is responsible to act as the conduit between government & community</p> <ul style="list-style-type: none"> - Key messages communicated in lay terms <p>Desk-top Research – existing documents impacts of drought and implications for LGA’s pre, during and post drought events.</p>	<p>LGA Awareness Campaign of Plan</p> <ul style="list-style-type: none"> - Ag Minister, Mayors and GM’s launch community awareness campaign - Local Media, MP’s (Wednesday 13th December 2023) <p>Resourcing Project</p> <ul style="list-style-type: none"> - Recruitment of Consultants / staff / Facilitators to undertake consultation and deliver plan (proence.com.au) - Revision of Scope of works with facilitators <p>Creation of Regional, Skills Based Reference Group Interviews including review of existing plans, data, issues and analysis (List in development)</p>	<p>Identify issues / impacts of each “type” of drought and progression, identify essential infrastructure and services – pre, during and post activity.</p> <p>Stakeholder Engagement.</p> <p>NSW Farmers, cotton growers, cereal farmers, cattle, sheep and goat producers, agronomists, stock & station agents;</p> <p>Government / Non- Government Agencies – LLS, RMS, NSW Water, NSW Regional Development, NSW Health, Education, Centrelink, Rural Financial Councillors, Employment Agencies;</p> <p>Aboriginal Community;</p> <p>Tourism, Retail, Service Providers; Mining Industry; Community organisations – Show, Rodeo, Race Clubs, sporting organisations, CWA</p>	<p>Plan Development</p> <p>Preparedness Action Plan – What action can be taken to ensure you’re prepared for drought</p> <p>Drought Action Plan – What action can be taken “during” the drought</p> <p>Post Drought Evaluation Plan – What can be done better? Evaluate and update Community Drought Plan</p>	<p>Control Group Feedback</p> <p>Circulate Draft Plan to Councils, Rural Resilience Leaders,</p> <p>Consultation Attendees Feedback Circulate Draft Plan to all consultation attendees</p> <p>CSRIO Review</p> <p>Review Draft Plan</p>	<p>Adoption of Plans by Council</p> <p>Circulation of Plans to Stakeholders</p> <p>Acquit Funding</p> <p>Commence Stage 2 - Implementation</p>

(a) Relevance to Integrated Planning and Reporting Framework

CSP L1.3 Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble.

The RDRP fits into the Delivery Program, the Operational Plan, the Annual Report as well as informs asset management plans, the long-term financial plan (LTFP) which in turn informs the Resourcing Strategy. The RDRP is a critical element of the Integrated Planning and Reporting (IP&R) Framework.

(b) Financial Considerations

The Drought Plan will have its own budget allocations however economies of scale will be found in consultant recruitment, consultation processes and engagement by applying similar delivery strategies across the development.

COMMENTARY

The aim of the project is to direct continuous funding for drought resilience initiatives which reflect local need and context of drought.

(a) Governance/Policy Implications

Council supports this regional initiative to enhance resilience and enable a stronger governance capability during drought events.

(b) Legal Implications

The funding will be conditional however, in keeping with other grants does not appear onerous.

(c) Social Implications

The RDRP recognises the need for Community engagement and education in advance of drought events.

(d) Environmental Implications

The implementation of a RDRP, better utilisation of existing assets and responsibly managing operational costs, have positive environmental implications.

(e) Economic/Asset Management Implications

The RDRP economic and asset management process is to:

- grow self-reliance and performance of the agricultural sector.
- improve the natural capital of agricultural landscapes for better environmental outcomes.
- strengthen the wellbeing and social capital of rural, regional and remote communities. Strong community and diverse regional economies are core objectives of the NSW Government, providing both short- and long-term opportunities to strengthen drought resilience.

(f) Risk Implications

To collect data to enable evaluation of future risk to the water supply and also gather general information on the water network. The lack of a Drought Management Strategy has been identified as a risk. As a result, the implementation of a RDRP is expected to assist in mitigating this risk.

CONCLUSION

We need to manage drought, like our health and not wait for crisis when it's too late as well as the *need to normalise drought* by ensuring there are pre-drought, drought and post drought strategies in place – we can't eliminate drought, but we can mitigate the crisis.

RECOMMENDATION**That;**

- 1. Council receive and note the information in report as information.**
- 2. Nominate two representatives to participate in the RDRP process on behalf of Council being Councillor's ...**
- 3. Note that the General Manager will appoint a Council staff member as the contact as a local information conduit to work with the FNWJOC Drought Project Officer.**
- 4. Council will supply local plans relevant to Coonamble Shire Council to the Drought Project Officer for review.**
- 5. Council to undertake local media promotion of the RDRP process to promote the launch of the consultation process in 2024.**
- 6. Council to adopt the RDRP Project Plan for (RDRP 004 or RDRP 016) for implementation by the FNWJO as attached.**

Regional Drought Resilience Planning

Project Narrative



Project Narrative

A supporting guide for local governments and consortia

Regional Drought Resilience Planning

Project Narrative



Contents

- Project Narrative 1
- 1. Regional Drought Resilience Planning in NSW..... 4
 - 1.1 Project Background 4
 - 1.2 Drought response in NSW 5
- 2. Previous drought assistance..... 6
- 3. The Nature of Drought..... 6
 - 3.1 What is a drought declaration? 7
 - 3.2 Stages of drought 7
 - 3.3 Symptoms and consequences of drought..... 8
- 4. Dealing with future drought..... 9
 - 4.1 Systemic change 9
 - 4.2 The local view for local benefit..... 10
 - 4.3 Inclusive engagement..... 10
 - 4.4 Governance and partnerships 11
- 5. Recognising links rather than growing scope..... 11
 - 5.1 Opportunities and challenges in drought resilience..... 11
- 6. Key benefits of Regional Drought Resilience Planning 15

Regional Drought Resilience Planning

Project Narrative



This Project Narrative is intended to assist practitioners with background in drought and resilience programs and policy to enable understanding in resilience thinking while preparing a Regional Drought Resilience Plan (RDR Plan) for their region. It provides support and guidance on addressing drought as a system step-change. This narrative is not intended to be a brief for tender purposes but can assist briefing at a strategic level.

This Program Narrative should be read first. Other project management documents include a Project Management Guide which is a practical tool for project rollout and should be read and used in conjunction with the Stakeholder Engagement Guide and the RDR Plan Template.

Regional Drought Resilience Planning

Project Narrative



1. Regional Drought Resilience Planning in NSW

Of all the climate and weather-related conditions that affect Australia, drought is often the most challenging. New South Wales (NSW) in particular, is prone to periods of persistent drought.

The economic, social and environmental costs of drought across NSW over time has been substantial. The toll taken on regions and their communities has been enormous and the impacts often linger for decades.

Through the Regional Drought Resilience Program, councils have the opportunity to collaborate to develop drought resilience plans that can set a positive forward direction for their communities in coping with and rising above the challenges of drought.

The most effective response to rising uncertainty is to plan for greater drought resilience. This can be achieved by building sustainable and diverse regional economies, reducing the vulnerability of communities to changing economic conditions and accelerating recovery, as well as enhancing thriving natural environments and environmental processes which keep the landscape healthy.

The Regional Drought Resilience Planning Program is one of [eight foundational programs](#) under the Commonwealth Government’s Future Drought Fund. These plans focus on innovative ways to build regional drought resilience, taking steps to plan now to stem the impact of future drought on NSW regions.

The NSW Regional Drought Resilience Planning program is jointly funded through the Australian Government’s Future Drought Fund and the NSW Government, supporting local governments to work together regionally to proactively and pragmatically plan for drought resilience.

Regional Drought Resilience Plans are intended to support actionable improvements to a regions’ social, economic and natural environments and will:

- identify ways for councils to support regional resilience to future droughts; and
- devise actions communities can undertake to build drought resilience

1.1 Project Background

Drought is an enduring feature of the Australian landscape. It has significant economic, social and environmental impacts. To assist states and regions the federal Future Drought Fund provides secure, continuous funding for drought resilience initiatives to help Australian farms and communities prepare for the impacts of drought¹.

The fund provides support through the *Drought Resilience Funding Plan 2020-2024*. (the Future Drought Fund Agreement) which aims to enhance the public good by building broader

¹ DAFF on-line Future Drought Fund - DAFF (agriculture.gov.au)

Regional Drought Resilience Planning

Project Narrative



drought resilience. This means the benefits generated by the funding must be able shared by many, rather than an assistance approach through strategic priorities of:

1. economic resilience for an innovative and profitable agricultural sector
2. environmental resilience for sustainable and improved functioning of farming landscapes; and
3. social resilience for resourceful and adaptable communities².

This project focuses on addressing the strategic priorities through partnering with the NSW Government to develop regional drought resilience plans (RDR Plans). **The RDR Plans focus on the community as a system where economic, environmental and social capacity to endure, respond and evolve through drought are enhanced.**

1.2 Drought response in NSW

From 2017 to 2020, NSW experienced the worst drought over the historical record from the 1890s. It affected the whole state and most river valleys across NSW, with some more impacted than others. Between January 2017 and December 2019, NSW temperatures were the warmest and rainfall was the lowest on record³.

The onset of the drought in 2017, less than 10 years after the Millennium Drought, left little time for primary producers to recover and protect themselves against future crises, exacerbating the social and economic impacts of the current drought⁴.

Traditionally, Australia's drought response has focused heavily on the programs at the farm gate, with assistance targeting primary producers.

The Regional Drought Resilience Program recognises that drought impacts every aspect of regional and rural communities well beyond the farm gate.

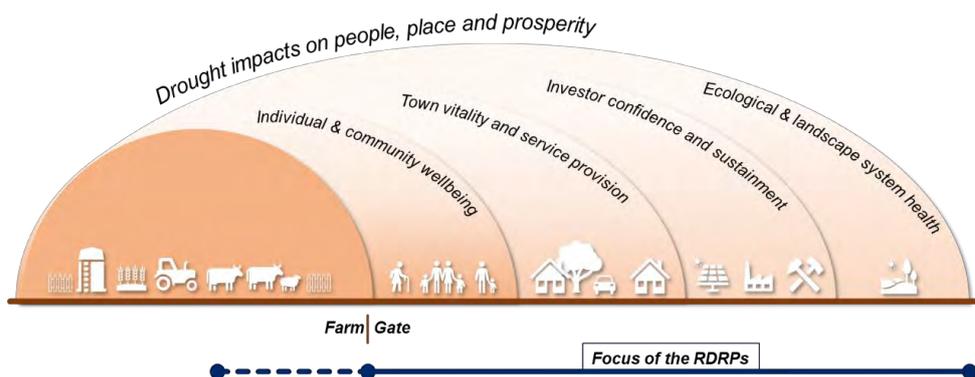


Figure 1: Drought impacts on people, place and prosperity
Source: Meridian Urban

Throughout recent decades of drought in NSW, the response has been led by a strong focus on water security

² DAFF Drought Funding Plan 2020-2024 p.5

³ Water in NSW on line fact sheets <https://www.industry.nsw.gov.au/water/allocations-availability/droughts-floods/drought-update/critical-valleys-in-drought>

Regional Drought Resilience Planning

Project Narrative



needs and on farm relief packages. Impacts from recent droughts have been supported by two primary initiatives:

- \$310 million drought relief package targeted at on farm issues, subsidies and immediate relief, operated primarily from DPI's *Drought Hub*; and
- \$170 million in the *Drought Stimulus* package aimed at commencing small scale capital projects in the regions to keep jobs in the regions.

Collective Commonwealth and state policies and strategies currently in place identify that resilience enhancement **requires greater attention to communities underlying capacity to endure long periods of drought.**

In response, the RDRP program provides support to help regions better plan for and become more resilient to the impacts of drought over time, having regard to the multitude of impacts on people, place and prosperity.

2. Previous drought assistance

During the 2017-2020 drought, Water NSW conducted extensive [community engagement](#) focusing on water shortages, the NSW Government's extreme events policy and the critical water advisory panel.

The [Rural Assistance Authority](#) has responsibility for administering and assisting access to a wide array of grant and assistance packages for disasters and droughts, but also for subsidies and farm assistance which are unrelated to natural hazards. There has been a strong focus on drought relief through water infrastructure and on-farm assistance. However, some businesses found eligibility for the range of subsidies and assistance a challenge. The impact of drought extends beyond the farm gate to the broader community.

More work is required for governments and communities to proactively prepare and plan for drought to avoid future costly 'in crisis' responses using a systemic, inclusive, place-based and long-term approach.

3. The Nature of Drought

Droughts are a natural and recurring feature of the Australian climatic cycle.⁵ As such, droughts will come again, and they are anticipated to get worse. Droughts are challenging times, not just at the farm gate⁶. Droughts do not appear suddenly like other natural disasters or events. They are incremental and start with a dry spell that becomes persistent.

Drought is pervasive, recurring and distressing. It is difficult to determine a start and end, and when the landscape has recovered. As for other disasters, they are difficult to predict or compare with differences in seasonality, extent, duration, severity, among other variables all contributing to the drought experience⁷.

⁵ DAFF, Drought Policy on-line [Drought policy - DAFF \(agriculture.gov.au\)](#)

⁶ Australian Government Drought Response and Resilience Plan, 2019

⁷ Bureau of Meteorology Drought Knowledge Centre on-line <http://www.bom.gov.au/climate/drought/knowledge-centre/>

Regional Drought Resilience Planning

Project Narrative



Australia has highly variable rainfall records and in contrast also has highly variable periods of low rainfall. The Bureau of Meteorology has four definitions of drought⁸, which are meteorological, agricultural, hydrological and socio-economic.

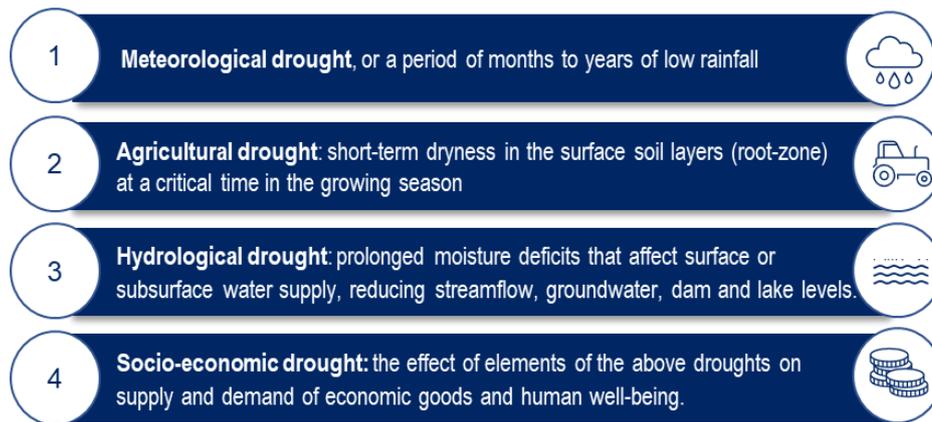


Figure 2: Types of droughts
Source: Bureau of Meteorology

3.1 What is a drought declaration?

Drought declarations are made by the Minister and supported by data confirmed through the Enhanced Drought Information System (EDIS). A key feature of EDIS is the development of the NSW DPI Combined Drought Indicator (CDI). The CDI integrates a range of data and model outputs in a framework that is useful for decision makers. It combines meteorological, hydrological and agronomic definitions of drought (above) using indexes for rainfall, soil and water and plant growth. From these, a fourth index, drought direction (DDI), is developed⁹.

3.2 Stages of drought

Used together, the indexes of the EDIS indicate the stage of drought. The six stages progress from a non-drought stage where all indicators suggest good conditions for production to recovery, drought affected and improving, drought affected and worsening to fully drought affected. Complementing the stages is detailed information on:

1. A technical and on-the-ground description of typical field conditions; and
2. A suggested on farm response; and
3. A suggested advisory or policy response¹⁰.

⁸ Bureau of Meteorology Drought Knowledge Centre on-line <http://www.bom.gov.au/climate/drought/knowledge-centre/>

⁹ EDIS on-line <https://edis.dpi.nsw.gov.au/cdi-drought-phases>

¹⁰ EDIS on-line <https://edis.dpi.nsw.gov.au/cdi-drought-phases>

Regional Drought Resilience Planning

Project Narrative

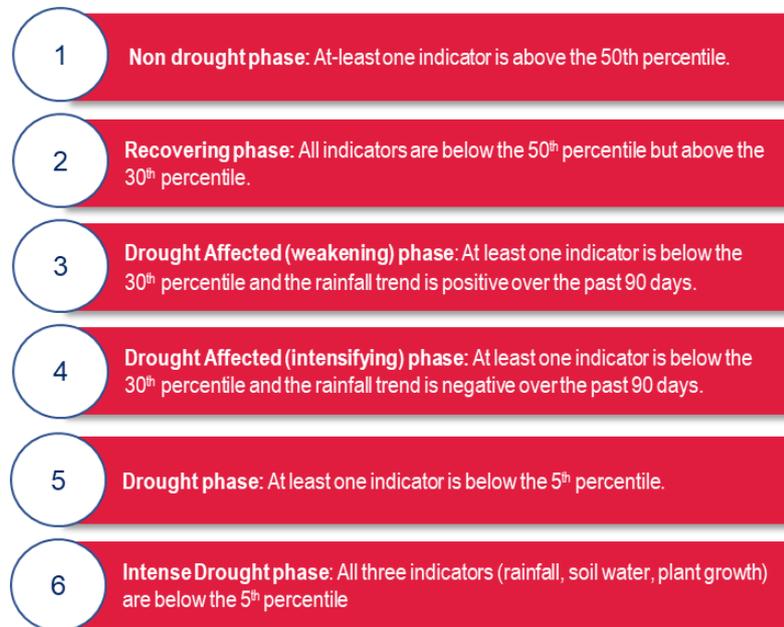


Figure 3: Stages of drought in NSW
Source: EDIS online

3.3 Symptoms and consequences of drought

Symptoms of drought often first emerge with primary producers who must manage stocking rates, costs of feed and water, becoming more prudent with spending leading to reduced local small business income. As these drought symptoms cascade across communities, job losses and population decline are often observed as people relocate to find work. The loss of professionals and skilled workers can then impact the range of services available.

Signs of persistent drought are exposed in slowly declining primary and secondary business prosperity which has compounding and flow on economic effects far beyond the farm gate. Regional economies are underpinned by primary producers who are directly impacted by climatic conditions, but other enterprises including small businesses, that support townships and communities, depend on a diverse and functioning economy to maintain supply chains and local goods and services.

Loss of population in smaller communities is acutely felt, leading to erosion of lifestyle and liveability, a decline in community events, volunteering, sporting competitions and the like, culminating in social fabric weakening. Further hidden impacts of mental and financial stress can have devastating consequences¹¹. Local government feels the brunt of these impacts and is at the forefront of the community socio-economic shocks and long term legacy of drought on the underlying community spirit.

This is not a seasonal matter because drought can persist for extended periods, and people are unlikely to return over the medium and long term. Addressing drought is more than

Regional Drought Resilience Planning

Project Narrative



response support for those directly impacted once a declaration occurs. The long term, compounding and deep impacts to community strength is at risk.

Resilience actions and drought responses must target strengthening across the connected and interrelated parts which bind a prosperous rural community.

4. Dealing with future drought

The Federal Drought Fund Agreement commits federal and state governments to work together to develop, design, implement and fund drought preparedness, response and recovery programs consistent with the Agreement. In NSW the Regional Drought Resilience Planning Program aims to empower regional communities to plan for the future by working with local councils, NSW government agencies, communities and industries to become more resilient against the impacts of drought and other challenges¹².

The NSW Government is seeking to **improve drought preparedness by promoting strong and diversified regional economies**, building future-ready primary industries, and fostering stronger communities. Local Government is best placed to manage the impacts of drought because they understand local needs and how drought materialises in their communities.

4.1 Systemic change

The challenge is the ongoing complexity of drought, from preparing for it, to managing it and then recovering from it. That is why drought is not just about water availability. Regional economic development policies are critical to assist in minimising population loss in drought-affected communities, building a strong community fabric to prevent social and mental health pressures, building an economy that is more resilient to economic shocks and financial hardship, and a healthy natural environment to support primary producers. **Regional communities are best placed to identify stresses, challenges, actions and solutions across these triple bottom line themes to strengthen baseline resilience for the future.**

¹² Regional drought Resilience Planning online <https://www.nsw.gov.au/regional-nsw/future-ready-regions/regional-drought-resilience-planning>

Regional Drought Resilience Planning

Project Narrative



Figure 4: Viewing resilience as a system

4.2 The local view for local benefit

The RDR Plans will portray a local view of drought in the region and consider future scenarios based on the strengths identified in regional economic plans and water strategies. The execution of the RDR Plans will enliven local enthusiasm for self-reliance and self-determination to better cope with drought.

The bottom-up approach will equip communities with the skills and knowledge to identify the impacts of drought (including broader economic implications) and develop pragmatic actions to address and mitigate these impacts and build local leadership capabilities.

The RDRP process and partnerships will enable communities to think creatively about how limited resources can best be managed to respond to the environmental, economic and social impacts of drought and enable regions to more quickly identify emerging drought and broader economic impacts so that responses are timely and targeted.

4.3 Inclusive engagement

Understanding local context of drought can only come from local voices and lived experience. The RDR Plans are accompanied by a comprehensive stakeholder engagement guide to assist local government on the engagement journey. Stakeholder identification and mapping will include community across the four environments at local, regional and state agency scale. A primary goal is to increase the involvement and input from local First Nations communities in drought resilience planning processes.

Regional Drought Resilience Planning

Project Narrative



4.4 Governance and partnerships

Collaboration is a resilience imperative. Natural hazards and events do not recognise boundaries. Regions experience droughts together and this means that together there are also shared solutions. Seeking partners with common challenges, forming alliances and recognising resourcing and funding opportunities to address impacts on a regional scale can expedite resilience actions.

Working together, linking local governments, partnering with neighbours, teaming stakeholders and industry, and connecting community is a practical and rational way to share skills, knowledge and resources to realise resilience to natural hazards.

Partnerships can utilise enduring governance arrangements which suit the context of drought and the pathway to resilience chosen by the region and stakeholder groups, across action triggers or common resilience actions.

5. Recognising links rather than growing scope

The RDRP should highlight and amplify resilience issues in strategies plans and work that many regions are already undertaking. The project should link drought resilience enhancement actions to existing local and regional policy and program priorities. **Connecting actions and strategies, and ensuring they have a resilience lens, is integral to improving drought resilience.**

This broader focus on drought resilience planning will ensure that the approach is consistent with and complements existing NSW strategies. These include:

- Regional Economic Development Strategies (REDS)
- NSW State and Regional Water Strategies; and
- the 20 Year Economic Vision for Regional NSW.

In a world characterised by rising uncertainty, regional economies – particularly those heavily reliant on a single industry – are exposed to economic downturns such as drought. Strengthening the resilience of major employing industries and identifying emerging sectors into which regional economies can diversify can mitigate the severity of these downturns.

Confirming baseline and facilitating infrastructure is in place to enable local empowerment is also fundamental. This includes the tangible facilitating infrastructure along with the softer skill and capacity building access to education and knowledge sharing.

5.1 Opportunities and challenges in drought resilience

Drought resilience must be contemplated from local regional, state and federal scales. Many challenges exist at the macro scale, through to micro, as well as hyper micro, individual and property scale. Likewise, the spectrum of opportunity is equally wide.

By identifying and setting pathways which overcome or mitigate challenges to drought resilience, we better equip our communities to endure and continue to prosper. The methodology can be applied at any of the scales to embed long term shift in resilience thinking and continuous improvement in outcomes.

Regional Drought Resilience Planning

Project Narrative



Some of the drought resilience opportunities and challenges for consideration include those set out below and are likely to manifest or present differently in different communities and across NSW regions. Table 1 overleaf sets out some examples of drought context and issues for other regions and the action opportunities.

Project Narrative

Regional Drought Resilience Planning Program



Table 1: Resilience Opportunities and Actions - Examples

Example Resilience Challenge or Opportunity	Resilience Environment	Example Resilience Action or Implementation Consideration
<p>Recognising links through multi-objective outcomes.</p> <p>Recognise how actions can benefit multiple parts of the environments over different spatial and temporal scales</p>	<p>All</p>	<ul style="list-style-type: none"> actions to diversify economy could also support youth education and employment through start-ups or traineeships at the local scale in short term actions to support stronger asset management systems across regions can attract permanent technical skills to benefit many at a local or partnership regional scale over the long term actions to strengthen regional biodiversity protection can support stronger tourism links and economic diversification on a regional scale, employment on a local scale and the economy over the longer term
<p>Pragmatic project / action pathway to prioritise efforts that benefit multiple futures.</p>	<p>All</p>	<ul style="list-style-type: none"> prioritisation of infrastructure construction (or job intensive projects) can be leveraged for immediate short term population growth and economic benefit development or reinstatement of regionally significant events calendars as short term economic recovery
<p>Population and demographic challenges – decline, attracting new, caring for age and special needs to combat long term trends.</p>	<p>Social resilience</p>	<ul style="list-style-type: none"> prioritisation of an ageing in place strategy innovative programs to support permanent new resident attraction
<p>Fragmentation of service provision and reduced services in rural and remote communities for a stronger baseline.</p>	<p>Social resilience</p>	<ul style="list-style-type: none"> maintain regional populations in essential services even through tough times to ensure any downturn is not exacerbated through interagency cooperation maintain expertise and assistance in the local community (boots on ground) for when going gets tough through partnerships and resource sharing

Project Narrative

Regional Drought Resilience Planning Program



<p>Natural resource and landscape management.</p>	<p>Environmental resilience</p>	<ul style="list-style-type: none"> investment in proactive, long-term approaches in topics such as bushfire mitigation, stewardship of healthy Country and management in harmony with the cycle rather than in harmony with funding through relationship building and agency cooperation alternative income streams for graziers and farmers in on-property natural resource and pest management or carbon farming
<p>Identification or reinforcement of local strengths to leverage economic diversification or uniqueness.</p>	<p>Economic resilience</p>	<ul style="list-style-type: none"> long term strategies to support and augment existing local industry and business which transcend cycles strategies for long term growth in industries which can proceed in isolation of the landscape

Project Narrative

Regional Drought Resilience Planning Program



6. Key benefits of Regional Drought Resilience Planning

The co-design and locally led inputs drawn from those who live and work in the region will collectively contribute to the development of RDR Plans with the key benefits of:

1. Increased understanding of the region's current and future drought resilience, considering the region's unique economic, environmental and social characteristics.
2. Forming stronger connections, relationships and networks within regions.
3. combine First Nations' and local knowledge with resilience and risk data and information to make informed decisions.
4. Identification of actions, pathways and opportunities to improve regional drought resilience, mitigate risks and adapt to change.
5. Being in a stronger position to implement strategic actions and take advantage of opportunities as they arise.
6. Develop concrete actions to address and mitigate short and long term drought impacts.



Australia's National
Science Agency



Regional Drought Resilience Plans

Independent Review Guide

June 2022



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Contents

Foreword2
 Background on the Future Drought Fund.....2
 Regional Drought Resilience Plan review process2
 1 About the Regional Drought Resilience Plan Review Guide..... 4
 1.1 Aim of review4
 1.2 Who is the audience for this review guide?.....4
 1.3 How was the review guide developed?.....5
 1.4 How to navigate the review guide.....5
 1.5 Resilience planning in practice5
 2 Introduction to resilience planning and reviews..... 6
 2.1 What is resilience planning?.....6
 2.2 Applying resilience thinking to the reviews.....7
 3 Review guidance 9
 3.1 Review components.....9
 3.2 Reviewing integration between components27
 4 Glossary28

Foreword

Background on the Future Drought Fund

The Australian Government established the Future Drought Fund (FDF) to provide secure, continuous funding for drought resilience initiatives. Through the FDF, the Australian Government is working with state and territory governments to support regions in developing Regional Drought Resilience (RDR) Plans to prepare for and manage future drought risks.

These plans will:

- be community-led and owned through partnerships of local governments, regional organisations, communities and industry
- identify actions to prepare for future droughts, with a sharp focus on the agricultural sector and allied industries
- bring people together to share their local knowledge and perspectives
- recognise that no two regions are the same
- be evidence-based
- use best practice approaches to resilience, adaptation and transformation
- build on existing planning
- draw out regional needs and priorities to inform future investments.

The Regional Drought Resilience Planning (RDRP) program is running in all Australian states and territories. The foundational year (to June 2022) is enabling jurisdictions to establish the program and allowing all parties to learn and refine their approaches and processes.

In the 2021-22 Budget, the Australian Government announced funding for a further three years of the RDRP program, to June 2024. More plans will be developed in the extension years of the program. The additional funding will ensure all agricultural regions have plans, and allow for small grants to take forward priority actions identified in the plans.

Regional Drought Resilience Plan review process

Australian Government Department of Agriculture, Water and the Environment (DAWE) has commissioned CSIRO to undertake a review of each Regional Drought Resilience Plan. This review has a dual purpose. Firstly, it provides independent, expert feedback to help regions develop effective plans. It also provides some assurance to the Commonwealth to support its administration of the program, and assistance to the states and territories in managing drought resilience.

As the review is commencing late in the planning process for the foundational year of the RDRP program, DAWE acknowledge that many regions have not had the opportunity to account for the specifics of this guide in their planning. To accommodate this, there are differences in the scope of the reviews between the foundational and extension years as set out in this document. Feedback from the review of foundation year plans will also help influence thinking and processes for plans developed during the extension of the RDRP program.

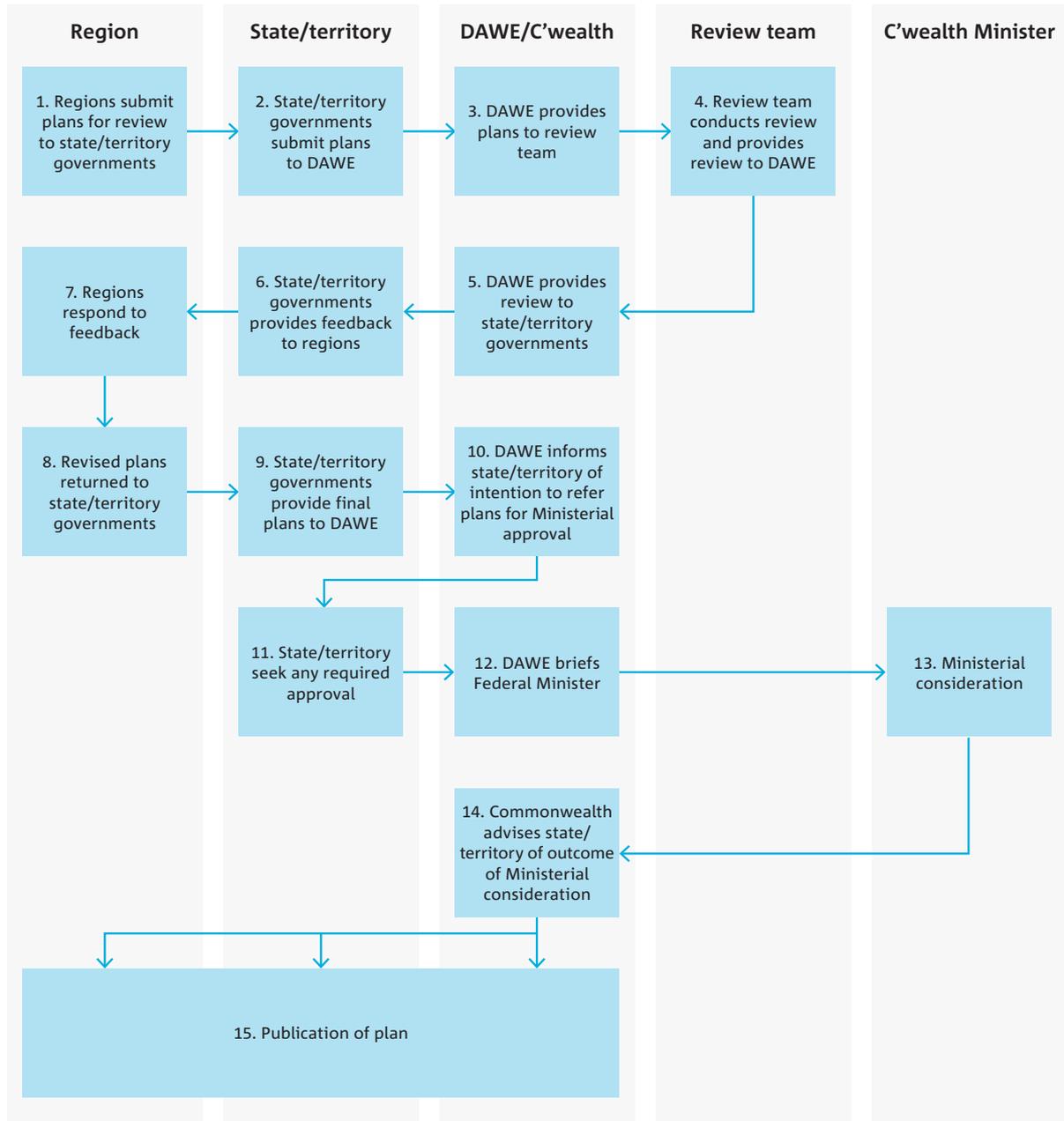
As regions complete the final draft of their plans, they will be provided to the review team via the relevant state and territory government and DAWE.

The review team will send feedback on each RDR plan to the FDF RDRP team at DAWE, who will check the review and pass feedback on to the regions via the relevant state and territory government.

Regions will have the opportunity to respond to information provided in the review, either through adapting their plan, noting that future work will be done, or by outlining a different approach. For a small number of plans where substantive revisions are made, there is an opportunity for a plan to be considered by the review team for a second time for additional feedback.

Regions should return their revised plans via their state or territory government to the FDF RDRP team at DAWE, who will provide it to the Minister for their consideration.

This process is illustrated below.



Regional Drought Resilience Plan assessment review process flowchart

Future Drought Fund Regional Drought Resilience Planning Team
 Department of Agriculture, Water and the Environment

1 About the Regional Drought Resilience Plan Review Guide

1.1 Aim of review

CSIRO has been commissioned by the Australian Government Department of Agriculture, Water and the Environment (DAWE) to provide independent reviews of Regional Drought Resilience (RDR) plans. This work is intended to support the development of high-quality plans that lead to improved drought resilience in regional communities. The independent reviews seek to provide opportunities for current resilience thinking, principles and best practice to inform RDR plans.

Planning for building and enhancing resilience requires active collaborative learning. The reviews based on this guide will also support an ongoing learning journey to develop effective RDR plans.

1.2 Who is the audience for this review guide?

This review guide is for the following audiences:

1. People in regions developing RDR plans to show how their plans will be reviewed. This is the primary audience.
2. CSIRO reviewers who need to understand and apply the review criteria.
3. DAWE Future Drought Fund (FDF) team who gain assurance from the review process as part of its administration of the Regional Drought Resilience Planning (RDRP) program.
4. State and territory government program managers who need to understand the review criteria to support regions in the development of their plans.

The guide is not intended as an instruction or prescribed process for how to conduct regional drought resilience planning. Rather, it provides guidance on what the review team will consider when reviewing a regional drought resilience plan, based on the principles of resilience thinking and practice.

The guide identifies a comprehensive set of considerations that will lead to the best possible outcomes. However, the way in which these considerations are addressed is not prescriptive. If they are not included, it does not mean the plan 'fails'. The review is an opportunity for detailed independent feedback from experts in resilience planning science. The feedback may help to identify gaps and to improve the plan now, or in time as a living document.

1.3 How was the review guide developed?

The review guide was developed by integrating two perspectives:

1. Materials developed and agreed under the RDRP program, namely:
 - a. the Regional Drought Resilience Planning Program Framework (RDRP Framework)^{1,2}
 - b. program implementation plans
 - c. monitoring, evaluation, and learning frameworks.
2. Broad literature and experience drawing on resilience planning, implementation, and assessment approaches used elsewhere, resilience principles and practices drawn from international scientific literature ^{e.g. 3,4}, and current and previous CSIRO resilience assessment work ^{e.g. 5,6}.

Key elements from these perspectives were distilled to establish a set of ideal components of a resilience plan. The components were then reviewed and adjusted to ensure they can be applied pragmatically.

1.4 How to navigate the review guide

This guide contains:

1. An introduction to resilience planning and what makes it different from other kinds of planning.
2. Descriptions of the components of resilience plans, including links to the RDRP Framework.

Each component includes sets of questions that will guide the review of the RDR plans:

- i. Overview questions check whether each component is addressed in the plan.
 - ii. Detailed questions are used to review the extent to which the component is addressed and prompt more specific feedback. Some review questions will be applied to both the foundational and extension year plans, while other questions will only be applied to extension year plans.
3. A glossary. Resilience planning uses terms and concepts that may be unfamiliar or may be defined differently in everyday usage. Terms that have glossary definitions are indicated by dotted underlines in the text of the report.

1.5 Resilience planning in practice

This guide describes a comprehensive set of components for resilience planning, based on best practice. The review team recognises that planners operate within time and resource constraints that may not allow the comprehensive set to be realised in practice. The review team also recognises that a range of methodologies can be used in planning for resilience. Furthermore, the review team recognises that plans have been under development prior to this guide being available, and foundational year plans will be reviewed with this in mind.

The purpose of the review is to support the development of effective and meaningful plans, and provide guidance to DAWE as to the comprehensiveness with which resilience planning principles have been addressed within each plan. For the foundational year, the focus of the reviews will be on key requirements directly related to specifications in the RDRP Framework.

- 1 The Future Drought Fund 2021. Future Drought Fund Regional Drought Resilience Planning Program Framework. DAWE, Canberra, Australia.
- 2 The Future Drought Fund 2022. Future Drought Fund Regional Drought Resilience Planning Program Framework Extension. DAWE, Canberra, Australia.
- 3 Biggs, R., Schlüter, M. & Schoon, M. L. 2015. Principles for building resilience: sustaining ecosystem services in social-ecological systems.
- 4 Woodruff, S. C., Meerow, S., Stults, M. & Wilkins, C. 2018. Adaptation to resilience planning: Alternative pathways to prepare for climate change. Journal of Planning Education and Research, 0739456X18801057.
- 5 Maru, Y., O'Connell, D., Grigg, N., Abel, N., Cowie, A., Stone-Jovicich, S., Butler, J., Wise, R., Walker, B. & Million, A. 2017. Making 'resilience', 'adaptation' and 'transformation' real for the design of sustainable development projects: piloting the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) framework in Ethiopia. May 2017. CSIRO, Australia.
- 6 O'Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

2 Introduction to resilience planning and reviews

2.1 What is resilience planning?

Resilience planning is about more than developing a plan to improve the state and trajectory of a region. Resilience plans focus on developing the capacities of a system to absorb, adapt, or transform, and to deal with specified stresses or shocks, such as drought, as well as unspecified stresses or shocks⁷.

For resilience planning to be meaningful and make a difference, it needs to:

- provide clarity about what resilience means
- specify resilience *of what, to what, for whom?*
- recognise that building resilience can involve *maintaining, modifying, or transforming* parts, sectors, or whole systems in a region
- consider interactions between the focal spatial scale (e.g. region), its surroundings (other regions), and the scales above (e.g. state/territory) and below (e.g. local community).

As an example of the difference between resilience and other planning, an economic development plan that focuses primarily on improving efficiency can in fact reduce resilience if gains in efficiency mean that alternative options for doing things are compromised. In relation to unspecified future stresses or shocks, typically there is no certainty about what will emerge. The best use of time and resources is therefore not trying to specify what will happen, but building general resilience and preparedness for dealing with a variety of challenges when they arise.

According to the literature, the field of plan evaluation assesses plans using common foundational elements^{8,9,10}. The six foundational elements of plans are:

1. goals that describe future desired conditions
2. an evidence base that identifies issues to be addressed
3. strategies that guide decision making to ensure plan goals are achieved
4. public participation in plan creation
5. inter-organisational coordination
6. details regarding implementation and monitoring.

Resilience plans also consider deep uncertainty. Risks associated with drought and climate projections and their interaction with local and international contexts are often not able to be quantified in a robust way and may be unknown. Ideally, resilience plans should consider a range of plausible futures, identify thresholds of potential concern, and develop options and linked pathways that enable stakeholders to take action towards agreed goals, even under uncertainty. Resilience plans also include building the capacity to create and pursue alternative options and paths as more is learned and conditions change¹¹.

⁷ Walker, B., Holling, C. S., Carpenter, S. R. & Kinzig, A. 2004. Resilience, adaptability and transformability in social–ecological systems. *Ecology and society*, 9.
⁸ Berke, P. & Godschalk, D. 2009. Searching for the good plan: A meta-analysis of plan quality studies. *Journal of Planning Literature*, 23, 227-240.
⁹ Lyles, W. & Stevens, M. 2014. Plan quality evaluation 1994–2012: Growth and contributions, limitations, and new directions. *Journal of Planning Education and Research*, 34, 433-450.
¹⁰ Woodruff, S. C., Meerow, S., Stults, M. & Wilkins, C. 2018. Adaptation to resilience planning: Alternative pathways to prepare for climate change. *Journal of Planning Education and Research*, 0739456X18801057.
¹¹ Maru, Y. & Stafford Smith, M. 2014. GEC special edition—Reframing adaptation pathways. *Global Environmental Change*, 28, 322-324.

2.2 Applying resilience thinking to the reviews

The FDF RDRP Framework outlines the inputs, processes, assessments, contents, outputs, outcomes and strategic goals to be considered when developing RDR plans. Informed by resilience thinking, the RDRP Framework^{12,13} provides a strong, agreed foundation to build a detailed resilience review guide.

RDR plans will be reviewed from a resilience perspective by considering the foundational elements of plans (see Section 2.1). Along with this, the reviews will consider how the system is described and its resilience assessed; how scenarios are used to explore plausible futures and uncertainty; any proposed active learning and adaptive governance elements; and options and pathways presented in the plan. These elements are organised into the nine components of the review listed in Table 1 and detailed in Section 3 below.

Table 1. The nine review components of the Regional Drought Resilience Plans

REVIEW COMPONENTS	
1	Definitions, vision, goals, outcomes
2	Stakeholder engagement, participation, and partnerships
3	Active learning and adaptive governance
4	Evidence base, a stocktake of past and current relevant work and alignment
5	System description and resilience assessment
6	Future scenarios
7	Intervention options and pathways for building regional resilience
8	Assessment of pathways and theory of change for recommended actions
9	Monitoring, evaluation, and learning

The components are inter-related. For example, outputs of some components are inputs to others. Some components describe processes that are common across most or all other components. Some components are set provisionally at first and iteratively refined as more is learned and progressed in other components. For this reason, a tenth aspect of the review will look at the relationships between components (see Section 3.2). The relationships between components are illustrated in Figure 1.

12 The Future Drought Fund 2021. Future Drought Fund Regional Drought Resilience Planning Program Framework. DAWE, Canberra, Australia.

13 The Future Drought Fund 2022. Future Drought Fund Regional Drought Resilience Planning Program Framework Extension. DAWE, Canberra, Australia.

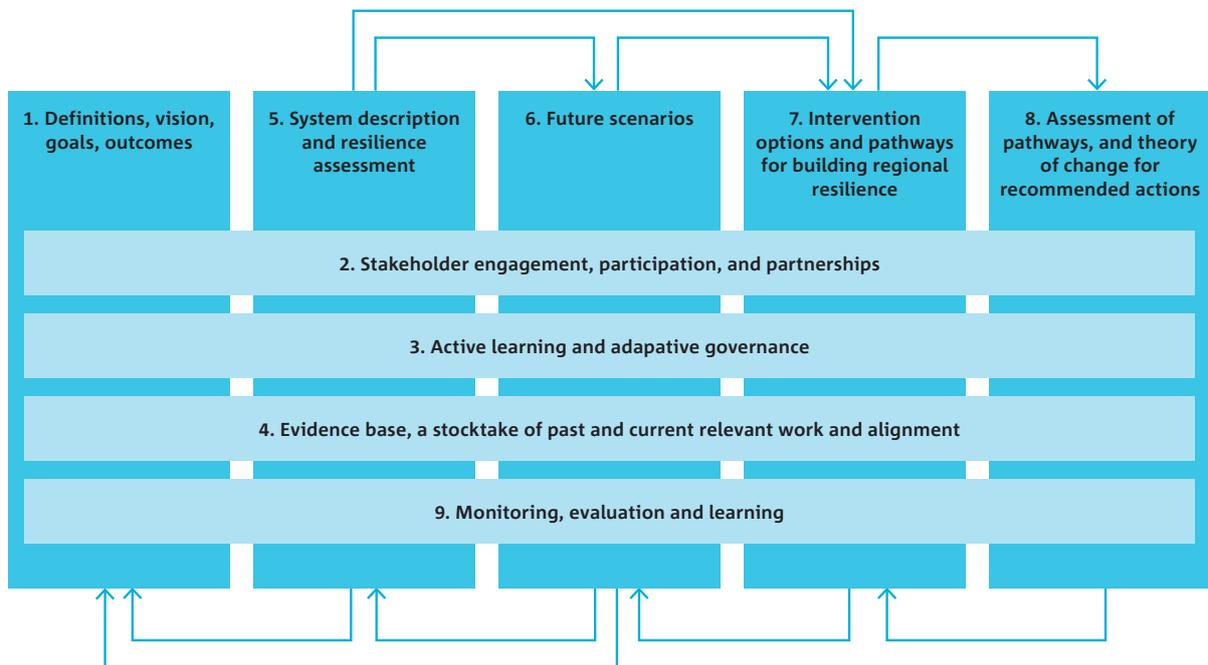


Figure 1. Visualisation of the Regional Drought Resilience Plan review components. Horizontal boxes represent cross-cutting components. Arrows represent iterative learning between components



3 Review guidance

3.1 Review components

The following sections describe the nine components the review team will consider. The description includes an explanation of what the component is, what the RDRP Framework requires with regards to the component, and what the review team will be looking for. For each component, there is a preliminary question with a simple yes or no answer. These preliminary questions will be used to provide early feedback and opportunities for missing components to be addressed before a full review process. There are then several review questions for each component.

In addition to the component-by-component review, there will also be a review of the quality of the relationships and interconnections between components. This is described in Section 3.2.

Component 1: Definitions, vision, goals, outcomes

In component 1, the review team will be considering how key terms are defined and applied, according to widely accepted definitions. The review team will also consider how well the vision, goals, and outcomes are articulated in each plan.

Use and application of key definitions

RDRP framework

Regions must consider incremental, transitional, and transformational opportunities and diverse innovative pathways to build economic, social, and environmental resilience for multiple outcomes.

These include economic resilience for an innovative and profitable agricultural sector; environmental resilience for sustainable and improved farming landscapes and other diverse environmental outcomes; and social resilience for resourceful and adaptable communities.

What is it about?

Any key terms referred to in the plan require definitions for how they are interpreted and used. The terms include resilience, adaptation, and transformation.

Why is it important?

Definitions of resilience can vary. Common normative definitions usually assume that resilience is always desirable. This is not necessarily the case. For example, an undesirable invasive weed may be difficult to eradicate and therefore very resilient. In the research community, resilience is often defined more descriptively, as the ability of a system to absorb a disturbance and re-organise so as to keep functioning in the same kind of way¹⁴. Defined this way, resilience is a property of a system and can be desirable or undesirable. For the purposes of this guide, both interpretations of resilience are workable, so long as the definition is made clear.

Another broader perspective on resilience which may be more helpful in planning is to use 'resilience' as a way of thinking^{15,16}. Resilience thinking integrates concepts of persistence, with concepts of adaptation and transformation. Resilience thinking provides a framework for planning to build resilience. Resilience thinking includes consideration of different capacities^{17,18}:

- Absorptive capacity for maintaining of key functions and structures of a system in the face of shocks
- Adaptive capacity for modifying the system when needed
- Transformative capacity for radically changing the system or building a new system if maintaining and modifying the existing system won't work.

What will the review consider?

Overview question

O 1-1. Are key terms clearly defined and used consistently in line with the science of resilience thinking and practice? (Yes/No)

Detailed question (foundation and extension)

D 1-1. To what extent are key terms defined clearly and consistently in line with the science of resilience thinking and practice?

14 Walker, B. 2020. Resilience: what it is and is not. Ecology and Society, 25.

15 Walker, B. & Salt, D. 2012. Resilience thinking: sustaining ecosystems and people in a changing world, Island press.

16 O'Connell, D., Grigg, N., Maru, Y., Bohensky, E., Hayman, D., Measham, T., Wise, R., Dunlop, M., Patterson, S. & Vaidya, S. 2020. A Resilience Checklist—a guide for doing things differently and acting collectively.(Resilience Checklist version 1.0 July 2020). CSIRO.

17 Folke, C., Carpenter, S. R., Walker, B., Scheffer, M., Chapin, T. & Rockström, J. 2010. Resilience thinking: integrating resilience, adaptability and transformability. Ecology and society, 15.

18 Béné, C., Wood, R. G., Newsham, A. & Davies, M. 2012. Resilience: new utopia or new tyranny? Reflection about the potentials and limits of the concept of resilience in relation to vulnerability reduction programmes. IDS Working Papers, 2012, 1-61.

Vision, goals, and outcomes

RDRP framework

Strategic goal: building sustainable and improved functioning of farming landscapes, an innovative and profitable agriculture sector, and resourceful and adaptable communities that are more resilient to future droughts. It also lists several short-term and long-term outcomes that contribute to the overall strategic goal.

What is it about?

A shared vision and agreed goals and outcomes are necessary to establish a common direction. This is about ensuring visions, goals and outcomes are clear in the plan.

Why is it important?

A vision is a shared, aspirational view of the future. When defining a vision from a resilience planning perspective, relevant questions include: what does a region that is resilient to drought look like, and what is realistic in a future with more frequent or severe droughts?

A drought resilience goal is an aspiration to achieve a desired systemic outcome, contributing to the vision, and realistically able to be realised over the long term, despite the occurrence of future droughts.

Outcomes are the results of actions and changes in the immediate and medium-term, which together contribute to the goal/s of the plan.

The regional vision, goals and outcomes of regional drought resilience plans should resonate with those of the RDRP Framework, whilst being context and location specific.

What will the review consider?

Overview question

O 1-2. Do the vision, goals, and outcomes articulate intentions that are practical to achieve (given uncertainty) when future droughts occur? (Yes/No)

Detailed question (foundation and extension)

D 1-2. To what extent do the vision, goals, and outcomes recognise and accommodate future large change, uncertainty, and multiple values?

Component 2: Stakeholder engagement, participation, and partnerships

Engagement and participation

What is it about?

An important resilience principle is ensuring broad participation and partnership in the design, implementation, and assessment of the plan¹⁹.

In this component, the review team will review engagement with, and participation of, the wider regional, community, and industry stakeholders, as well as partnerships to facilitate each step in the development of the resilience plan and its implementation.

The review team will look for evidence of the type, extent, and quality of engagement in developing the resilience plan and what might be proposed in the plan for its implementation.

Why is it important?

Engagement and participation processes can range from informing stakeholders (e.g. fact sheets) to consulting (e.g. public comments), through to inclusion in deliberative workshops, collaborating in decision making, or empowering stakeholders to lead decisions.

Developing a stakeholder map and engagement plan is a useful way to support active stakeholder participation and recruitment to different roles, including the collective governance of the design, implementation of the plan, and assessment of its progress and results.

Stakeholder mapping identifies stakeholders (individuals, social groups, communities and organisations). It explores their connections and relationships, as well as their potential influence and interest in the regional resilience plan.

Involving a diverse range of stakeholders, including vulnerable and marginalised people and communities, helps ensure the plan is informed by the views/values, interests, knowledge, experience and resources of those who could be affected by the plan.

In order to get the best out of engagement, stakeholders should feel confident that they will not be exposed to discrimination, criticism, harassment, or any other emotional or physical harm when contributing their views. Engagement platforms and processes that are ethical, fair and respectful provide the best opportunities to build trust and address any power differences or points of conflict that can hamper resilience building.

What will the review consider?

Overview question

O 2-1. Across all components of the plan, was there inclusive and effective engagement with, and active participation of, key regional, community, and industry stakeholders resulting in a co-designed, community-led, and collectively owned resilience plan? (Yes/No)

Detailed question (foundation and extension)

D 2-1. How inclusive was the engagement and participation in accommodating diverse values, perspectives, knowledge, and experience in each of the components for developing the plan?

Detailed questions (extension only)

D 2-2. To what extent did the stakeholder engagement activities provide ethical, fair, respectful, and safe processes that take account of power dynamics and conflicting viewpoints?

D 2-3. To what extent was stakeholder engagement informed by thorough stakeholder mapping information?

D 2-4. What extent and depth of engagement is envisaged for the implementation of the plan?

¹⁹ Biggs, R., Schlüter, M. & Schoon, M. L. 2015. Principles for building resilience: sustaining ecosystem services in social-ecological systems.

Partnership

RDRP framework

The RDRP Framework requires collaboration and partnership arrangements among members of the regional consortium responsible for the development of the plan. It also requires partnerships and networks to be built between multiple stakeholders, including those managing natural resources, and effective partnerships to provide inputs to inform drought resilience planning.

Regions are required to partner with their local Drought Resilience Adoption and Innovation Hubs.

The RDRP Framework also requires collaborative/partnership approaches to be in place to enable communities to be part of the development of RDR plans.

What is it about?

A partnership is a well-defined agreement between two or more individuals or organisations to pool resources and collaborate in a mutually beneficial process of sharing roles, responsibilities, and decision-making to produce mutually beneficial outcomes and goals. The review will examine how the planning process used partnerships.

Why is it important?

In developing a resilience plan, going beyond consultation and passive engagement to seek and establish partnerships with diverse stakeholders may be more difficult and time-consuming, but it helps to ensure the plan has the shared support and ownership of intended beneficiaries.

Building resilience may require transitions and transformation. These types of change can only occur through multi-stakeholder partnerships – no one actor can achieve such change alone.

Active engagement, participation, and effective partnerships bring in diverse perspectives, skills, experiences, and resources, improving understanding of the system when designing the resilience plan. It also helps build trust, confidence, and legitimacy in the resilience planning processes.

What will the review consider?

Overview question

O 2-2. Was the resilience plan co-developed by regional partnerships of appropriate entities, and regional stakeholders? (Yes/No)

Detailed question (foundation and extension)

D 2-5. What was the quality of collaboration and partnership in all components in the development of the resilience plan?

Detailed question (extension only)

D 2-6. What level of partnership arrangements is proposed for the activities to be implemented under the plan?

Component 3: Active learning and adaptive governance

Active learning

RDRP framework

The RDRP Framework encourages learning for future design and delivery of programs from the foundational pilot year of RDR plan development. The RDRP Framework also calls for the facilitation of cross-community sharing of learning on their drought resilience planning process.

What is it about?

The review team will be looking for structures and processes for active learning in the development of the plan, and in what is proposed for its implementation.

Why is it important?

Active learning is about learning from experience, structured reflection, and applying that knowledge to the future. It involves trying new things and changing in response to what is learned.

Active learning helps explore and shape useful responses, and strengthens the capacity to develop new solutions, especially when faced with problems for which there are not yet any answers.

Active learning is particularly relevant to drought. Drought is uncertain in both frequency and intensity, and drought interacts with and influences other stresses and shocks, like agricultural water availability, bushfires, and energy supply. Building resilience to drought requires active, structured learning to support adaptive governance of the drought resilience plan and its implementation. Testing new approaches and viewing failures as opportunities will encourage innovation.

The review team will be looking for three levels of learning²⁰:

1. correcting and refining existing processes and practices without needing to question the underlying assumptions and goals.
2. revisiting underlying processes and reframing assumptions and goals to reform practices.
3. questioning established paradigms and power relationships to radically change practices and enable new and innovative ways for transformation.

²⁰ Pahl-Wostl, C., 2009. A conceptual framework for analysing adaptive capacity and multi-level learning processes in resource governance regimes. *Global environmental change*, 19(3), pp.354-365.

What will the review consider?

Overview question

O 3-1. Does the drought resilience plan have ways to encourage active learning across all components? (Yes/No)

Detailed question (foundation and extension)

D 3-1. To what extent does the resilience plan set up structured learning processes and foster a learning culture in each of the components?

Detailed questions (extension only)

D 3-2. To what extent does the resilience plan create opportunities to probe established ways of doing things and create safe places for failure and learning for innovation.

D 3-3. To what extent does the resilience plan identify the type and nature of learning required based on the complexity of the system, stakeholder needs, and the kind of change that is required?

D 3-4. To what degree does the plan create mechanisms for capturing and managing formal knowledge gained (e.g. via updated plans, reports, and other communications)?

Adaptive governance

RDRP framework

The RDRP Framework and Program Implementation Plans with states and territories require collaborative governance of the co-design and ownership of resilience plan development and implementation. The foundational year when resilience plan development is piloted will also provide opportunities to learn whether governance arrangements are fit for purpose.

What is it about?

The review team will be looking for structures and processes for adaptive governance in the development of the plan, and in what is proposed for its implementation.

Why is it important?

Adaptive governance is about building in flexibility to adapt your governance requirements in response to changing circumstances, while remaining accountable to stated goals, vision, and values. This involves planning for, and allowing for, the possibility of changes to key roles, responsibilities, decision-making processes, and governance structures, as new information or problems arise. It is also about ensuring everyone’s voice is heard, and establishing a mandate and process for decision making. The level of governance should allow agile and effective decisions.

Key principles for adaptive governance^{21,22,23} include:

- allowing authority for decision making to be distributed across different organisations at different scales (also known as polycentric governance). This is more resilient than a single point of control
- allowing decisions to be made at the lowest appropriate level (also known as subsidiarity)
- ensuring good diversity of stakeholders in collaboration
- encouraging and implementing active learning.

What will the review consider?

Overview question

O 3-2. Does the drought resilience plan provide for adaptive governance arrangements and processes? (Yes/No)

Detailed questions (foundation and extension)

D 3-5. To what extent does the plan establish clear governance principles, and transparent, equitable processes, responsibilities, and accountabilities, in the service of diverse stakeholder goals at different levels in the system?

D 3-6. To what extent are governance arrangements designed to enable and support spare (buffer) capacities, flexibility, and diverse response options to change?

Detailed questions (extension only)

D 3-7. To what extent are there decentralised, nested governance arrangements that ensure capacities to undertake tasks at an appropriate level without unnecessary reliance on a centralised entity? Does the plan ensure that if there is any failure at one level, it is nested in a wider level that can facilitate inclusive, coordinated decision-making?

D 3-8. To what extent are there processes in place for reviewing, revising and revisiting all components as knowledge about the system changes over time?

D 3-9. To what extent are proposed governance arrangements designed to acknowledge and respond constructively to uncertainty, alternative perspectives, and feedback from stakeholders?

21 Ruane, S. 2020. Applying the principles of adaptive governance to bushfire management: a case study from the South West of Australia. *Journal of Environmental Planning and Management*, 63, 1215-1240.

22 Ostrom, E. 1990. *Governing the commons: The evolution of institutions for collective action*, Cambridge university press.

23 Moran, M. & Elvin, R. 2009. Coping with complexity: Adaptive governance in desert Australia. *Geojournal*, 74, 415-428.

Component 4: Evidence base, a stocktake of past and current relevant work and alignment

RDRP framework

Plans are to be evidence-based, ‘informed by suitable, valid data and analysis’, and ‘building on, complementing and taking account of existing strategic planning, to the extent it is available and relevant’.

In addition, the RDRP Framework intends plans ‘to harness diverse, region-specific knowledge and skills’.

‘Support for relevant climate, social, economic and environmental data, research and information will be available from the Commonwealth and states and territories, including from the Future Drought Fund Climate Services for Agriculture Program and Drought Innovation Hubs.’

What is it about?

The review team will review the range and quality of data, literature, information, and knowledge used to inform the planning process.

The review team will consider the extent to which regions have:

- reviewed and harnessed existing drought resilience-related knowledge and perspectives from within and outside the region
- built upon existing strategic planning at the state, local, and regional levels, issue-specific planning, and other FDF programs.

Why is it important?

Planning informed by evidence allows planners to make decisions and justify recommendations, separated from the influence of political and personal opinions or ideologies. Using evidence in planning seeks to inform decisions using the best available data, information and knowledge.

Quality of evidence can range from anecdotal to case studies, to published research or government data, to integrated systematic reviews with their own conclusions. The methodology used in arriving at the evidence can also influence its quality.

Ideally, the range of evidence should include knowledge and insights from local lived experience, Indigenous knowledge, and knowledge of the values and aspirations of a diverse range of people in the region. The evidence base should also include other relevant current and past work, its alignment and outcomes.

The science and data can change, so it is important that there are processes in place that allow the plan to incorporate new data and knowledge as it arises.

What will the review consider?

Overview question

O 4-1. Is the drought resilience plan building on past and existing work, using suitable and valid data, methods and evidence across all components? (Yes/No)

Detailed questions (foundation and extension)

D 4-1. To what extent does the plan build on past and current relevant work?

D 4-2. What is the quality of the evidence underpinning the different components and key links?

D 4-3. To what extent is the plan usefully linked and aligned with other plans and policies?

Detailed questions (extension only)

D 4-4. To what extent does the plan include ongoing updating of datasets, information, and provisions to incorporate new knowledge so that plan implementation is supported by new evidence and evolving knowledge?

D 4-5. To what extent does the underpinning evidence for the plan represent different scales and interactions between scales?

Component 5: System description and resilience assessment

In this component, the review team will look at the extent to which a systems approach is used to describe the system and assess its state of resilience to drought and other associated stresses and shocks.

In any system description, there will be unknowns and uncertainties. Descriptions of these are just as important as descriptions of what is known and understood about the system.

System description

RDRP framework

Each plan is required to include ‘an integrated assessment of how the drought has affected the region in the past (if applicable) and how drought is likely to affect the region’s economic, environmental and social characteristics in the future’.

Different stakeholders in the region can have different views on drought and may identify different features and relationships as important. These differences can be described without needing to find agreement. More advanced system descriptions will acknowledge and include diverse perspectives, highlighting areas in common and where different perspectives are harder to reconcile.

System descriptions for resilience assessment differ from descriptions in other kinds of planning in that they focus on system interactions and represent diverse stakeholder interests and experiences.

What is it about?

The system description defines the region’s system – the key components and relationships affected by drought and associated stresses and shocks.

It describes what is understood about the current state of the region as a system, including cause-effect relationships with regard to the impacts of drought in the region. The system description also identifies influences at different scales (e.g. farm, region, nation), as well as drivers of change that amplify or dampen the effects of drought on the region as a system.

Why is it important?

A system description highlights what people value in the system, the drivers of change (e.g. markets, technology, climate, governance arrangements, values, demographics, social factors), and their impacts on the features and goals that people care about²⁴.

Examples of system interactions that may be important to characterise include:

- interactions between key components of the regions as a system, for example, between financial, natural, social, human, and built capital (depleting natural capital for financial gain, or increases in financial or built capital made at the cost of human or social capital, such as mental health or social cohesion)
- interactions between scales (e.g. Australian Government water or carbon trading rules influencing farm-scale water and land use decisions that in turn shape national value chains and carbon emissions).

What will the review consider?

Overview question

O 5-1. Does the drought resilience plan include an evidence-based system description of how the region’s key economic, social and environmental components (and the links between them) are affected by drought and associated shocks and stresses? (Yes/No)

Detailed question (foundation and extension)

D 5-1. How inclusive is the scope of the system description? Does it include economic, social and environmental processes and their relationships, and does it include different people’s perspectives of the system?

Detailed question (extension only)

D 5-2. In the plan’s system description, to what degree are droughts (and climate variability more generally) viewed as normal events that are opportunities to build resilience or drive transformation through learning, preparedness, and planning?

²⁴ Walker, B.H., Abel, N., Anderies, J.M. and Ryan, P., 2009. Resilience, adaptability, and transformability in the Goulburn-Broken Catchment, Australia. *Ecology and society*, 14(1).

Resilience assessment

What is it about?

A resilience assessment explores how people and nature in the region have been, and will likely be, affected by drought. It is an assessment of the current state and trajectory of resilience of the region to the effects of drought for different stakeholders.

An advanced assessment also includes resilience of the region to multiple unspecified shocks. Other assessments such as risk assessments or vulnerability assessments may exist or have been done for the region, and the resilience assessment can build upon those by integrating resilience-focussed analyses.

Why is it important?

Resilience assessment is at the heart of resilience planning. It is also the most challenging task because it explores how the system may respond to future events that have not yet occurred. Commonly, it will be a qualitative analysis that draws on both qualitative and quantitative information.

A resilience assessment differs from more conventional risk assessments by focusing more explicitly on the system’s preparedness and response capacities, instead of only focusing on the likelihood and consequences of specific hazards²⁵. It takes into account the overlapping concepts of vulnerability and resilience. Vulnerability seeks to identify the weakest parts of the region systems (those most affected negatively by disturbances), whilst resilience identifies the characteristics that make the region more robust to disturbances.

Ideally, the resilience assessment considers both specified and general resilience. Specified resilience is the resilience of a particular part of the system to an identified stress or shock (specifying resilience of what, to what, for whom). General resilience is the ability of a system to deal with a diverse range of unspecified stresses and shocks²⁶.

Building on the system description, the resilience assessment identifies a few key factors and relationships that have significant influences on the impacts of drought, as well as preparedness and response to droughts.

Resilience assessment establishes if there are thresholds (e.g. tipping points, or points of no return) related to drought and associated stresses and shocks. It also assesses if past and current drought-related interventions have built resilience capacities to maintain, modify or transform the region, or had unintended consequences that led to unwanted trade-offs or other effects. Resilience assessment identifies opportunities, intervention options for building resilience of the region to drought, and associated stresses and shocks.

Examples of system properties that a resilience assessment may reveal include²⁷:

- slow variables (e.g. soil moisture, rising salinity, vegetation fuel load, demographic and health trends, debt to income ratios, vegetation cover) that shape other, faster responses in the system
- feedback loops, such as vicious cycles that reinforce unwanted outcomes (e.g. poverty traps reinforced by land degradation)
- critical thresholds or tipping points, which once crossed are difficult or impossible to return from (e.g. rising saline groundwater)
- unintended consequences including perverse effects or unexpected effects in other locations or at future times (e.g. land clearing in one part of the region altering hydrology elsewhere in the region)
- rebound effects (e.g. investment in water-saving technology that enables increased water use productivity but no reduction in total water use).

25 O’Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

26 Walker, B. 2020. Resilience: what it is and is not. Ecology and Society, 25.

27 O’Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

What will the review consider?**Overview question**

O 5-2. Does the drought resilience plan include an evidence-based assessment of the resilience of the current state and trajectory of the region to drought and associated shocks and stresses? (Yes/No)

Detailed questions (foundation and extension)

D 5-3. How well are the cause-effect relationships between people, nature and drought described in the resilience assessment?

D 5-4. To what degree does the plan provide assessment of the resilience of specified characteristics of the region to different drought-related risks or shocks?

Detailed questions (extension only)

D 5-5. To what extent does the plan's resilience assessment evaluate a spectrum of resilience properties, including the region's capacity to maintain, modify, and transform in response to drought?

D 5-6. To what degree does the plan's resilience assessment evaluate general resilience in response to shocks and disturbances of all kinds?

D 5-7. To what extent does the plan's resilience assessment recognise the potential for complex, unpredictable responses (e.g. unintended consequences of complex networks of cause and effect, tipping points, or points of no return)?

Component 6: Future scenarios

RDRP framework

RDR plans must be developed using best-practice resilience planning principles including consideration of adaptation pathways and scenario testing.

RDR plans must include an integrated assessment of how drought has affected the region in the past (if applicable) and how drought is likely to affect the region’s economic, environmental and social characteristics in the future, based on up-to-date information, research and climate science (projections, mapping, modelling and scenarios) for the region.

What is it about?

Future scenarios are descriptions of possible futures. Because of the uncertain and unknown nature of the future, scenario processes can be used to develop multiple plausible futures.

Why is it important?

In the context of RDR planning, scenarios are a powerful way to explore how drivers of change or megatrends may significantly shape possible futures of the region, and how those may interact with the impacts of drought.

Scenarios can be used with stakeholders to explore alternative futures presenting different challenges, opportunities and options for dealing with drought. Scenarios are often flexible, accessible narratives of the plausible futures that incorporate multiple viewpoints. Scenarios enable shared learning and inform the generation of intervention options robust to possible alternative futures.

Scenario development can be based on evidence of what is likely to happen, imagining what could happen, or exploring what stakeholders would like to happen. In the context of RDR planning, scenarios can be developed by identifying how impacts of drought may interact with drivers of change that are likely to influence the future of the region.

A starting point for developing future scenarios for RDR plans is foresighting analysis done in Australia through the Strategic Foresight for Regional Australia report²⁸.

²⁸ Taylor, B., Walton, A., Loechel, B., Measham, T. & Fleming, D. 2017. Strategic foresight for regional Australia: Megatrends, scenarios and implications. Canberra: CSIRO and the Australian Government Department of Infrastructure, Regional Development and Cities, Australia.

What will the review consider?**Overview question**

O 6-1. Does the drought resilience plan explore plausible future scenarios involving key drivers of change and drought events, their impacts, and implications for diverse stakeholders? (Yes/No)

Detailed question (foundation and extension)

D 6-1. To what extent do the scenarios developed provide insights for generating intervention options that are robust under different plausible futures?

Detailed questions (extension only)

D 6-2. To what extent are future scenarios and system responses in scenarios informed by the system description and resilience assessment?

D 6-3. To what extent are scenarios used to foster awareness of uncertainty and constructive engagement with it?

Component 7: Intervention options and pathways for building regional resilience

RDRP framework

'An evidence-based, triple-bottom-line strategy, outlining actions and pathways to mitigate and/or adapt to drought impacts, facilitate transformational change, and increase drought resilience within the region'. Given the complexity and interaction of drought with other stresses and shocks likely in the future, and uncertainties in how these will play out, generating diverse intervention options is a valuable way to build regional resilience.

What is it about?

The review team will look at whether the plan, building on assessment of the current state and trajectory of the region with respect to drought and other shocks, has identified what aspects of the region to maintain, modify, or transform to build resilience. It will consider whether the plan has identified potential intervention options and pathways that could bring about the changes needed to achieve the outcomes and goals of the plan.

Why is it important?

It is important to develop options for intervention because the future is uncertain²⁹. Intervention options are diverse proposed actions that provide choices about implementation, depending on what is learned from earlier actions and if and when conditions change in the future. Intervention options can be activities, projects, programs, policies, initiatives and/or investments. A set of complementary and alternative intervention options that are prioritised, sequenced and put together, form a pathway³⁰.

The development of intervention of options can be guided by resilience principles³¹. Plans can have intervention options that assist with:

- building intentional redundancy to create reserves and spare capacity
- creating response diversity – that is having multiple options to achieve a given need or fulfill a particular function (so if one becomes unviable, or doesn't work, there are back-up options)
- fostering an appropriate level of connectivity such that a region is not over- or under-connected, and not overly dependent on external support
- enabling preparedness, flexibility and quick and effective responses to stresses and shocks
- building absorptive, adaptive and transformative agency and capacities
- managing the key variables and feedback loops central to the manifestation and effect of drought and associated shocks in the region.

²⁹ Haasnoot, M., Kwakkel, J. H., Walker, W. E. & Ter Maat, J. 2013. Dynamic adaptive policy pathways: A method for crafting robust decisions for a deeply uncertain world. *Global environmental change*, 23, 485-498.

³⁰ Wise, R. M., Fazey, I., Smith, M. S., Park, S. E., Eakin, H., Van Garderen, E. A. & Campbell, B. 2014. Reconceptualising adaptation to climate change as part of pathways of change and response. *Global environmental change*, 28, 325-336.

³¹ Walker, B. 2020. Resilience: what it is and is not. *Ecology and Society*, 25.

The plan can have multiple and linked pathways that together are likely to bring the change needed in the region as a system, and that contribute to achieving desired outcomes and goals. Exploring: 1) what to maintain, 2) what to modify, and 3) what to transform in the region to build resilience to drought and broadly to other associated but unspecified shocks can provide three broad pathways, each with a set of diverse and innovative intervention options³². Pathways may also be sector-based, or structured around economic, social, and environmental outcomes.

In the linked pathways there are decision triggers. If certain conditions are met, an alternative intervention option is initiated that changes that pathway in order to achieve outcomes and goals. A simple hypothetical example of an intervention option is genetic modification of the main crop in the region for drought resistance. In this example, the returns from genetic modification will only be cost effective up to a certain level of drought severity and frequency, beyond which the crop will fail anyway. If these levels are likely to be exceeded, a decision is triggered to shift to other intervention options, for example, a shift to drought resilient livestock production, or high value small scale irrigated crops, or other less drought sensitive livelihood activities.

The intervention options and pathways are better developed first without being constrained by available resources or organisational remits, so that a holistic view on what is really required to bring about the needed change is achieved. This could then be followed by discussion to consider which set of intervention options to start with, given available resources and who does what within their organisational remits.

What will the review consider?

Overview question

O 7-1. Does the plan identify diverse intervention options that are prioritised and sequenced over time? (Yes/No)

Detailed questions (foundation and extension)

D 7-1. To what extent have intervention options been developed that increase intentional reserves and spare capacity of diverse kinds, that can be relied upon in times of drought and related shocks, and that enable diverse responses to such shocks?

D 7-2. To what extent are intervention options designed to reduce over-reliance on external support and under-networking beyond the region?

D 7-3. To what extent does the resilience plan have intervention options or actions put together as sets to provide multiple and complementary pathways to achieve the goal of the plan?

D 7-4. To what extent are the proposed intervention options innovative (new ideas, technologies, business models, institutions, practices)?

Detailed question (extension only)

D 7-5. To what extent does the plan contain intervention options that recognise and manage key 'slow variables' that have the potential to increase the vulnerability or resilience of the system to shocks, or conversely, those that may alleviate vulnerability?

³² Maru, Y., O'Connell, D., Grigg, N., Abel, N., Cowie, A., Stone-Jovicich, S., Butler, J., Wise, R., Walker, B. & Million, A. 2017. Making 'resilience', 'adaptation' and 'transformation' real for the design of sustainable development projects: piloting the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) framework in Ethiopia. May 2017. CSIRO, Australia.

Component 8: Assessment of pathways and theory of change for recommended actions

Assessment of pathways

RDRP framework

An assessment of the feasibility and practicality of proposed actions and the quantitative and qualitative public-good benefits to the region.

What is it about?

This component will review whether the plan has assessed the likely effectiveness of the proposed options and pathways (outlined in Component 7).

Why is it important?

It is important to assess the characteristics of intervention options suggested in each pathway and whether they are likely to contribute to building specified resilience to drought, and/or general resilience to multiple interacting stresses and shocks. Doing this helps planners understand whether each of their suggested intervention options and pathways are likely to be feasible and effective, and whether, together, they are sufficient to achieve the desired outcomes and goals.

Feasibility and cost-effectiveness can be evaluated using techniques such as a cost-benefit analysis that includes evaluation of the contribution to the public good, and intended and unintended burdens and benefits to different groups in the region.

Resilience plan review will also consider whether the intervention options³³ proposed:

- a. are 'foundational', without which other interventions will be ineffective
- b. are 'no regrets' options that provide the desired effect in any of the plausible future scenarios
- c. are designed to prevent or enable thresholds from being crossed
- d. pave a way for, or foreclose/impede, other intervention options for building resilience.

Finally, if each option proposed as necessary in the respective pathways were to be implemented together as a set, would the root causes of problems be addressed sufficiently to build economic, social, and environmental resilience to drought and associated stresses and shocks?

³³ O'Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

What will the review consider?

Overview question

O 8-1. Does the drought resilience plan articulate the contributions of its proposed intervention options (actions, etc.) and pathways to regional resilience? (Yes/No)

Detailed question (foundation and extension)

D 8-1. To what extent does the plan assess the proposed intervention options and pathways for their contribution to building resilience?

Detailed questions (extension only)

D 8-2. To what extent are the intervention options or actions recommended necessary for building resilience to drought?

D 8-3. Taken as a set, to what extent are the intervention options proposed sufficient for building resilience to drought?

Theory of change

What is it about?

Of the options and pathways the plan may contain, actioning a subset of recommended activities that are within scope of available resources and organisational remits is necessary to put the plan in motion. A theory of change spells out how these activities will lead to outputs and outcomes that contribute to the goals of the resilience plan³⁴.

Why is it important?

A theory of change is important because it spells out how and why change may occur as a result of what is proposed to initiate the plan. This is important to ensure that what is proposed by way of investment and implementation is closely linked to achieving the goals of the resilience plan, and has a high likelihood of actually building resilience.

What will the review consider?

Overview question (extension only)

O 8-2. Does the plan have a theory of change for the recommended actions? (Yes/No)

Detailed question (extension only)

D 8-4. How advanced and plausible are the assumptions and mechanisms for how the actions will bring about desired change?

³⁴ Maru, Y. T., Sparrow, A., Butler, J. R., Banerjee, O., Ison, R., Hall, A. & Carberry, P. 2018. Towards appropriate mainstreaming of “Theory of Change” approaches into agricultural research for development: Challenges and opportunities. *Agricultural systems*, 165, 344-353.

Component 9: Monitoring, evaluation, and learning

RDRP framework

Each plan is required to ‘specify a monitoring, evaluation and review process to ensure transparency, adaptive management, and long-term implementation’.

What is it about?

The review team will examine whether there is a well thought through and enacted monitoring, evaluation, and learning (MEL) plan in the resilience plan. The review team will consider whether the MEL plan supports rapid learning as part of the process of developing the plan, and whether processes for adaptive adjustment of the plan based on MEL results are in place.

Why is it important?

The MEL component supports accountability, communication, rapid learning, and responsive adjustments in relation to resilience planning. Accountability involves understanding the roles and responsibilities of the planning partners and knowing to what extent they are carrying out the different components of the planning to achieve stated outcomes and goals.

MEL also provides the evidence base for active learning and adaptive governance (Component 3). Learning and governance provide mechanisms to make rapid and effective adjustments and changes to activities and pathways, and to generate information for communicating the progress of the plan and its implementation to stakeholders regularly.

The review team will review the MEL processes that are in place to track and report on progress during the development of the plan and its implementation. MEL will help to ensure that the activities recommended by the plan are being implemented effectively, and contributing to the changes required to build resilience.

What will the review consider?

Overview question

O 9-1. Does the drought resilience plan include MEL? (Yes/No)

Detailed question (foundation and extension)

D 9-1. Is the MEL based on well-informed, realistic assumptions and mechanisms that explains how the drought resilience plan is expected to bring about the desired change in the system?

Detailed question (extension only)

D 9-2. To what extent does the MEL have in-built learning opportunities?

3.2 Reviewing integration between components

Interactions exist between all of the components of this review. Some components (or elements of components) are important to include within most other components. For example, stakeholder engagement, participation, and partnerships; active learning and adaptive governance; and evidence base, are all cross-cutting components. As a result, they include review questions that apply to most other components.

Some components generate inputs or guide other components, and are most effective when updated iteratively as more is learned about the system. For example, vision, goals, and outcomes set at the beginning will provide direction for many components, and should be iteratively checked and refined in response to new developments in other components (Figure 1).

The review team will look at the extent to which cross-cutting components are evident across multiple components. The team will also review the extent to which the plan supports the necessary linkages among components.

What will the review consider?

Overview question

O 10-1. Does the plan demonstrate evidence of the necessary linkages between the components? (Yes/No)

Detailed question (foundation and extension)

D 10-1. What is the extent and quality of the necessary interactions and linkages among the components for planning, demonstrated in the RDR plan?

4 Glossary

TERM	DEFINITION
Absorptive capacity	The ability of individuals and groups to continue without adapting or changing their behaviour in response to environmental and socioeconomic changes.
Adaptation	Adjustment or modification in natural and/or human systems in response to actual or expected shocks and stresses to moderate harm, reduce vulnerability and/or exploit beneficial opportunities.
Adaptive capacity	The ability of individuals and groups to adjust and respond to environmental and socioeconomic changes.
Controlling variable	A key element in the system that is underlying or shaping change of the system.
Economic resilience	The ability of the economy to absorb the economic impact of stresses and shocks without changing the economic status or outcomes.
Environmental resilience	The ability of the natural environment to cope with a diverse range of stresses and shocks while maintaining natural processes and ecosystem services.
Feedback loop	A chain of cause-and-effect relationships forms a loop when the outputs are routed back as inputs into the same system. It can either amplify or dampen the effects of change. For example, poverty can be reinforced by feedback loops (e.g. poverty leads to poor health which leads to unemployment which leads to greater poverty).
General resilience	The ability of the system to deal with a diverse range of unspecified stresses and shocks.
Governance	Governance is the structures and processes by which individuals, groups and agencies in a society share power and make decisions. It can be formally institutionalised, or informal.
Intentional redundancy	Spare or reserve capacity that provides options for responding to change and shocks.
Intervention options	Alternative or complementary actions, projects, programs, policies, initiatives and investments that are planned to bring about change in the system.
Megatrends	Major global or regional influences that have driven change in the past and are expected to shape change into the future.
Public-good benefits	A good or service in which the benefit received is available to all, and where access to the good or service cannot be restricted.
Rebound effects	Reduction in expected gains with implementing technologies that increase efficiency of resource use when this efficiency encourages more use of the resource.
Resilience	The ability of a system to absorb a disturbance and re-organise so as to maintain the existing functions, structure and feedbacks. Also see general resilience, specified resilience, economic resilience, environmental resilience and social resilience.
Resilience thinking	Considers the dynamics and development of complex social-ecological systems. It encompasses resilience, adaptation, and transformation as interconnected concepts that define the broad range of type and magnitude of change in social ecological systems at different scales.
Response diversity	A range of different reactions to change that contribute to the same function.
Shock	A short, sharp event that causes an adverse effect, e.g. bushfire.
Slow variables	Slowly changing factors that shape the nature of faster responses in the system, e.g. soil moisture, rising salinity, vegetation fuel load, demographic and health trends, debt to income ratios, vegetation cover.
Specified resilience	Resilience of a particular part of a system to an identified stress or shock, though the timing and magnitude of the stress or shock may be unknown.
Social resilience	The ability of the human society to cope with a diverse range of stresses and shocks while maintaining existing social and community functions.
Stresses	An event that occurs gradually over a timeframe that causes an adverse effect, e.g. drought.
Theory of change	Refers to theories, causal mechanisms and assumptions that explain how and why outcomes and impacts will be achieved through use, implementation and production of proposed inputs, activities and outputs.
Threshold	The point at which a change in a level or amount a controlling variable causes a system to shift to a qualitatively different regime. Also referred to as a tipping point.
Tipping point	See 'Threshold'.
Transformation	The process of radically changing or building a new system with different structure, functions, feedbacks and identity.
Transformative capacity	The capacity to create a fundamentally new system when ecological, economic, or social (including political) conditions make the existing system untenable.





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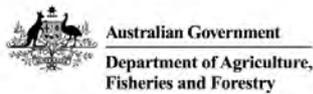
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Contact us
 1300 363 400
 +61 3 9545 2176
csiro.au/contact
csiro.au

For further information
CSIRO Land and Water
 Dr Yiheyis Taddele Maru
 +61 2 6246 4171
Yiheyis.Maru@csiro.au
people.csiro.au/M/Y/Yiheyis-Mar

Dr Nicky Grigg
 +61 2 6246 5569
Nicky.Grigg@csiro.au
people.csiro.au/G/N/Nicky-Grigg

Dr Rebecca Pirzl
 +61 2 6246 4108
Rebecca.Pirzl@csiro.au
people.csiro.au/P/R/Rebecca-Pirzl



Future Drought Fund’s

Helping Regional Communities Prepare for Drought Initiative

Guidelines: Small Network Grants - Round 1

Key Dates



Note: Projects funded in this round must be undertaken between March 2024 and 30 June 2025.

All applications close 5pm AEDT (Victorian) time

About the Future Drought Fund’s Helping Regional Communities Prepare for Drought Initiative

The Australian Government’s Future Drought Fund (the Fund) is a secure, continuous investment to help farmers and communities to prepare for drought.

The Fund is investing \$29.6 million over the next two years to implement the *Helping Regional Communities Prepare for Drought Initiative*, which extends and integrates the Networks to Build Drought Resilience Program (delivered by Foundation for Rural and Regional Renewal, or FRRR), and the Drought Resilience Leaders Program (delivered by the Australian Rural Leadership Foundation, or ARLF.)

The Helping Regional Communities Prepare for Drought Initiative brings together five elements that directly support communities to adapt to and prepare for the impacts of drought and enhance the public good in agriculture-dependent communities.

Element 1: [Small Network Grants](#) to develop and deliver one-off events or initiatives to strengthen community capability to build drought preparedness.

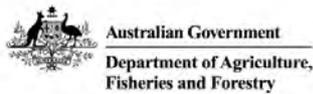
Additionally, other complementary forms of support within the broader *Helping Regional Communities Prepare for Drought Initiative* (but not contained within these guidelines) include:

Element 2: [Community Impact Program](#): An integrated package of support for community networks in 35 regions across remote, rural, and regional Australia to enhance drought preparedness. Based on local engagement, it will deliver a tailored package of support, including Community Impact Grants (delivered by FRRR) and Community Leadership Activities (delivered by ARLF). This element is closed for applications.

Element 3: [A National Expertise Pool](#) where community organisations can access specialist expertise to activate drought resilience initiatives with their grant funds where required (delivered by FRRR).

Element 4: [A National Mentoring Program](#) (delivered by ARLF) that brings together mentees from agriculture-dependent communities who want to contribute to their community’s drought resilience with experienced mentors.

Element 5: [A National Learning Network](#) that connects individuals and organisations who are committed to community drought resilience so that they can continue to learn from and support each other (delivered by ARLF).



About FRRR

FRRR is the only national foundation specifically focused on ensuring the social and economic strength of remote, rural and regional communities.

Our unique model connects common purposes and funding with locally prioritised needs. We believe targeted, well-informed investment in local organisations will stimulate ideas that create vibrant communities.

That is why our programs focus on building resilience and strengthening communities.

Program Information

Program Purpose

The Small Network Grants (Round 1) are designed to support simple initiatives that build stronger connectedness and/or strengthen social capital that enables regional people and communities to be more prepared for, and resilient to, the impacts of drought.

Funded through the Australian Government’s Future Drought Fund, this is part of the commitment to support Australian agricultural communities to build drought resilience.

Types of Projects Supported

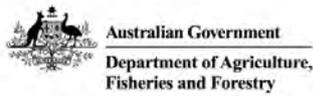
The Small Network Grants will fund networks, community events, training initiatives, community infrastructure, development and learning initiatives that assist local people and communities to strengthen social capital and capability to prepare for future droughts.

Projects may include:

- **Networks:** Initiatives to strengthen the capacity, capability and coordination of professional, social or community networks.
- **Community Events:** Field days, conferences, forums, summits and seminars that facilitate professional, social and community connection to build understanding of drought and climate change associated risks.
- **Training:** Initiatives to improve skills and capacity in community risk management, planning and project delivery in relation to drought.
- **Community Infrastructure:** Small scale community infrastructure projects to improve connectedness, wellbeing and facilities.
- **Development and Learning:** Initiatives to facilitate professional, personal and leadership related development and learning to support drought preparation.

Small Network Grants are designed to support a wide range of locally relevant initiatives that will result in the following short-term outcomes:

1. Improved communication, social connection and collaboration within and between communities to support drought preparedness.
2. Improved access to and use of services, infrastructure and facilities by communities that support drought preparedness.
3. A greater diversity of community members and organisations contributing to drought preparedness activities.
4. Increased knowledge and understanding of strategies by communities, volunteers and not-for-profit organisations to prepare for and adapt to drought.
5. Improved implementation of place-based practices by communities to build and enhance resilience to drought.
6. Strengthened individual leadership capacity and capability to support community and drought resilience.
7. Growth and improved strength of community-based networks.



In the long term, projects and initiatives will contribute towards:

1. Stronger connectedness and greater social capital within communities, contributing to wellbeing and security.



Priorities for program investment, which will be used to inform decisions about which applications receive support, include:

- Activities and initiatives that focus on long-term social connection, capability building and an increased capacity for people and communities to adapt to change over time;
- Activities and initiatives that can make a clear and distinct linkage to building drought preparedness in local communities;
- Simple, one-off, or seed-type initiatives that are tailored to meet local needs and the unique geographical, climatic and community context;
- Delivery locations with higher potential for drought impact and outside the geographical reach of existing Future Drought Fund investment locations through the Community Impact Grants component of the Helping Regional Communities Prepare for Drought Initiative;
- Demonstrated community readiness to support the project at a local level;
- Opportunities for collaboration with a diverse range of community-based organisations at a local or regional level;
- Initiatives that specifically engage local young people and First Nations people or communities; and
- Project alignment with other [Future Drought Fund investments](#), or other community resilience initiatives.



Applications are sought from locally based, not-for profit organisations that seek to undertake simple, one-off, or seed-type activities or initiatives that contribute to the stated program outcomes. Local collaboration is encouraged.

The Program will offer Small Network Grants in two streams, and across two rounds.

Organisations may apply for no more than one request per round.

There is no minimum request.

This is Round 1 of 2.

Available Funds	Round 1	Round 2	Total	Maximum Request
Stream 1	\$600,000	\$600,000	\$1,200,000	\$20,000
Stream 2	\$691,428	\$691,428	\$1,382,856	\$50,000
Total	\$1,291,428	\$1,291,428	\$2,582,856	

A list of eligible Local Government Areas (LGAs) can be found in [Appendix 1](#).

Stream 1

Includes **priority** LGAs in all agriculture-dependent regional, rural or remote locations (except Stream 2 locations).

Stream 2

Includes eligible LGAs from NSW Far West, NT Tablelands, NT Arid Lands and WA Great Southern regions.

Cross-border (Federal NRM, State and Local Government) applications are allowable where locally relevant and will be considered on their merits.



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Key Dates (Round 1 of 2 - Small Network Grants)

- Round 1 will open on 3 October 2023, close 14 November 2023, be announced in early March 2024 and support activity from March 2024 to 30 June 2025.
- Unsuccessful applicants from Round 1 may reapply in Round 2.
- Final activity reports must be submitted no later than 25 July 2025.

Future Rounds (Round 2 of 2 - Small Network Grants)

- Round 2 will open in February 2024, close in late March 2024, be announced in June 2024 and support activity from June 2024 to 30 June 2025.
- Final activity reports must be submitted no later than 25 July 2025.



Definitions

Drought Resilience: The ability to adapt, reorganise or transform in response to changing temperature, increasing variability and scarcity of rainfall, and changed seasonality of rainfall, for improved economic, environmental and social wellbeing.

Agriculture-Dependent: Agriculture-dependent communities refers to remote, rural and regional communities with a high economic dependency on agriculture and related industries.

Networks: An interconnected and open-ended circle of people linked by a shared interest, occupation, etc.

Not-for-Profit: An organisation that does not operate for the profit, personal gain, or other benefit of particular people (for example, its members, the people who run it or their friends or relatives).

Strategic Drought Resilience: Drought resilience that is achieved through a considered and collaborative process (with involved parties / stakeholders), which includes a plan to achieve a particular outcome¹.

Innovative Activities: Generating, diffusing and applying knowledge in order to do new things or do existing things in new ways².



What Can't be Funded

There are a range of areas that we **cannot fund** through this program, including:

- Projects that are not located in remote, rural and regional Australia;
- Projects that support core business and areas of responsibility of Federal, State and Local Governments;
- Applications from sporting organisations need to clearly demonstrate charitable outcomes and benefit to the wider community that are above and beyond the sporting activities of the club, and clear linkage to drought resilience. This is because the encouragement or advancement of sport, recreation and social activities are not considered charitable activities under Australian law;
- Prizes, gifts, trophies, or awards;
- Projects solely focused on animal welfare;
- Activities that do not directly support agriculture-dependent communities;
- Activities that primarily result in economic or environmental outcomes relating to drought preparedness, not social outcomes;
- Activities that do not directly strengthen community networking, wellbeing, drought preparedness, or reduce the risk of social isolation associated with drought;
- Activities that duplicate existing projects or services in a particular community;

¹ https://www.macquariedictionary.com.au/features/word/search/?search_word_type=Dictionary&word=strategy, retrieved 2022

² Department of Agriculture, Water & Environment (2022) National Agricultural Innovation Agenda: Digital foundations for agriculture strategy (awe.gov.au). p.37



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- Activities where costs have already been incurred because the activity has already been undertaken or will have been undertaken prior to the start of the activity;
- Activities outside of Australia or involving overseas travel;
- Activities that provide private and/or commercial benefit rather than not-for-profit or social enterprise activities that enhance the public good in agriculture-dependent communities;
- Business activities where the primary purpose is for profit;
- Activities already funded through another Australian, state or territory, or local government program;
- Provision of funding to any person or organisation who have outstanding final reports from a prior Australian Government grant of financial assistance;
- Any costs that are not directly related to carrying out the activity such as:
 - Preparation of grant application materials;
 - Protecting or patenting intellectual property;
 - Activities of a distinctly commercial or proprietary nature that are aimed at selling or attracting investment;
 - Developing, building, or producing commercial prototypes to commercialise a research project outcome;
 - Creation of new institutions;
 - Establishing new commercial ventures;
 - Core business expenses not directly related to carrying out the activity, including administrative, overhead (and infrastructure not specified in a project budget) costs, staff salaries (unless directly engaged in delivering the Funding Program) and relocation costs, travel and living allowances;
 - Financial support for feasibility studies, or master plans;
 - Hospitality or catering beyond reasonable costs for providing refreshments at activity-related events such as workshops or field days;
 - Purchasing of infrastructure not specified in a project budget;
 - The conduct of activities that could be considered part of normal business or ongoing operations, unless integral to the delivery of the activity;
 - Purchase or acquisition of land or buildings;
 - Capital expenditure;
 - Activities involving political advocacy;
 - Production of clothing, equipment, or merchandise for distribution;
 - Subsidy of general ongoing administration of an organisation such as electricity, phone and rent; and
 - Major construction or large capital works.

If unsure, please contact us to discuss your eligibility prior to lodging your application.

Please note: Staffing and reasonable program delivery costs to support the coordination and delivery of planned activity or project are considered an eligible expense.



To apply, you must meet the following criteria:

- Applicant organisation must be a not-for-profit organisation **with an ABN or Incorporation Certificate**. Organisations with or without DGR-1 endorsement are eligible. The proposed project must be for charitable purposes and offer clear public benefit;
- Organisations can submit one application per grant round;
- Projects must benefit communities in remote, rural or regional Australia that are agriculture-dependent.



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Please note, you will be considered **ineligible** if the:

- Application is submitted by individuals, sole traders, private or commercial businesses (as per the submitted ABN);
- Application is submitted by an organisation that is not a legal entity (i.e. a registered not-for-profit), without the written consent of the governing / partnering body who holds the ABN / Incorporation Certificate;
- Application is submitted without required financial documentation (see below);
- Overdue Final Report/s from any FRRR grants awarded in the previous seven years have not been acquitted (delivery organisations should check with legal organisation to see if there are any outstanding final reports);
- Application is for a project or activity that has already occurred / is occurring prior to the announcement of funding;
- Application is incomplete. **NOTE:** Due to the volume of applications received, applications are assessed based on the documentation received at the time of application. **FRRR is unlikely to follow up missing documentation after applications have been submitted.**



How to
Apply

Before beginning your application, please read the information on the following pages. It sets out critical, additional information that we require and explains why it is important.

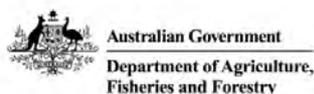
FRRR accepts applications via its online application portal, Grants Gateway.

We recommend you download a sample copy of the application form for the relevant Stream you wish to apply for:

- [Stream 1 – Applications up to \\$20,000;](#)
- [Stream 2 – Applications up to \\$50,000.](#)

Click [here](#) to apply.





IMPORTANT NOTES: APPLICATION REQUIREMENTS

Please read the information below to support the planning and preparation of your project. It also sets out what you **MUST** include for your project to be considered. Contact FRRR if you have any questions about this information or any aspect of the application form.

Eligible legal entities

Every application needs to include an organisation that holds either an **ABN or Incorporation Certificate**. If your organisation doesn't have that, FRRR may still fund the project, but you need another organisation's support, which we refer to as the '**legal organisation**' (with your organisation being the **delivery organisation**). This situation often occurs often when the organisation **delivering** the activity or project is a branch of an overarching organisation - such as a local CWA or YMCA branch. In this case, the CWA or YMCA would be the legal organisation.

Even though your organisation may complete the application (and will be doing the work), **it is the 'legal organisation's' legal and financial information that needs to be provided**. They also need to provide a letter of support, confirming they are willing to play this role.

Why is this important?

The Future Drought Fund: Helping Regional Communities Prepare for Drought program will only distribute funds to not-for-profit organisations with an ABN or Incorporation Certificate and FRRR needs to know that the organisation with that ABN / Incorporation Certificate understands and agrees to carry out their responsibilities in relation to your project, if successful.

Financial information

Applications received without the requested financial information are ineligible. Providing incorrect financial information is currently the most common reason why applications are not able to be considered. You must attach the following:

- For organisations that have **audited financial reports**: Attach the most recent annual audited statements.
- For organisations that **do not have an annual financial audit**: Attach the most recent 12 months Income and Expenditure Statement. If you have a Balance Sheet, please also submit this.
- For organisations **less than one year old**: Provide Bank Statements for the period you have been operating.

Please note:

- If financial documents are more than 18 months old, please provide an explanation as to why the organisation does not have more recent documents.
- Bank Statements are **only** acceptable as financial documentation if your organisation has been operating for less than one year.
- Please explain any deficits and steps to sustain the organisation financially.
- Provide a brief explanation of any large financial surplus or current assets and reasons why FRRR funds are still required.
- Income and Expenditure statements must cover a full 12-month period.

FRRR conducts a broad range of due diligence queries when reviewing applications, such as: reviewing current and past incorporation, DGR and ACNC status. If your organisation has happened to have their incorporation status, DGR status or ACNC status changed or ACNC registration revoked or voluntarily withdrawn, please let us know the reasons for this.

Please contact us if you cannot provide required financials or are unsure about what to provide.

Why is this important?

FRRR uses this information to understand your organisation's financial viability and ability to manage grant funds.



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Project Budget

You must include a project budget that clearly shows the items that FRRR grant funding will be used for and shows all income and expenses related to your project.

Budgets should be realistic and must add up – i.e., total expenditure must match total income.

Applicant contributions in cash or in-kind are highly regarded. Quotes or detailed rationale for items over \$1,000 are required, where possible. Note: FRRR suggests costing unskilled volunteer labour at \$46.62 per hour.

For more info on costing volunteer labour, visit: <https://explore.fundingcentre.com.au/help-sheets/valuing-volunteer-labour>

Why is this important?

A clear budget helps FRRR to understand the size of your project, exactly how FRRR funds will be spent and helps demonstrate community support for your project through in-kind contributions either from your organisation or partners / community members.

Supporting Materials

FRRR strongly recommends that you provide supporting materials such as letters of support, community plans, survey results, photographs, media clips and research reports that can show broad community support and partnerships involved in the project.

Large documents should be referenced and explained in the application.

Why is this important?

FRRR seeks to fund projects that are well-supported by the broader local community, are locally-led and delivered, show good partnerships and benefit multiple parts of the community. As FRRR is not always familiar with your community, our staff consider support material as evidence toward understanding level of community need, benefit and support.

Clear Project Information

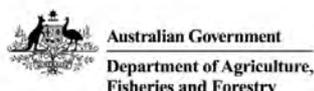
A clear description is required of exactly **what** the grant funds will be used for, **when** and **where** the project will happen, **who** will benefit and **who** will be involved in delivering the project, **why** the project and grant funds are needed, **how** funds will be spent and **how** the activities and success of the project will be recorded, evaluated and shared.

Where possible, we encourage you to make it really clear that your community is ready and able to deliver the project and if required, can provide ongoing support for the initiative.

Why is this important?

FRRR needs to clearly understand your project to assess its merits. Applicants should focus on addressing what, when, where, who, why and how of the project, as this is the best way to clearly communicate the details of the project.

A ready community is best placed to achieve the aims of your project, so during assessment, our staff look for information that tells us that good leadership, skills and awareness exist in your community to support the project now and in the future.



Appendix 1: Eligible Local Government Areas

Small Networks Grants – Stream 1 Priority Local Government Areas (LGAs)

Below is a list of LGAs that have been prioritised for funding. If you believe that you are in an agriculture-dependent community whose LGA is not listed below, call us on 1800 170 020 to discuss the situation.

NEW SOUTH WALES		
Albury	Forbes	Orange
Ballina	Goulburn Mulwaree	Port Macquarie-Hastings
Bathurst Regional	Griffith	Port Stephens
Bega Valley	Gundagai	Richmond Valley
Bellingen	Junee	Shoalhaven
Bland	Kempsey	Singleton
Blayney	Kiama	Snowy Monaro Regional
Blue Mountains	Kyogle	Snowy Valleys
Bogan	Lachlan	Temora
Byron	Leeton	Upper Hunter Shire
Cabonne	Lismore	Upper Lachlan
Carrathool	Lithgow	Wagga Wagga
Cessnock	Lockhart	Walcha
Clarence Valley	Mid-Coast	Warrumbungle
Coffs Harbour	Muswellbrook	Weddin
Coolamon	Nambucca	Wingecarribee
Dungog	Narrandera	Wollondilly
Eurobodalla	Oberon	Yass Valley

NORTHERN TERRITORY		
Barkly	East Arnhem	Wagait
Belyuen	Palmerston	West Arnhem
Darwin	Tiwi Islands	

QUEENSLAND		
Cairns	Gympie	Paroo
Cassowary Coast	Hinchinbrook	Quilpie
Doomadgee	Lockyer Valley	Scenic Rim
Douglas	Maranoa	Tablelands
Fraser Coast	Palm Island	Yarrabah

SOUTH AUSTRALIA		
Adelaide Hills	Northern Areas	Tumby Bay
Alexandrina	Orroroo Carrieton	Victor Harbor
Barunga West	Peterborough	Whyalla
Flinders Ranges (south)	Port Lincoln	Wudinna
Kangaroo Island	Port Pirie City	Yankalilla
Kimba	Roxby Downs	Yorke Peninsula
Mount Barker	Streaky Bay	
Mount Remarkable	The Coorong	



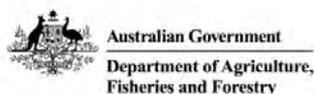
Appendix 1: Eligible Local Government Areas (continued)

Small Networks Grants – Stream 1 Priority Local Government Areas (LGAs)

TASMANIA		
Brighton	Hobart	Waratah / Wynyard
Circular Head	Kentish	West Coast
George Town	King Island	West Tamar
Glenorchy	Launceston	

VICTORIA		
Ararat	Greater Geelong	Queenscliffe
Ballarat	Hepburn	Southern Grampians
Colac-Otway	Mansfield	Surf Coast
Corangamite	Moorabool	Towong
Glenelg	Moyne	Warrnambool
Golden Plains	Pyrenees	Wodonga

WESTERN AUSTRALIA		
Ashburton	Dumbleyung	Pingelly
Augusta-Margaret River	Dundas	Port Hedland
Beverley	East Pilbara	Quairading
Boddington	Esperance	Ravensthorpe
Brookton	Gingin	Shark Bay
Broome	Goomalling	Tammin
Busselton	Halls Creek	Three Springs
Carnamah	Kalgoorlie / Boulder	Toodyay
Chittering	Karratha	Victoria Plains
Christmas Island	Kondinin	Wagin
Collie	Kulin	Wandering
Coolgardie	Laverton	Waroona
Coorow	Leonora	Wickepin
Cuballing	Meekatharra	Williams
Cue	Menzies	Wongan-Ballidu
Cunderdin	Moora	Wyalkatchem
Dalwallinu	Murray	Wyndham-East Kimberley
Dandaragan	Narrogin	Yalgoo
Dardanup	Ngaanyatjarraku	York
Derby-West Kimberley	Northam	
Dowerin	Perenjori	



Appendix 1: Eligible Local Government Areas (continued)

Stream 2: Eligible Local Government Areas (LGA's)

The below list of LGAs in the NSW Far West, NT Tablelands, NT Arid Lands and WA Great Southern regions are eligible to apply for grants up to \$50,000, where there is no active Community Impact Program.

No other LGAs, other than those listed here, are eligible to apply for Stream 2 funding.

New South Wales

Region 1: NSW Far West
Balranald
Bourke
Brewarrina
Broken Hill
Central Darling
Unincorporated NSW
Walgett
Wentworth

Western Australia

Region 19: WA Great Southern
Albany
Broomehill-Tambellup
Cranbrook
Denmark
Gnowangerup
Jerramungup
Katanning
Kent
Kojonup
Plantagenet
Woodanilling

Northern Territory

Region 14: NT Arid Lands
Alice Springs
Central Desert
MacDonnell

Region 15: NT Tablelands
Coomalie
Katherine
Litchfield
Roper Gulf
Unincorporated NT
Victoria Daly
West Daly

10.4 COMMUNITY SERVICE PROGRESS REPORT

File Number: C8

Author: Raquel Pickering-Librarian

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: Nil

PURPOSE

The purpose of this report is to provide information on the activities within Council's Community Services section for the month of November 2023.

BACKGROUND

The Community Services section focuses on our community and our people and the support that Council offers in the delivery of positive outcomes. A short description is provided for Councillors reference for the key areas in the Community Services section as follows:

- **Community Services**

Reports on the number of services, programs, and strategies to support the community. This includes Council's involvement with the interagency meetings and committee meetings, cultural events, and activities and some events for our community (Tourism and Events will also cover other events not managed by the Community Services team.).

- **Library Services**

Coonamble Shire Council is a member of the Northwestern Library Service (NWLS). The Service covers four local government areas and encompasses the libraries therein, i.e. Bogan (Nyngan), Coonamble, Gilgandra and Warren (where the Manager is based).

The Coonamble Library has two satellite branches located in the villages of Gulargambone and Quambone within the Coonamble Shire Local Government Area. The Librarian purchases stock that is rotated to all libraries and participates in book exchanges with Gulargambone and Quambone seven times per year. The Gulargambone Library is run under an agreement with the Gulargambone Rural Transaction Centre Committee. The Quambone Library is run by an employee of Council.

- **Children and Youth Services**

Council provides services in after school activities in Gulargambone and Quambone. Council also delivers school holiday programs and the Youth Week Program. Council also operates a Youth Forum/Council.

- **Integrated Planning and Reporting (IP&R) Framework**

Following the adoption of the Community Strategic Plan at the 15 June 2022 meeting, updates on the IP&R Framework will now be reported back in the Community Services Report.

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

Community Strategic Plan - P1 Community Services and Wellbeing

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

- (b) **Financial Considerations**

There are no financial considerations arising from this report.

COMMENTARY

In line with Council's 2022 / 23 Operational Plan, this report presents a summary of community service progress and activities for the month previous.

COMMUNITY SERVICES

- **COMMUNITY SERVICES MANAGER**

The Community Services Manager's position description has been advertised and a preferred candidate determined.

LIBRARY SERVICES

- **NORTH WESTERN LIBRARY AGM**

Coonamble hosted the North Western Library AGM on Wednesday 1 November. A report detailing the past year in review for each Council Library was submitted and received. Unfortunately, due to circumstances beyond their control, no Councillors were present due to a number of reasons, and so a decision was made to hold another meeting in the new year. At the last AGM, Warrumbungle Shire Council had approached North Western with the possibility of leaving their current group, Macquarie Regional Library, and joining North Western. At that time, North Western responded to Warrumbungle asking for further information before any decisions could be made. Since that time, we have received nothing from Warrumbungle Shire Council. It was decided that North Western would contact Warrumbungle once again and let them know that until further information can be provided, we will be declining their request at the current time.

- **STATE LIBRARY NSW GRANT**

Many thanks to Council staff David Levick, Mick Bell and Amdad Bhuiyan for their help in sourcing quotes and resources for the application to the State Library NSW for the grant Safe and Sound. This grant focuses on keeping our members and visitors safe around the Library precinct with a fence, changes to the entry and egress location, installation of additional cameras and a fantastic circular seat around

our magnificent pine in the front of the Library. Notification of the outcome of the grant typically comes during February/March.

- **ACTIVITIES AND EVENTS**

The Librarian participated in the Wellbeing Day with the Tourism and Events Officer in MacDonald Park. Information was available on Animal Registration, Library services and wellbeing activities. The Tourism and Events Officer offered lessons in weaving bracelets as a mental health activity.

- **DEEP CLEAN**

The Library underwent a deep clean by a local business with rooms that had not had a thorough cleaning since the mice plague being washed as well as vacuumed. The rest of the library was given a normal clean in the lead up to Council's new cleaner starting. A fantastic job with the rooms smelling and looking like new.

- **PROFESSIONAL DEVELOPMENT**

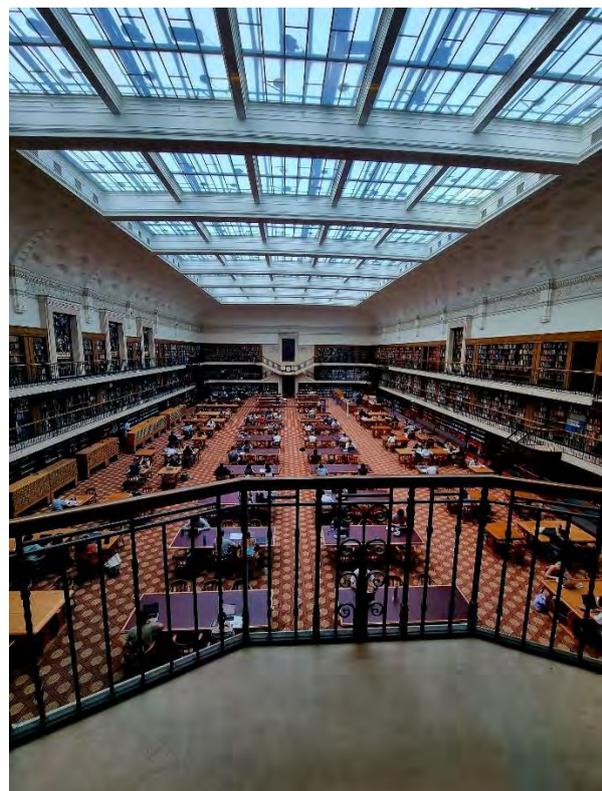
The NSW Public Libraries Association Annual Conference, SWITCH, was identified as one of a few key professional and networking opportunities available to Librarians in NSW, and as such, has been recognised in the annual appraisal of Councils' Librarian, Raquel Pickering, as being an event to attend for the past nine years. Due to staffing and COVID-19, Raquel has been unable to attend until this year.

SWITCH23 was held in Penrith at the new Western Sydney Convention Centre. This conference is held yearly, with the venue switching between Metro to Regional each year. Two delegates from the North Western Library attended, Raquel Pickering Librarian Coonamble Shire Council, and Pam Kelly Regional Manager North Western Library. With over 400 participants and delegates consisting of Librarians and Councillors from across NSW including our neighbouring LGA's such as Macquarie (Dubbo, Coonabarabran etc), 2023 was the best attended SWITCH so far. The theme of SWITCH23 was Equality, Inclusion and Diversity which covered such topics as regarding race, religion, culture, mental and gender diversity.

Panels, presentations, and keynote speakers addressing the theme were held over three days. Speakers such as Pauline Nguyen, Carly Findlay, Judy and Tim Sharp and Sami Shah spoke of their personal battles with equality and inclusion and how libraries and those who staff them, are safe harbours. These speakers, as well as all others who addressed attendees, acted as great inspiration for possible events and programmes that Coonamble Shire Library may be able to stage in the future, by scaling down to our staffing and budgetary limits. The NSW Public Libraries Association, of which Coonamble Shire Council is a member, held their AGM on the last day. The minutes of this meeting have not yet been produced.

Of particular importance this year was an event organised by the NSW Public Libraries Association with the NSW State Library – a fully escorted free tour of the NSW State Library. This tour has never been offered before and is not expected to be offered in the future. Being able to attend the tour enabled Raquel to meet with Librarians, Officers and contacts that are invaluable in her role at Council.

The conference was very helpful both professionally and personally in the development and networking opportunities afforded to attendees. Side note: Raquel won a fully paid registration (approx. \$950) to SWITCH24 which will be held in Coffs Harbour in November 2024.



Raquel “meeting” a life size Dolly Parton and thanking her for bringing Dolly Parton’s Imagination Library to Coonamble

Just one of the many reading/research rooms at the State Library of NSW.



Coonamble Librarian, Raquel Pickering, and North Western Library Regional Manager Pam Kelly, attending the SWITCH23 conference.

- **Library Statistics (26 October 2023 – 30 November 2023)**

Service	Loans	New M/ships	Wi-Fi	Internet (people)	Internet (hours)	Kids Comp (children)	Junior Visits	Adult Visits
Coonamble	506	2	23	138	2295	80	125	302
Gulargambone	37	1						

- **Manual Statistics - Coonamble** (numbers refer to people attending)

Library Visits	Reference Enquiries	Technology Enquiries	Local History	VIC Enquiries
427	7	52	4	6

- **Activity Statistics - Coonamble** (numbers refer to people attending)

Senior Craft	Pre-School Visits	Housebound	Storytime	Seniors Cinema	Other
12	26	2	36	12	8

CHILDREN AND YOUTH SERVICES

Council’s Children and Youth Services have been impacted with staff shortages. Despite these shortages, Council has been able to deliver the After School Care in Gulargambone and Quambone. Council’s Casual Youth Workers are partnering with other service partners to deliver services.

(a) Governance/Policy Implications

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

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

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

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

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

(f) Risk Implications

There are no risk implications arising from this report.

CONCLUSION

The updates provided in this report deliver information to Council on the key activities undertaken in Council's Community Services section for the months of September 2023.

RECOMMENDATION

That Council notes the information contained in this report.

10.5 ECONOMIC DEVELOPMENT & GROWTH - PROGRESS REPORT**File Number: D5****Author: David Levick-Manager Economic Development and Growth****Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance****Annexures: Nil****PURPOSE**

The purpose of this report is to provide Council with an update on recent activities and the progress of projects which contribute to the economic development and growth of the Local Government Area (LGA).

BACKGROUND

The Economic Development and Growth function is tasked with providing effective and efficient delivery of a broader economic base for the LGA, enhancing business prospects, growth, and development. The function facilitates the development of programs and activities that will stimulate economic development by assisting growth and retention of businesses, as well as aiming to reduce barriers and attract diverse, sustainable, and responsible new industry development and improve the profile of the Coonamble LGA to attract investment, industry, new residents, and tourism.

(a) Relevance to Integrated Planning and Reporting Framework

ED1.2 Develop our economy, including the visitor economy.

I1.5 Adopt successful strategies which maximise our community's access to quality infrastructure and assets (I1.5.2 – Coonamble Livestock Regional Market).

(b) Financial Considerations

Activities undertaken as described by this report are within approved operational budget allocations for tourism and economic development activities and capital projects or are funded through grant monies.

COMMENTARY**Coonamble Christmas Street Party and Concert**

Thirty-eight stall holders and nine main street businesses opened their doors on Saturday evening, 2 December, for the Coonamble Christmas Street Party and Concert.

While the number of stall holders was one of the largest markets in recent years, the main attraction was the return of our homegrown 'stars': Max Jackson, Kylie Gail and Castlereagh Connection, who drew a large and appreciative audience.

Council staff from various departments have met to reflect on the logistics and other arrangements of this year's event. Meanwhile, stallholders, business owners and

people who attended the Street Party are being asked to provide feedback so that any future event fully considers community sentiment.



Grants

Overview:

Status	This Month	Last Month	Year to Date
Grant-funded projects completed	0	0	1
Grants to be acquitted	6	6	
Grants in progress	20	18	
Grant submissions awaiting decision	3	6	
Successful grant applications	2	0	3

Detailed Status:

Grants completed & awaiting acquittal	Responsibility	Comment
Coonamble Community Recycling Centre	CPDG	
Town Entrance Public Art (DSP)	CPDG	
Leaps & Bounds at Coonamble Sportsground	CPDG	
TARP41 Coming to Coonamble (TfNSW)	CPDG	
TARP39 Community Resource (TfNSW)	CPDG	
TARP38 Coonamble Kids (TfNSW)	CPDG	

Grants in progress	Responsibility	Comment
Gulargambone Youth Centre external upgrades	CPDG	Final stages underway.
Restore Trooper Stables at Museum	CPDG	DA submission
Riverside Caravan Park Development	CPDG	Ongoing
Youth Council re-establishment	CPDG	Variation being drafted
Women’s Change Rooms at Sportsground	CPDG	Detailed design stage
Walking Loop around Sportsground	CPDG	Nearing completion

Grants in progress	Responsibility	Comment
Coonamble Family and Youth Fest	CPDG	In progress
Limerick Street Footpath	INF	Contract in preparation
Pedestrian Access & Mobility Plan grant	INF	Final stages underway.
Coonamble Artesian Bathing Experience	CPDG	Land acquisition
Coonamble Youth Empowerment Program	CPDG	Contract prepared
Business Cases for Tourism Infrastructure	CPDG	In progress
Gulargambone Sportsground Amenities	CPDG	Detailed design stage
Coonamble Region Art Trail	CPDG	Funding Deed signed
Wanderers Tennis Club court upgrades	CPDG	Funding Deed signed
Female Friendly Community Facilities	CPDG	Detailed design stage
Mosquito Management Plan	INF	In progress
Footpath design to Cble Showground	CPDG	Detailed design stage
Australia Day gatherings	CPDG	In progress
Regional Youth Holiday Break activities	CPDG	In progress

New grants

Council has been successful in attracting funding for the following events:

- Australia Day gatherings in Coonamble and Gulargambone (\$15,000) from the National Australia Day Foundation.
- Regional Youth Holiday Break funding for school holiday activities in January 2024 (\$15,000) and April 2024 (\$7,000) from the State Government's Department of Regional NSW.

Grant applications submitted and awaiting decision:

Council has submitted applications and is awaiting a decision for the following grants:

- Public Library Infrastructure Grant – \$89,398 to fence around the library, to install a circular seat under the pine tree in front of the library and to install a new security system.
- Regional Housing Strategic Planning Fund – \$72,183 to prepare a Regional Housing Strategic Plan for Coonamble Local Government Area.

Communications

Council continues to maintain its communication with the community through:

- 1 x weekly half-page advertisement, *Weekly Connect* in *The Coonamble Times*, with unique content – advertising Requests for Quotations, Tenders and Expressions of Interest, policies and other reports currently on public exhibition and upcoming events for the community.
- Paid classified advertising for current tenders, requests for quotations, expressions of interest and positions vacant.
- Posts in the News column on the homepage of Council's website, on various topics as required.
- Posts in the Events Calendar hosted on Council's website.
- Posts on Council's Facebook page, on various topics as required.

- Council's website – sharing all policies, plans and procedures, fees and charges, and documents for public exhibition, in the spirit of open and transparent governance.
- Media releases as required – on road conditions, water supply interruptions, etc.

The Annual Report 2022-23 was completed and published on Council's website as required by the Office of Local Government. Copies of the report are available on the website, while hard copies are available for the community to review at Council's Administration Office, Coonamble Library, Gulargambone Library and Quambone Store.

Proposed 'Meat Me In Coonamble' Event.

At the September 2023 Ordinary Meeting of Council, Mr Scott Richardson, of the Bucking Bull Hotel, presented a concept for a 'Meat Me In Coonamble' food festival. It was resolved that a further report be made to Council on the feasibility of such an event.

Considerations

It is noted that the purpose of the proposed event is to attract more visitors to Coonamble.

Three similar events in Coonamble have failed to attract participants as stand-alone activities in the past year. This indicates either a lack of sufficient marketing, little community interest or both.

The local Bovine Appreciation Club could be a major driver of such an event, however, this club is now in recess due to lack of suitably trained staff at the school to sustain it, lessening the human resources and likely interest in any proposed event.

There would be an opportunity cost if Council supported such an event, requiring the commitment of financial and human resources that are currently allocated to support existing events or services to undertake this proposal.

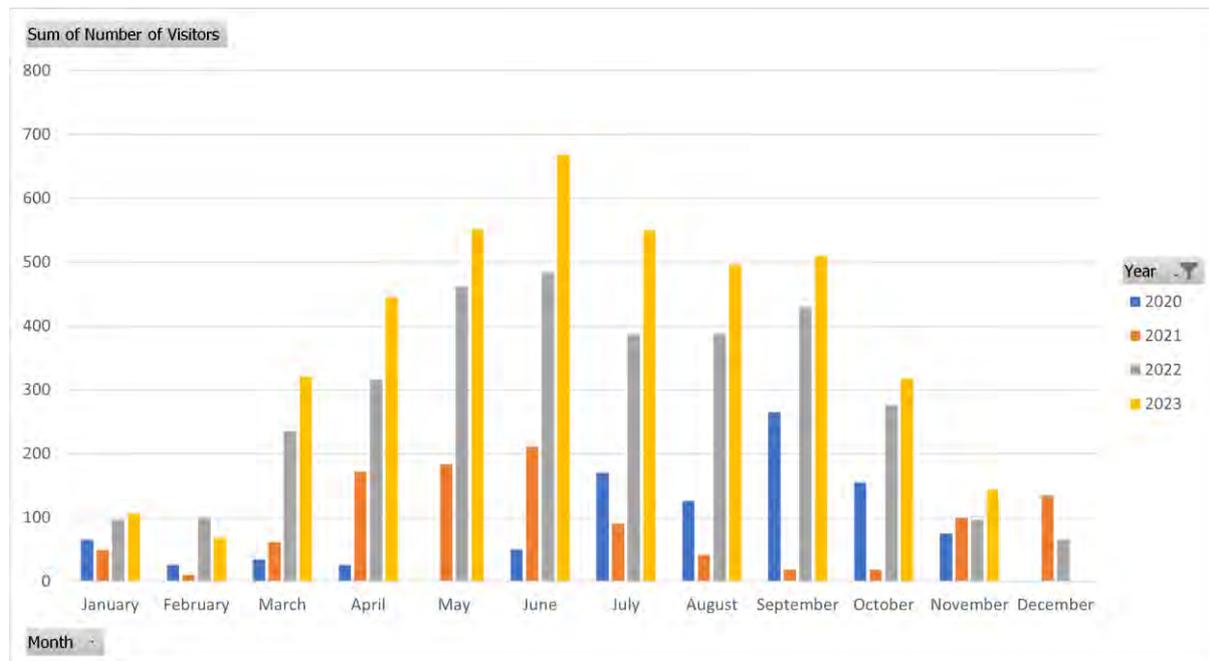
A 'Meat Me In Coonamble' event could be held in conjunction with an already established and successful event, such as the Rodeo and Campdraft, Coonamble Gold Cup or with the Coonamble Colour Carnivale/Bougainvillea Festival that has yet to be developed. A 'Meat Me In Gular' event could be held as part of the Pave the Way to Gular Art Festival, or 'Meat Me In Quambone' could be held in association with the Quambone Polocrosse Carnival.

It would be prudent to piggy-back this proposed 'Meat Me In Coonamble' activity on another established event so that tourist interest and public sentiment can be measured and used as a foundation for decisions about Council's financial and human resource commitment to this additional activity. Interested members of the public could also be encouraged to form a taskforce to organise a small-scale event.

Tourism Statistics

During November 2023, the Information and Exhibition Centre attracted 173 visitors. These visitor numbers are aligned with seasonal travel trends and remain a positive increase compared with previous years.

Travellers visiting the Information and Exhibition Centre are primarily from within NSW, followed by Queensland. Most commonly, those engaged with were travelling through and staying in the Coonamble Shire for less than a day with just 16% staying 2-3 nights or more. It is the goal to increase this number of people staying two nights or more in order to support the local economy.



The Coonamble District Store serves as an opportunity to showcase our region's culture, lifestyle and experiences by promoting local businesses and artists through a range of merchandise available for purchase.



As a special promotion heading into the festive season, staff worked with local suppliers to put together 'Taste of Coonamble' Christmas Hampers. Each hamper has been packaged for residents to be able to conveniently send by post to friends and family outside the area. Each hamper includes Rosemary and Garlic flatbread and a jar of preserve by Amanda Colwell, dehydrated Fruit Cocktail Garnish, by

Dubbo Street Food Cart, a handmade shallow serving bowl featuring the Coonamble Street Scape by Terraluca Ceramics, a gift tag featuring artwork by Miss Vet and printed in Coonamble, locally harvested and packaged dried seasoning mix, by Gilgooma Goods, and a "I love Coonamble" fridge magnet from the Information and Exhibition Centre merchandise collection. Hampers cost \$70 to purchase and are available from the Information and Exhibition Centre.

Representatives from several Councils attended the Netwaste Regional Forum Meeting hosted by Coonamble Shire Council 23-24 November. On the first day of the forum, attendees were welcomed to the Coonamble Shire at the Coonamble Information and Exhibition Centre, followed by a private tour of the Museum Under the Bridge.



Museum Statistics

Throughout November, 12 people toured the Museum Under the Bridge. These attendees were predominately by appointment, outside of scheduled opening hours, indicating the effectiveness of the change of signage from 'Closed' to 'Book Now'.

Events

About 45 events are expected to be held in Coonamble Shire during 2024. The majority of these are organised by Council, however, there are several events organised by other sporting clubs and service organisations.

In an effort to develop a more coordinated approach to the holding of such events, and to minimise the likelihood of double-bookings, Council's staff will be developing and populating an Events Calendar as a central point of reference for all organisations seeking to host an event in Coonamble Shire. This assists with the workload of the Parks and Urban Services team, who are often called upon to prepare grounds and set-up and take down marquees.

Upcoming events

- 5 December, Volunteer Appreciation Day

This event is being held on International Volunteer Day to recognise the significant contribution volunteers make in a variety of capacities throughout the Coonamble Shire.

- 26 January, Australia Day gatherings in Coonamble and Gulargambone.

(a) Governance/Policy Implications

Policies relevant to activities reported here include the Community Consultation Policy.

(b) Legal Implications

There are no legal implications directly associated to this report.

(c) Social Implications

Projects and initiatives described in this report are undertaken with the objective of delivering social benefits to the Coonamble LGA.

(d) Environmental Implications

There are no environmental implications directly associated to this report.

(e) Economic/Asset Management Implications

Development of the projects proposed for funding through available grants are initiatives to meet objectives of the Community Strategic Plan 2022-32, Delivery Program 2022-2026, Coonamble Shire Masterplan 2020, the Economic Development Strategy 2021 and the Coonamble Destination Management Plan 2020.

(f) Risk Implications

Regular reporting to Council provides an opportunity to communicate and manage any ongoing or unexpected related risks that may emerge.

CONCLUSION

Economic Development and Growth activities continue to progress according to the Economic Development Strategy 2021. Tourism activities and projects continue to progress according to the Economic Development Strategy 2021, and work towards achieving the goals of the Coonamble Destination Management Plan 2020.

Overall, it can be seen that grant funding from State and Federal Government sources are being offered less frequently than in past years.

The number of events in which Council is involved as a direct or indirect stakeholder is increasing significantly, which is placing greater pressure on staff and resources of the Parks and Urban Services team and Economic Development and Growth team. These events contribute to the growth of the Tourism Economy, and Council may need to increase the budgets of these two teams in the future to facilitate this growth.

RECOMMENDATION

- 1. That Council note the information in the report.**
- 2. That Council write to Mr Scott Richardson regarding the 'Meat Me In Coonamble' proposal, suggesting he lead an initiative to incorporate such an event in an already established and successful event in the Shire.**

10.6 ENVIRONMENT AND STRATEGIC PLANNING PROGRESS REPORT

File Number: E5

Author: Lesley Duncan, Building & Compliance Manager

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: Nil

PURPOSE

To provide information on the activities within Council's Environmental Services section and Strategic Planning information for the month. This progress report considers town planning and strategic land use planning, compliance and regulation, environmental management, public health, and waste management matters.

BACKGROUND

The Environment Services section focuses on all town and environmental planning requirements including regulation and compliance, public health requirements, waste management, and environmental management considerations.

Strategic Land Use Planning refers to updates to Council's planning instruments and are also included. This report provides a summary of November 2023.

The following topics will be included into the Council Report where there is relevant information to report on. For the purposes of the new Council, a short description is provided for reference:

- Compliance and Regulation

The *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* ('EP&A Act') and *Protection of the Environment Operations Act 1997* are the main legislations providing provisions around environmental management. Compliance and regulation enforce individuals, organisations and businesses to comply with the relevant act or regulation. Environmental management can include, but is not limited to, atmosphere, built environment, heritage, land, and water.

- Development Application Information

Information on development applications lodged in the Coonamble local government area, however, the consent authority relates to another authority and not Council or its delegated staff/contractors. This can include the:

- Independent Planning Commission for state significant development,
- Regional planning panel for regionally significant development, or
- Public authority (other than council) depending on the type of development declared with an environmental planning instrument.

These types of development applications are rare.

Strategic Land Use Planning

Matters relating to the potential amendments to Council's planning instruments such as the Coonamble Local Environmental Plan or Council's Development Control Plans. Council staff also attend forums, committees and workshops around strategic land use planning, and this will be provided to Council for information.

- Sustainability and Environmental Management

Opportunities exist for Council to promote ecologically and environmentally sustainable land use and development, initiatives, and programs. Information under this topic will be reported when opportunities present itself and can come from government agencies, community groups and environmental champions.

- Ranger's Monthly Report

This report provides a summary of companion animals (cats and dogs) impounded and other animals. This includes information of how many animals were rehomed and euthanised. Information on dog attacks is also provided.

(a) Relevance to Integrated Planning and Reporting Framework

P3.1.2. Inspection of Food Premises.

I3.3.1. Implementation Waste Management recommendations.

EN1.1.1. Enforcement of environmental regulations.

EN.1.1.2. Continue to review Local Environmental Plan.

EN.1.1.3. Ensure compliance with NSW Building Certification.

EN.1.1.4 Provide quality over counter, telephone, and email advice to customers.

EN.1.1.5 Approvals completed within timeframe required.

P2.2.4 Controlling straying animals.

(b) Financial Considerations

There are no direct financial considerations with this report.

COMMENTARY

Compliance and Regulation

Development Control Orders, Public Health Orders and Infringements

Since the last reporting period no public health orders have been issued.

Development Application Under Delegated Authority

Information provided in this section of the report, provides Council information on what has been determined for the month and not subject to the Council's endorsement or approval.

Individual development applications that require the elected Council's approval will be under its own separate Council business paper report with the recommendation to determine the application as approved or refused.

Under the *Government Information (Public Access) Act 2009* (GIPA Act), information in the form of Development Applications and its associated information is prescribed as 'open access information' by Clause 3 of Schedule 1 of the GIPA Act. This also includes staff's development assessment report that is written prior to an application's determination. This provides a high level of transparency.

Under delegated authority, the following is a summary of applications approved in November 2023.

November 2023			
Application Number	Description of Works	Address of Proposed Works	Approved Date
DA007/2023	Extractive Industry - Quarry	1587 Goorianawa Road, Black Hollow	2/11/2023
DA033/2023	Dual Occupancy	11 Auburn Street, Coonamble	13/11/2023
DA034/2023	Multi-Unit Development (3 x 4 bedroom units)	21 Mundooren Street, Coonamble	28/11/2023

Western Regional Planning Panel

The Western Regional Planning Panel met on 24 October 2023 to determine DA007/2023 – Extractive Industry (Quarry). The panel resolved to approve the application on 2 November 2023.

Ranger's Report

The Ranger's report is provided for November 2023. The following is a summary of companion animal statistics.

CORRESPONDENCE	November	Year to Date 2023/2024 Total
Infringements (Animals)	0	0
Infringements (Other)	0	0
Change of Details		19
Microchipped dogs	6	49
Registrations	6	30
Nuisance dog declaration	0	0
Dangerous dog declaration	0	5
Menace dog declaration	0	0
Seized Dogs	0	5
Notice of Possession	0	3

Impounded animals

During the month of November 2023, a total of 20 dogs and one (1) cat were impounded.

The following provides a breakdown:

November	Dogs	Cats
Returned to owners	1	
Rehomed	5	
Euthanised	0	
Still in Pound	6	
Impounded*		

*Of the total impounded during November, five (5) dogs and three (3) cats were surrendered in Coonamble.

Dog attacks

Five (5) dog attacks were reported during the reporting period. Investigations are continuing.

(a) Governance/Policy Implications

The report provides Council with opportunities to understand governance and policy implications in the environment and strategic land use planning. There may be risk implications depending on the nature of the enquiry.

(b) Legal Implications

Whilst not yet formally received by Council, the EPA has indicated its intention to serve Council both a Clean-up and Prevention Notice in accordance with the provisions contained within the *Protection of the Environment Operations Act 1997*.

(c) Social Implications

Providing information that is open and transparent to the community will provide positive social implications for the community to understand the work that Council does.

(d) Environmental Implications

The progress report allows for environmental management to be an area of focus for Council and subsequently providing positive environmental benefits. This specifically relates to the area of public health, environmental sustainability, and waste management.

(e) Economic/Asset Management Implications

There may be risk implications depending on the nature of the enquiry.

(f) Risk Implications

There may be risk implications depending on the nature of the enquiry.

CONCLUSION

The Environment and Strategic Planning Progress Report has considered town planning and strategic land use planning, compliance and regulation, and environmental management and health since the last meeting.

RECOMMENDATION

That the Environment and Strategic Planning Progress Report be received and noted.

10.7 DRAFT 'REAL COUNTRY' TOURISM DESTINATION STRATEGIC PLAN AND SUITE OF BUSINESS CASES

File Number: G5

Author: David Levick-Manager Economic Development and Growth

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures:

- 1. Draft Real Country Destination Strategic Plan (under separate cover) **
- 2. Draft Suite of Business Cases (under separate cover) **

PURPOSE

To accept the draft Real Country Destination Strategic Plan and the suite of Business Cases for priority projects and place these on public exhibition for community comment.

EXECUTIVE SUMMARY

Three deliverables have now been finalised under the 'Real Country' Business Case and Strategy Development collaborative project between Coonamble, Gilgandra and Warrumbungle Shires:

- Community Engagement Report (explaining how the community was engaged and what was learnt from that engagement, for the information of Council and the community).
- Draft Real Country Destination Strategic Plan (detailing the strategy and key points of focus for the development of a regional tourism industry).
- Draft Business Case documents for a priority project in each of the three Shires (giving detailed proposals, costings and ongoing operational costs – with Coonamble's being development of the Warrena Creek Reserve).

The draft Destination Strategic Plan and draft Business Cases require a period of public exhibition in order for the community to be given the opportunity to comment, before being finalised, taking into account that public critique.

BACKGROUND

During the past three years Coonamble, Gilgandra and Warrumbungle Shire Councils have collaborated on the development of a regional tourism industry, using the branding of 'Real Country'.

The partnership was successful in attracting funding, under the Business Case and Strategic Development Fund, and engaged People, Place and Partnership to develop the required documentation.

The consultant visited each of the three regions and, in Coonamble, consulted the community in general and the Local Aboriginal Lands Council, accommodation and tourism providers.

This Real Country project is strategically aligned with State and local strategic plans and community priorities and vision for the future, particularly:

- The NSW Visitor Economy Strategy 2030

- Destination Country and Outback – Destination Management Plan 2022-2030.
- Castlereagh and Western Plains Regional Economic Development Strategies.
- Individual Council's Community Strategic Plans and relevant strategy documents.

The infrastructure projects prioritised for the Business Cases centre on the natural beauty of the Castlereagh River and other waterways flowing through the Real Country region, with the stunning backdrop of the Warrumbungle Mountains. They also celebrate cultural diversity and recognise Wayilwan, Gamilaraay and Wiradjuri Country.

The vision for the Real Country region is one of building economic resilience by lessening reliance on agriculture as the sole economic driver for local economies, which in times of drought, has significant negative impact on all sectors of the community. By developing the Real Country region as a destination for tourists, their spending will contribute to sustaining local businesses during such times. The draft Destination Strategic Plan sets out how to accomplish this.

The draft Business Cases offer investment-ready projects for future funding opportunities.

It was agreed among the three participating Councils that the value of each of the catalyst Business Case projects would each be of some \$5 million.

(a) Relevance to Integrated Planning and Reporting Framework

- ED1.2 Develop our economy, including the visitor economy.
- I1.5 Adopt successful strategies that maximise our community's access to quality infrastructure and assets.

(b) Financial Considerations

- None at this stage. The grant is being managed by Gilgandra Shire Council. The recommendation to place the draft documents on public exhibition incurs negligible costs.

COMMENTARY

The three documents – the Community Engagement Report, the draft Real Country Destination Strategic Plan and the draft Business Cases – are available in the Annexures to this meeting.

(a) Governance/Policy Implications

The draft documents must be exhibited for a minimum of 28 days.

(b) Legal Implications

There are no legal implications in the exhibition of the documents.

(c) Social Implications

A particular focus has been on not only developing projects that have appeal to tourists but that also increase local community usage of key sites, such as Warrena Creek Reserve in Coonamble.

(d) Environmental Implications

None.

(e) Economic/Asset Management Implications

When adopted, the proposed activities within the Business Case for the Warrena Creek Reserve will need to be incorporated into the draft Plan of Management for the reserve before its finalisation.

(f) Risk Implications

There are no risk implications at this time in publicly exhibiting the draft documents.

RECOMMENDATION**That Council:**

- 1. Make available copies of the Real Country Community Engagement Report for the information of the public.**
- 2. Place the draft Real Country Destination Strategic Plan and draft suite of Business Cases on public exhibition for a period of 28 days for the purpose of eliciting submissions from the community.**
- 3. Note that the Manager Economic Development and Growth will present a further report to Council at the end of the public exhibition period, together with all submissions received across the three collaborating Shires, for Council's further consideration and adoption of the Real Country Destination Strategic Plan and suite of Business Cases (with or without changes) at an Ordinary Meeting in early 2024.**
- 4. Formally adopt, in the event of it not receiving any submissions during the public exhibition period, the Real Country Destination Strategic Plan and suite of Business Cases.**

10.8 SALEYARDS REPORT- OCTOBER AND NOVEMBER 2023

File Number: S1

Author: Deborah Tatton, Acting Manager Finance

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: 1. **Saleyard And Truck Wash Profit and Loss October and November 2023** [↓](#) 

PURPOSE

The purpose of this report is to keep Council informed of monthly income and expenditure associated with the saleyards.

BACKGROUND

The following information details income and expenditure associated with the Coonamble saleyards for the month of October and November 2023.

(a) Relevance to Integrated Planning and Reporting Framework

14.1 Ensure long term management and protection of our community assets.

(b) Financial Considerations

The Saleyards / Truck wash unit was originally set up as a business unit for Council.

This Saleyards needs some major maintenance works but has been running at a financial deficit for years. Fees and Charges will be required to be addressed in the 2024/25 budget cycle to mitigate the losses.

Saleyards Activities

Due to the dry weather there were no sales held in October or November. With the drier weather, there is less cattle available for sale and this is predicted to continue for the next few months with limited rainfall forecast.

The following works have been carried out:

- Corner troughs to be installed by the end of the year
- Replacement of perimeter yards and laneway. Works are expected to be completed by the end of the year
- General maintenance as required.

The proposed site visit for November will now be arranged for a time in December, after which a detailed report of the outcomes will be tabled.

Truck Wash

The following works were carried out during the period:

- General maintenance as required.

SALEYARDS ACCOUNT 01/10/2023 - 30/11/2023

Saleyard Operations:

Income	26,122
Expenditure	<u>46,926</u>
Deficit	(20,804)

Truck wash:

Income	10,110
Expenditure	<u>10,651</u>
Deficit	(542)

Summary:

Income	36,232
Expenditure	<u>57,578</u>
Deficit	<u>(21,346)</u>

(c) Governance/Policy Implications

Maintenance of Council’s infrastructure assets is carried out in accordance with Council’s adopted management plans.

(d) Legal Implications

There are no legal implications arising from this report.

(e) Social Implications

There are no social implications arising from this report.

(f) Environmental Implications

There are no environmental implications arising from this report.

(g) Economic/Asset Management Implications

Works are generally scheduled in accordance with Council’s adopted Operational Plan and Budget to ensure Council’s assets are maintained to an appropriate standard within budget limitations. This asset needs some major maintenance works but has been running at a financial deficit for years. More favourable seasonal conditions means that this asset is currently being used on a more frequent basis, but there are risks for Council involved with knowingly using an asset that does not comply with all legislative and other industry standards. Although a difficult situation to address, Council will have to objectively consider all facts surrounding the saleyards, and the most appropriate way forward with responsibly managing this facility into the future.

Council adopted the following resolution at its Ordinary Meeting held on 15 September 2021:

RESOLUTION 2021/217

Moved: Cr Bill Fisher Seconded: Cr Karen Churchill

That Council pursues the development of an upgrade plan for the Saleyards facility to comply with the Environmental Protection Authority (EPA) and other Government Agencies' requirements and that the Executive Leader Environment, Strategic Planning obtains quotes in this regard for Council's consideration.

CARRIED

(h) Risk Implications

Maintenance works are scheduled and carried out within budgetary constraints to reduce Council's overall risk exposure.

Council has significant risk exposure from "unknown" itinerant use. No fees are charged for overnight use despite arguably the highest risk exposure by way of unload and reload of stock. Council needs to explore the full control of the site to mitigate risk.

CONCLUSION

The saleyard operations are being closely monitored to ensure effective service capability within the resources available.

A suitably qualified consultant is being sought to prepare a report on the saleyards and truck wash for the preparation of a business plan to transition the facilities to compliance, efficient operations and sustainability.

RECOMMENDATION

That the report is received and noted.

ScreenName: Auto-saved screen

Data: General Ledger Data

Filter: All

Calendar: YTD for November 2023-24

2023 01:00 AM

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Full Account	Annual Amended Budget	Jul MTH Actuals	Aug MTH Actuals	Sep MTH Actuals	Oct MTH Actuals	Nov MTH Actuals	Dec MTH Actuals	Jan MTH Actuals	Feb MTH Actuals	Mar MTH Actuals	Apr MTH Actuals	May MTH Actuals	Jun MTH Actuals	YTD Actuals
5700-0002 - SALEYARDS														
05 - Revenue														
5700-1150-0000 - Saleyards Fees & Charges - Casual	(3,000)	.00	0	0	-3,550	0	0	0	0	0	0	0	0	(3,550.24)
5700-1152-0000 - Saleyards Fees & Charges - Sale	(110,000)	-4,621.36	-17,951	0	0	0	0	0	0	0	0	0	0	(22,572.18)
5700-1496-0000 - Grants - Saleyards Safety Upgrade	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
05 - Revenue Total	(113,000)	-4,621.36	-17,951	0	-3,550	0	(26,122.42)							
06 - Expenditure														
5700-2245-0000 - Saleyards Insurances	11,801	12,333.96	0	0	0	0	0	0	0	0	0	0	0	12,333.96
5700-2255-0000 - Saleyards Electricity Charges	9,313	.00	1,051	732	470	18	0	0	0	0	0	0	0	2,271.27
5700-2260-0000 - Saleyards Telephone Expenses	646	.00	104	0	52	104	0	0	0	0	0	0	0	260.00
5700-2270-0000 - Saleyards Rates & Charges	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5700-2270-0001 - Saleyards - Rates	6,270	5,820.00	233	0	0	0	0	0	0	0	0	0	0	6,052.80
5700-2270-0002 - Saleyards - User Charges	9,330	252.03	-252	0	649	0	0	0	0	0	0	0	0	648.73
5700-2330-0000 - Saleyards Operating Expenses	19,765	343.21	14	0	357	0	0	0	0	0	0	0	0	713.88
5700-2335-0000 - Saleyards Operating Expenses No GST	0	.00	2,056	0	0	0	0	0	0	0	0	0	0	2,056.08
5700-2340-0000 - Saleyards Maintenance Expenses	72,270	2,526.47	9,435	7,071	1,834	1,724	0	0	0	0	0	0	0	22,589.60
5700-2925-0000 - Saleyards Buildings Depreciation	11,038	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5700-2930-0000 - Saleyards Facilities Depreciation	2,744	.00	0	0	0	0	0	0	0	0	0	0	0	.00
06 - Expenditure Total	143,177	21,275.67	12,641	7,803	3,362	1,846	0	46,926.32						
5700-0002 - SALEYARDS Total	30,177	16,654.31	-5,310	7,803	-188	1,846	0	20,803.90						
5750-0002 - TRUCKWASH														
05 - Revenue														
5750-1150-0000 - Truck Wash User Fees	(29,000)	-1,220.76	-6,113	-2,181	-595	0	0	0	0	0	0	0	0	(10,109.76)
05 - Revenue Total	(29,000)	-1,220.76	-6,113	-2,181	-595	0	(10,109.76)							
06 - Expenditure														
5750-2245-0000 - Truckwash Insurance	100	80.38	0	0	0	0	0	0	0	0	0	0	0	80.38
5750-2255-0000 - Truck Wash Electricity Charges	2,790	.00	231	190	198	8	0	0	0	0	0	0	0	626.96
5750-2260-0000 - Truck Wash Telephone Expenses	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5750-2270-0000 - Truckwash Rates & User Charges	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5750-2270-0001 - Truckwash Rates	0	.00	0	0	0	0	0	0	0	0	0	0	0	.00
5750-2270-0002 - Truckwash User Charges	15,600	5,934.00	-5,934	0	309	0	0	0	0	0	0	0	0	308.67
5750-2340-0000 - Truck Wash Mntce & Repairs	16,020	415.75	420	1,845	540	6,414	0	0	0	0	0	0	0	9,635.43
5750-2930-0000 - Depn - Other Structures	10,400	.00	0	0	0	0	0	0	0	0	0	0	0	.00
06 - Expenditure Total	44,910	6,430.13	-5,283	2,035	1,047	6,422	0	10,651.44						
5750-0002 - TRUCKWASH Total	15,910	5,209.37	-11,396	-146	452	6,422	0	541.68						
6070-0002 - OTHER STRUCTURES														
08 - Non Current Asset														
6070-4999-0012 - Other Struct - Economic WIP	50,000	19,627.27	785	0	0	0	0	0	0	0	0	0	0	20,412.36
08 - Non Current Asset Total	50,000	19,627.27	785	0	20,412.36									
6070-0002 - OTHER STRUCTURES Total	50,000	19,627.27	785	0	20,412.36									
Total	96,087	41,490.95	-15,921	7,657	264	8,268	0	41,757.94						

10.9 WASTE, RECYCLING AND EMPLOYMENT OPPORTUNITIES**File Number:** G1-1**Author:** Janelle Whitehead-Manager Waste, Recycle & Employment**Authoriser:** Phillip Perram, Acting Director Community, Planning, Development and Governance**Annexures:** Nil**PURPOSE**

To provide information on the activities within Council's Waste, Recycling and Employment Opportunities Section for the month of November.

EXECUTIVE SUMMARY

This report advises of "before and after" updates, community engagement, compliance reporting and coordination of contract management of facilities.

BACKGROUND

The ongoing review of Council's waste and recycling services and operations has confirmed the imperative to achieve compliance, explore opportunities and mitigate challenges for the operations to meet the required service levels.

It has also confirmed that Council will require committed partners / contractors to progress to the new service and operation levels which will require increased in-house Council operations.

(a) Relevance to Integrated Planning and Reporting Framework

CSP E1.3 – Improve our strategies, plans and programs so that we successfully balance the sustainable waste expectations of our community within the resources available to us.

(b) Financial Considerations

Council has responsibility for waste management and is subject to scrutiny by the EPA which can result in charges and fines.

Preliminary indications from the Review are that waste charges will need to increase to meet statutory requirements.

COMMENTARY

The key activities during November have included:

Waste and Recycling Review

The Review is being overtaken by contemporary issues which has required reactive management of the functions. This has limited the Review's progress.

However, Council's understanding of each of the facilities requirements has markedly increased over November. Discussions with users, contractors and other operators has confirmed the necessity for a transfer station and the expeditious exclusion of the public from the landfill for both safety and operational reasons.

The transfer of the Coonamble and Gulargambone facilities to Council's management on 1 January 2024 will result in all resources being required to ensure service continuity and site safety.

A workshop in December has been planned to explore options to address wet weather access, compliance, water storage, record keeping, revenue and traffic control of the Coonamble site.

Councillors have been invited to inspect the Coonamble Waste Management Facility and discuss on site the future operational requirements and challenges.

Operations and Services

Community Recycling Centre (CRC)

The CRC remains non-operational.

Significant work has been undertaken to enable operational integrity. Council is currently working with the Environmental Protection Authority (EPA) to find a solution for the CRC containers which is a major impediment to the Centre opening.

Additionally, acquittal of the 2015 grant from the EPA for the Centre has consumed considerable resources. The last invoice is currently being finalised to ensure that Council is able to keep the grant funds expended.

EPA Prevention Notice

The EPA Prevention Notice is unresolved. Significant works have been completed however considerable non-compliance continues.

Council is exploring an alternative opportunity to the concrete stockpile to the Penalty Notice. The opportunity, similar to Walgett Shire, involves a separation of any contaminates and the recovery of the concrete. The recovered concrete can be crushed and used in road base on site as part of the concept of all-weather roads to facilitate service continuity.

Quambone Landfill

Council has resolved to control and manage the Quambone landfill.

Inspections during November confirmed unfettered access, unlimited waste, and illegal dumping. Council could not continue to operate the site in its current unsafe condition.

The community meeting with village residents was engaging and very positive. The willingness of a small group of committed members to move forward has been very encouraging. This was particularly demonstrated when the community cleaned up illegally dumped material in Quambone of their own volition.

Additionally, the community members are keen to assist with the security of the site and explore options and opportunities to clean up the village including car bodies, caravans, white goods, and tyres.



The commitment by the Council to “stop talking and start doing” has seen a change of attitude and mood in the village over the past month. This opportunity will be explored and hopefully made a long-term difference in Quambone.

Council has:

- Re-graveled the access road.
- Cover of the old cell.
- Constructed a new cell.
- Cleaned up the whole site.
- Facilitated a scrap metal merchant to complete a collection which is awaiting confirmation of the date.
- Organised an inspection regime.
- Installed two culverts from interim drum collection.
- Negotiated a commitment from Drum Muster to:
 - Fund a cage at Quambone.
 - Participate in an engagement strategy with farmers to enhance the service with a drop off in Quambone as well as Coonamble.

The retention of the Quambone landfill operations for the medium term is being explored as part of the Review.

Additionally, Council is exploring a Return and Earn being located on the Quambone Waste Facility site.

Before photos:



After photos:



Gulargambone

In conjunction with Council's contractor, a major clean-up of the Gulargambone Transfer Station has been completed. Thirty semi-trailer loads of waste were removed from the site.

This clean-up included:

- Scrap metal removal.
- Transfer of kerbside waste to Coonamble landfill.
- Site clean-up.

Council will revert to a fortnightly transfer cycle for Gulargambone waste.

Negotiations are being finalised for a new large cage and fence repairs.

Additionally, Council is exploring the location of the Return and Earn at the Transfer Station.

Before photos:



After photos





Coonamble

Coonamble Waste Management Facility remains a work in progress.

Works have included:

- Drum Muster
 - Collection.
 - Removal of one non-complying cage.
 - Negotiated funding for cage repairs.



Before photos:

- Scrap metal – removal of 160 tonne
- Day Cover:
 - 1200 tonne delivered with most used.
 - Exploring other options for a sustained supply.

- Landfill:
 - Investigating fill regime to minimise waste spread, reduce day cover, increase safety and improve traffic management.
 - Cover consolidated to meet compliance requirements.
- Transfer Station:
 - Preliminary concept prepared.
 - Weighbridge relocated.
- Litter pick – inside and outside entrance completed.

An EOI will be called for plant, equipment and resources in December.

After photos:



Recycling

Council continues to pursue opportunities for recycling and reuse. These have included:

- Oil - contract renewed and contacts reestablished.
- Mattress recycling – contract established with collection and recycling to commence in December.
- Tyres – contract established with cages to be delivered in December.
- Return and Earn:
 - Discussions have been held with Tomra, the NSW Return and Eran Contractor, and the Bucking Bull, the local service provider.
 - Enhanced service opportunities being explored in respect of a service in Quambone (Quambone Store) and Gulargambone (Lions).

Customer Requests

Customer Request	Status	Number
Missed bin	Collected	3
Gulargambone resident concern at contract management and pricing at transfer station	Response provided	1
Total		4

Regulatory Framework

EPA Waste Levy Review

Council has supported the NetWaste position that an EPA Waste Levy does not apply to remote Councils.

NetWaste Position Statement

NetWaste Councils strongly and completely oppose any change in the waste levy that will extend the regional levy area to include any of the 25 NetWaste Councils. The NSW EPA Levy applied to any of our Councils would be highly detrimental to waste management and simply lead to community angst and resentment against both Local Council and the NSW Government.

We argue that those Councils that operate their own landfills already have the motivation to keep material out of landfill, and the need to maintain airspace for as long as possible for our communities. NetWaste Councils do not need a financial disincentive, being a waste levy to encourage us to do the work to divert waste. This decision comes at a time when Councils are already under extreme pressure to deliver base level services. An imposed waste levy would force what we term waste management and resource recovery, into extensive high level inter regional illegal dumping at a time where the cost of living is at its highest. A 3% increase in State Revenue will come at a very high cost.

NetWaste Councils already do everything they can with their available budgets to recover & divert material. It is already in the Council’s best interest because we do not want to run out of capacity, and then face the exorbitant prospect to either transport waste elsewhere or establish a new landfill.

Privately operated metro landfills are different and as they are filling, they make profit, so a financial disincentive is worthwhile for them, as they just simply transfer the cost to their customers. We as the NetWaste group of Councils are not operating for either profit, or commercial success, we are providing resource recovery service to the ratepayer for community reasons. Councils also do not have the luxury of putting prices up when they feel like it and are limited and governed to having fees and charges increased.

NetWaste Councils operate in low population areas with easy access to illegal dumping. Any levy and inappropriate landfill price increase would simply lead to more material being illegally dumped with associated clean-up costs. There is no evidence of any large-scale transport of waste from regulated areas into the NetWaste region. There is therefore no need to introduce a levy to prevent transport of waste to the NetWaste area. This would simply force our existing waste material into natural and protected areas primarily being surrounding bush land – this area encompasses one third of NSW.

NetWaste has recently updated their Regional Waste & Sustainable Materials Strategy to achieve landfill diversion. The challenges identified are the Increasing Cost of Providing Resource Recovery Services, Natural Disasters and Emergencies, and Clean Energy development (new waste streams). None of these challenges will be assisted or solved by the introduction of the EPA waste levy.

NetWaste will deeply oppose the waste levy in its entirety, and will rally support locally, regionally, and politically to fight this proposal.

Networks. Partners and Contractors

- NetWaste:
 - Safety Summit – Wetherill Park
 - NetWaste was held in Coonamble on 21 and 22 November 2023.
 - Exploring options in NetWaste group contracts.
 - Preliminary discussions for school and community education program in mid-2024.
- Local Land Service:
 - Discussions in respect of day cover availability.
 - Proposed piping of bore baths water to Warrena Weir.
 - Potential combined action against illegal dumping.
- Shoalhaven City Council - waste and recycling inspection.
- Outback Art - Negotiations continuing for participation in the 2024 Waste 2Art project has commenced.
- Nguumambiny Indigenous Corporation and collaboration with Verto plus RTO and other Workforce Australia Provider(s):
 - Interviews completed.
 - Pre-employment training commenced 4 December 2023.

(a) Governance/Policy Implications

The waste and recycling review and compliance with the changing regulatory environment is expected to require a suite of strategic decisions and establishment of a robust policy response.

(b) Legal Implications

Council is currently endeavouring to finalise the EPA's Prevention Notice No. 3503282.

The Council has onerous regulatory responsibilities in respect of waste management. These regulatory responsibilities are expected to increase as the implementation of the Waste and Sustainable Materials Strategy 2041: Stage 1 – 2021-2027 gains momentum.

(c) Social Implications

In New South Wales, the total waste generated per capita has risen over the past number of years from 2.43 tonnes (2015–16) to 2.65 tonnes (2020–21).

Significant community change is required to embrace a reuse and recycling program. Coonamble Shire has the lowest “waste diverted from landfill” of the NetWaste’s 25 member Councils with a weighted average of 0%. The overall weighted regional average is 39%. (NetWaste Regional Waste and Sustainable Materials Strategy 2023-2027)

Council will need to adopt a significant education program to promote the required change including particularly recycling opportunities and challenges.

(d) Environmental Implications

Emissions from organic waste decomposing in landfill make up more than 2% of total net annual emissions in NSW. It is estimated nearly half of global emissions arise from use and management of materials and products.

Plastics are increasingly threatening our natural environment. Hundreds of millions of plastic items are littered each year, polluting our neighbourhoods and bushland and harming our wildlife.

Additionally, FOGO to landfill is not allowed from 2030. Organic waste disposes anaerobically (without oxygen) in landfill producing lots of methane. Methane is 25 times more potent as a greenhouse gas than carbon dioxide.

(e) Economic/Asset Management Implications

The impact of waste and recycling compliance on economic and asset management is all pervasive. By way of example:

Joint Procurement (sustainable procurement)
Strategic Infrastructure, Planning, and Investment

Avoid Generation of Waste
Community Waste Awareness and Education Programs
Circular Economy (CE)
Better Waste Management and Resource Recovery
Better Hazardous Waste Management
Divert Organics from Landfill
Reduce Litter
Avoid Plastic Waste
Reduce Illegal Dumping and Waste Crime
Develop Energy from Waste.

(f) Risk Implications

Waste management has inherent risks.

CONCLUSION

The key activities of the Waste, Recycling and Employment Opportunities Section for November have been extensive, particularly the major clean-up of all sites. The return of the ongoing management and operation of the Coonamble and Gulargambone facilities will add a further planning complexity to December.

RECOMMENDATION

That Council note:

- 1. The November waste, recycling and employment opportunities report**
- 2. Management and operation of the Coonamble Waste Management Facility and Gulargambone Transfer Station will return to Council on 1 January 2024.**

10.10 AUDIT, RISK & IMPROVEMENT COMMITTEE**File Number: C6-19****Author: Phillip Perram-Acting Director Community, Planning, Development and Governance****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

To report on the Audit, Risk and Improvement Committee (ARIC) Training.

EXECUTIVE SUMMARY

LGNSW provided Audit Risk Improvement Committee Training to Coonamble Shire Council.

BACKGROUND

Amendments made to the Local Government Act in 2016 require each council to:

- be financially sustainable
- continuously review its performance
- properly exercise its regulatory functions
- operate honestly, efficiently and appropriately
- have sound decision making and risk management practices.

These amendments included the requirement that Council must appoint an ARIC. ARIC has significant and wide-reaching powers as highlighted by Section 428A and 428B.

The *Local Government Act 1993* under Part 4A Internal audit requires:

428A Audit, Risk and Improvement Committee

- (1) *A council must appoint an Audit, Risk and Improvement Committee.*
- (2) *The Committee must keep under review the following aspects of the council's operations —*
 - (a) *compliance,*
 - (b) *risk management,*
 - (c) *fraud control,*
 - (d) *financial management,*
 - (e) *governance,*
 - (f) *implementation of the strategic plan, delivery program and strategies,*
 - (g) *service reviews,*
 - (h) *collection of performance measurement data by the council,*
 - (i) *any other matters prescribed by the regulations.*

- (3) *The Committee is also to provide information to the council for the purpose of improving the council's performance of its functions.*

The operation of Sections 428A and 428B will be supported by new regulations in the Local Government (General) Regulation 2005. These will prescribe the requirements that Councils are to comply with when appointing their ARIC and establishing their risk management framework and internal audit function. The regulations will also provide for a model internal audit charter and model terms of reference for ARICs which all Councils must adopt and comply with.

The ARIC will oversee Council and Councillors including the initial audit function and risk management framework. Over time ARIC's role is expected to expand to cover management function: financial management, integrated planning and reporting and performance.

A Councillor, but not the Mayor, is appointed as a non-voting member of ARIC.

(a) Relevance to Integrated Planning and Reporting Framework

CSP L1.3 Deliver successful strategies and operations which increase the community's confidence in the integrity and capability of Coonamble Shire Council.

(b) Financial Considerations

ARIC has been created to review the stewardship and governance of Council's funds, resources and operations. ARIC must keep under review Council's financial management.

COMMENTARY

LGNSW ARIC Training was extensive and included a comprehensive overview of Council and Councillor's role and responsibilities. The training included:

- ARIC Guidelines
- Risk Management
- Risk Framework
- Risk Settings
- Assurance
- Financial Risk
- Asset Risk
- Service Risk
- Internal Audit Framework
- Rules and Roles

Compliance

All Councils work in a dynamic and uncertain environment. Risk is defined as "the effect this uncertainty on a Council's ability to achieve its goals and objectives where the effect is the potential for a result different to what was expected or planned".

Risk management is an essential part of Council’s management and internal control. It looks Council’s risks and the best way to address them. Assessment and management of risk is central to determining internal audit activities.

Internal controls are any Council actions to manage positive and negative impact of risk on the Council and their community.

Internal audit is an essential component of a good governance framework. Council’s use it to receive independent assurance that its internal controls and risk management are effective and that it is performing its functions legally, effectively and efficiently and to advise on how to improve its performance.

Internal audit has no direct involvement in day-to-day operations. A Council’s internal audit function reports to an ARIC. Which provides independent advice to both Council’s governing body and general manager on the performance and governance of the Council.

From 4 June 2022, all Councils are required have an ARIC.

From 1 July 2024, all Councils are required to have a risk management framework and an internal audit function.

Core responsibilities



ARIC Membership

Council has appointed a joint Chair with Gilgandra Shire Council but is yet to appoint two independent members.

Council is yet to appoint a Councillor to ARIC.

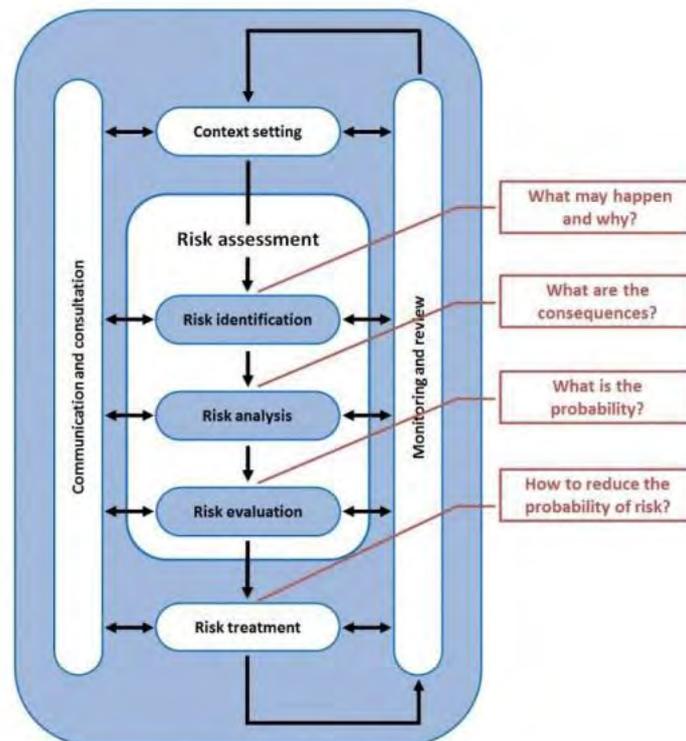
The Mayor or General Manager cannot be a member of ARIC.

Council’s internal audit management function also reports to ARIC.

<p>The position of the chair of an audit, risk and improvement committee is pivotal to the committee's effectiveness and is the focal point for the committee's relationship with the council, the internal audit function and external auditor. The chair acts as the interface between the audit, risk and improvement committee and the general manager and other staff, the governing body, the external auditor, and the internal audit function.</p>	<p>Independent audit, risk and improvement committee members are expected to be able to assess information provided to them about the council and to identify and assess key risks and issues. Each member should be capable of making a valuable contribution to the committee.</p>
<p>Councillor members of audit, risk and improvement committees are non-voting members of committees. This is to ensure that decision making by the committee is independent of the council. Councillor members of committees act as an important link between the governing body and the committee (NB: can't be Mayor)</p>	<p>To be successful in their role, a member must: Take a professional approach to their responsibilities, including an appropriate amount of time.</p>

Risk Management

Council's risk management must be in accordance with ISO31000:2018



Financial Sustainability

Financial and asset benchmarks are applied by OLG.



Financial sustainability includes:

- the progressive elimination of operating deficits
- the establishment of a clear revenue path for all categories of rates linked to specific expenditure proposals
- ensuring that any proposed change in services and assets is within the financial means of the Council
- ensuring the adequate funding of infrastructure maintenance and renewal
- the use of borrowing, where appropriate and financially responsible, and
- the fair and equitable distribution of the rate burden across all categories of rate payers

The ARIC training provided a keen understanding of the responsibility of Council and role and function of ARIC.

It particularly highlighted the significant body of work required by Council before 30 June 2024.

(a) Governance/Policy Implications

ARIC must keep under review Council's governance, implementation of the strategic plan, delivery program and strategies, service reviews and performance measurement data.

ARIC will manage Council's internal audit program.

(b) Legal Implications

ARIC must keep under review Council's compliance and fraud control.

(c) Social Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including community services.

(d) Environmental Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including water, wastewater and waste.

(e) Economic/Asset Management Implications

ARIC must keep under review Council's implementation of the strategic plan, delivery program and strategies including asset management plans.

(f) Risk Implications

ARIC must keep under review Council's risk management.

CONCLUSION

ARIC training provided an excellent foundation for Council to understand the mandatory compliance by 1 July 2024 when all Councils are required to have a risk management framework and an internal audit function in operation.

RECOMMENDATION

That the ARIC training report be noted.

10.11 SOCIAL MEDIA POLICY**File Number: P15****Author: Phillip Perram-Acting Director Community, Planning, Development and Governance****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

To provide Council with the draft Social Media Policy following the social media training.

EXECUTIVE SUMMARY

The Office of Local Government developed the Model Social Media Policy in 2022. This Model was used to develop Council's existing Social Media Policy. This Policy has been redrafted to reflect contemporary training in Social Media.

BACKGROUND

The purpose of the Social Media Policy is to provide guidance on the use of social media at work and at home. It is important that Councillors and employees understand the difference between making representations on social media platforms on behalf of Coonamble Shire Council (Council) and the personal use of social media.

The policy provides Council officials with principles and standards of use for posting to and engaging in conversations or interactions using digital media. The intention of this policy is to ensure Council's use of social media platforms/profiles to communicate with various stakeholder groups is effective, informative, and appropriate.

The existing Policy is structured to clearly inform Councillors, members of Section 355 Committees, staff, contractors, volunteers, those undertaking work experience with Council, delegates of Coonamble Shire Council and residents and ratepayers of the procedures and processes related to the appropriate use of social media.

This Social Media Policy must comply with the provisions of the Office of Local Government's Model Social Media Policy 2022.

Social media has become an important tool in government and political discourse at the local level. In the context of NSW local government, social media has two primary functions:

- (a) it is used by Councils to interact and share information with their communities in a more widely accessible format and with greater immediacy.

- (b) it enables Councillors to promote their achievements and address their constituents directly about community issues and events in ways that either complement or bypass traditional news and print media.

However, Councils and Councillors are not immune from the challenges associated with social media, which can pose a significant risk both in a legal sense, and in terms of a Council's ability to operate in a unified and coordinated way. It is, therefore, vital that Councils have the right policy settings in place so that both Councils and Councillors can realise the full benefits of social media while mitigating risk.

Council currently maintains profiles on Facebook for Coonamble Shire Council, Coonamble Library, Gulargambone Youth Centre and Visit Coonamble (Council's tourism promotion profile name); on Instagram for Visit Coonamble; and on LinkedIn for Council's recruitment purposes.

(a) Relevance to Integrated Planning and Reporting Framework

P4.2.5. Ensure Council consultation provides opportunities for participation for people from diverse backgrounds.

P4.4.1. Assist Coonamble Shire events with marketing and promotion.

EC2.1.1. Promote the Shire as a location for business development and investment.

L1.1.2. Promote genuine opportunities for people to participate in decisions that affect them.

L1.4.3. Provide high quality customer service to the community.

L1.4.4 Governance is open and transparent.

L1.4.5 Review of Council policies.

(b) Financial Considerations

There are no financial considerations related to this report.

COMMENTARY

During November Councillors and staff received Social Media training. This training included:

- An overview of the most influential social media networks, their value and demonstrate ways to use different social media platforms so their digital presence positively impacts upon business objectives.
- Strategies and tactics to support Council's overarching business and communication priorities and provide tips on a range of platforms including Instagram, LinkedIn, Twitter and Facebook.
- Regulatory and Code of Conduct implications

A review of the existing Policy was completed.

(a) Governance/Policy Implications

Council has adopted a Social Media Policy which is reflective of the Code of Conduct and the OLG Model Policy.

The draft Policy captures learnings from the Social Media Training.

(b) Legal Implications

The Policy has been designed to ensure legislative compliance with relevant Acts and Regulations. Of particular importance is:

State Records Act 1998

Councillors must not destroy, alter, or remove social media content unless authorised to do so. If Councillors need to alter or remove social media content, they must do so in accordance with the model or adopted Policy and consult with the Council's records manager and comply with the requirements of the *State Records Act 1998*.

When a Councillor's term of office concludes, the Councillor must contact the Council's records manager and General Manager to manage/transfer records of social media content created during their term of office and comply with the requirements of the *State Records Act 1998*.

(c) Social Implications

The Social Media Policy will provide Councillors and staff with guidance about how to appropriately communicate via relevant online channels.

(d) Environmental Implications

There are no environmental implications directly associated to this report.

(e) Economic/Asset Management Implications

Social Media is a key component in the promotion of Council's events and activities.

(f) Risk Implications

The Social Media Policy assists Council and Councillors to minimise risk as a result of the misuse of social media channels.

CONCLUSION

Council's Social Media Policy has been reviewed and updated to reflect learnings from the Social Media training to ensure compliance with legislation, relevance to operational requirements and for proactive community engagement.

RECOMMENDATION

- 1. That Council place the draft Social Media Policy on public exhibition for a period of 28 days for the purpose of inviting submissions from the community.**

- 2. That a further report be presented to Council, with all submissions received, for Council's further consideration and adoption of the Social Media Policy (with or without changes).**
- 3. That, in the event of no submissions being received within the exhibition period, Council formally adopt the Social Media Policy, without any changes, as a policy of Council.**

10.12 ONSITE SEWAGE MANAGEMENT POLICY

File Number: H2

Author: Lesley Duncan-Building & Compliance Manager

Authoriser: Phillip Perram, Acting Director Community, Planning, Development and Governance

Annexures: 1. Draft - Onsite Sewage Management Systems Policy [↓](#) 

PURPOSE

To seek Council's approval to place the draft Onsite Sewage Management Policy on public exhibition for 28 days to invite comments/submissions from the community.

EXECUTIVE SUMMARY

Councils are required, under the provisions of the *Local Government Act 2023*, to approve and monitor the installation, operation and performance of onsite sewage management systems (OSMS) within their Local Government Area.

Coonamble Council does not currently have a comprehensive register of OSMS nor a policy for their installation, inspection or ongoing monitoring. The attached policy has been developed to ensure that Council is able to fulfil its obligations under the Act and monitor OSMS to safeguard against any environmental or public health risk they may pose.

BACKGROUND

Council holds limited information on how many dwellings in the Coonamble LGA are serviced by OSMS. It is assumed that some of these systems will be located within the catchment of water courses and rivers and that these systems pose a risk to both the environment and public health when they are not operated and maintained in an effective manner.

The draft policy establishes a risk-based approach to the ongoing monitoring of OSMS with systems being identified as being high risk given priority and greater ongoing attention. The policy also sets out Council's requirements for the installation of OSMS and the documentation required to be submitted for assessment.

(a) Relevance to Integrated Planning and Reporting Framework

The draft policy relates to Goal 12 of the Community Strategic Plan to ensure that harm to the environment and public health is minimised.

(b) Financial Considerations

Fees for Onsite Sewage Management Services are included in the current Fees and Charges schedule.

COMMENTARY

The draft OSMS policy will assign a risk rating category to each system which will initially be undertaken via a desktop assessment of risk factors. This process will determine the frequency in which systems are inspected and the period for which an approval to operate will be issued. The initial inspection frequency timeframe based on risk factors only is as follows:

High	every 1 to 3 years
Medium	every 4 to 6 years
Low & Negligible	every 7 to 10 years

All commercial properties operating and OSMS will be classified as High risk, and the frequency of inspections will be based on assessments undertaken at the time of the first inspection. This includes farm stay and tourist accommodation.

(a) Governance/Policy Implications

The Local Government Act 1993 requires Councils to regulate and monitor the operation of Onsite Sewage Management Systems in NSW.

(b) Legal Implications

Nil to this report

(c) Social Implications

Nil to this report

(d) Environmental Implications

Nil to this report

(e) Economic/Asset Management Implications

Nil to this report

(f) Risk Implications

Nil to this report

CONCLUSION

The draft policy provides a risk-based framework to enable Council to meet its obligations under the Local Government Act to effectively monitor and regulation onsite sewage management systems.

By implementing this policy, it is considered that the outcomes can be achieved with the resources currently available to Council.

RECOMMENDATION

- 1. That the draft Onsite Sewage Management Policy be placed on public exhibition for a period of twenty-eight (28) days.**
- 2. That Council receives a further report, together with all submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the Onsite Sewage Management Policy.**
- 3. That, in the event of no submissions being received within the prescribed number of days, Council formally adopts the Onsite Sewage Management Policy without any changes as a policy of Council.**



ONSITE SEWAGE MANAGEMENT POLICY

1. BACKGROUND

Onsite wastewater is produced when dwellings cannot be connected to Councils sewage reticulation system.

An onsite sewage management system (OSMS) is a physical collection of pipes, chamber(s), and dedicated drainage systems to enable treatment of domestic wastewater effectively.

This policy has been prepared to facilitate the management of onsite wastewater within the Coonamble Local Government Area. This policy observes Council's obligations within the current State legislative framework.

2. PURPOSE

Effective management of domestic wastewater where there is no access to reticulated sewer is an important consideration for the public health of Coonamble Shire Council residents and the environment in which they reside. It requires the involvement of both the Council and landholders.

3. POLICY OBJECTIVE

This Policy and related Procedures have been developed to guide Coonamble Shire Council to assess and regulate the design, installation and maintenance of new and existing onsite sewage management systems.

The objectives of the Onsite Sewage Management Policy are to:

- Guide landholders towards sustainable onsite management of domestic wastewater
- Protect and enhance public health and the environment
- Enable efficient regulation and monitoring of onsite sewage management systems and
- Maintain compliance to legislation and regulation in NSW.

4. LEGISLATION

Local Government Act 1993

Local Government (General) Regulation 2021

Protection of the Environment Operations Act 1997

5. APPLICATION/SCOPE

This policy will apply to any Onsite Sewage Management System, Domestic Greywater Treatment Systems (DGTS) that hold, process, or re-use or otherwise dispose of wastewater or by-products of wastewater and are not specifically regulated under a pollution control licence issue by the Environment Protection Authority.

The systems covered by this Policy will include a wide range of public, commercial and domestic wastewater management facilities.

The following wastewater treatment devices are classified as OSMS:

- Septic tank and absorption trenches
- Septic tank and evapo-transpiration areas
- Aerated wastewater treatment systems
- Septic tank pump out
- Dry composting toilets and grey water treatment systems
- Wet composting toilets and subsurface application systems
- Septic tank and constructed wetlands
- Septic tank and soil mound systems
- Package treatment plants
- Any other system that stores, treats and/or disposes of sewage and wastewater onsite.

6. POLICY

Application requirements for new installations or modifications

All systems must be designed in accordance with *AS/NZS 1547:2012 On Site Domestic Wastewater Management*, *AS/NZS 1546.1: 2008 Onsite Domestic Water Treatment Units, Part 1: Septic Tanks* and the Environment and Health Protection Guidelines *Onsite Sewage Management for Single Households (January 1998)* ('Silver Bullet').

The Onsite Sewage Management System to be installed or constructed must be accredited by the NSW Department of Health.

1. Subdivision and Rezoning

A Land Capability Assessment and System Design Report will be required for all applications on land areas less than 1 hectare, or when the land is impacted by environmental constraints (biodiversity, flood impacted, proximity to water courses).

The Land Capability Assessment and System Design Report for onsite effluent disposal is to be prepared in accordance with AS/NZS 1546.1 2008 *Onsite Domestic Water Treatment Units, Part 1: Septic Tanks*, by a geotechnical engineer, soil geologist, soil scientist or other suitably qualified and competent person, experienced in on site effluent disposal.

The scale of information contained in a land capability assessment may vary depending on the size and nature of the proposed development. The land capability assessment is a document written in a report format and contains sufficient details for Council to make an informed decision about the proposal.

The Report shall provide the following:

- A site assessment of the subject property and soil capabilities with regard to its suitability for the disposal of effluent on each of the proposed allotments that make up the subdivision. Hydraulic loading, wet weather storage, water and nutrient balance shall be included in the calculations. Calculations are to be included in the report.
- Soil tests in accordance with the Environment and Health Protection Guidelines *Onsite Sewage Management for Single Households* and AS/NZS 1547:2012 *On Site Domestic Wastewater Management* for each allotment from the registered NATA laboratory used to test the soil.
- Assessment of cumulative environmental impacts for multiple lot subdivisions.
- Mitigation measures where moderate or major limitation are identified within the soil parameters, or to address environmental or site constraints.
- Recommended system methodology including recommended disposal envelopes, building or diversion earthworks.
- A contoured Site Plan, drawn to scale, identifying:
 - Location of proposed disposal fields
 - Location and distances from all boundaries
 - Location of any structures and environmentally sensitive areas i.e. trees and permanent/intermittent watercourses, and groundwater bores, located on any land located within 100 metres of the Onsite Sewage Management System
 - Flood height data (if flood impacted)
 - Landscaped mitigation requirements

2. Install or Alter

Applications to install a new OSMS or alter an existing OSMS in the Coonamble Shire shall be on Council's prescribed form and accompanied by the fee identified in Council's fees and charges. Applications are to be accompanied by the following information:

- Site plan (drawn to scale) clearly identifying the location of the OSMS and Effluent Management Area displaying:
 - Distances from all neighbouring boundaries, permanent and intermittent watercourses, waterbodies and domestic groundwater bores and wells
 - Distances from dwellings and outbuildings (including pools and domestic water tanks)
- Manufacturers specification and NSW Health Accreditation Certificate
- Calculations for the disposal area size and
- Site and Soil Assessment Report** - The report is to be prepared by an experienced and appropriately qualified wastewater consultant and in accordance with AS/NZS 1547:2012. The Report will include a Land Capability Assessment and the proposed system design – including (but not limited to) system type, location, size, EMA and any mitigation measures.

**NOTE: A Land Capability Assessment and System Design Report will be required for all applications on land areas less than 1 hectares, or when the land is impacted by environmental constraints (biodiversity, flood impacted, proximity to watercourses).

Approval to operate and Onsite Sewage Management System

Section 68 of the *Local Government Act 1993* requires that each OSMS in use has an Approval to Operate. The Approval to Operate will only be issued, where the installation and operation complies with the requirements of Section 68 of the *Local Government Act 1993* and the objectives of the OSMS policy. The initial approval to operate shall only be issued after the final inspection and prior to commissioning the OSMS.

An Approval to Operate an OSMS will be issued upon satisfactory inspection of each facility or where the service history indicates the system is regularly serviced and is in good working order. The schedule for renewal will be assessed and issued on the basis of risk and system functionality.

Change of Ownership – The *Local Government Act 1993* states that the Approval to Operate is not transferable to new owners and must be renewed within a period of three (3) months after the date on which the land is transferred or otherwise conveyed to another owner.

New Systems – An Approval to Operate an onsite sewage management system application shall be applied for as part of a Final Occupation Certificate (where applicable). The Approval and lapse date will be issued based on risk factors (Table 1).

Monitoring and Inspection Program

Council will implement a monitoring program of existing systems to ensure that these systems meet the environmental and health performance objectives set out in the Policy. The monitoring program will involve monitoring service documentation, and an inspection schedule based on risk factors and operational status.

Risk Factors

Initial Assessment

All OSMS will initially be assessed based on a desktop audit of Risk Factors (See Table 1). Systems that are deemed high risk will be given priority and inspected first. Following an inspection, the Approval renewal and inspection schedule will be based on Risk and System Functionality (Table 2).

Initial inspection frequency based on risk factors only:

HIGH	every 1 to 3 years
MEDIUM	every 4 to 6 years
LOW & NEGLIGIBLE	every 7 to 10 years

Irrespective of risk rating, all systems will be inspected on receipt of any complaint.

Commercial Systems – All commercially used properties operating an OSMS will be classified as a HIGH risk. The frequency of inspections will be based on assessments at the time of the first inspection.

HIGH RISK (12 – 19)

All commercial properties (including farm stay and tourist accommodation), all pump out systems and all systems located in a flood affected area will be considered HIGH risk regardless of any mitigation measures.

MEDIUM RISK (7 – 11)

Aerated Wastewater Treatment Systems (AWTS) have inherent risks if not maintained and monitored regularly to ensure that the system is working, and that secondary disinfection is taking place. All AWTS systems will be considered a minimum of MEDIUM risk.

LOW RISK (4 – 6)

Risk categories may be reduced if mitigation works are undertaken/implemented to reduce risk to the environment i.e. audio and visual alarms on collection wells, maintenance of protection zones or reduction in hydraulic loading.

NEGLIGIBLE (0 – 3)

System Functionality

Following the first inspection, assessment of System Functionality and Risk Rating will determine the subsequent approval renewal and inspection schedule.

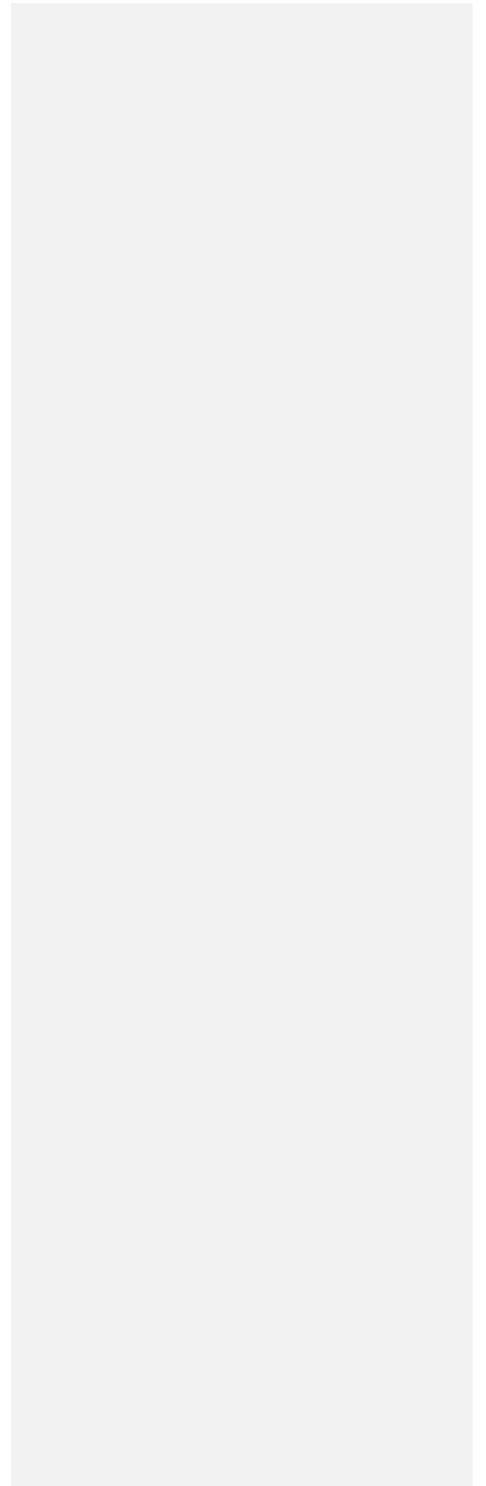


Table 1: Risk Factors - Domestic			
Risk Assessment Factors	Level of Risk		
Land area	< 2 hectares 4	2 ha to < 4 ha 2	4 ha to 100 ha = 1 >100 ha = 0
Distance from water bodies	< 40 m to depression/gully/dam/intermittent water supply or < 100 m to permanent surface water 4	40 m to 100 m to depression/gully/dam/intermittent water supply or 100 m to 150 m to permanent surface water 2	> 100 m to depression/gully/dam/intermittent water supply or > 150 m to permanent surface water 0
Water supply	Access to reticulated supply 2	No access to reticulated supply 0	
Proximity to human activity (buildings/recreational lawn/property boundaries etc)	< 6 m 2	6 m to 12 m 1	> 12 m 0
Slope	Steep > 20 % 3	Undulating/Sloping 10 – 20 % 2	Flat < 10 % 1
Soil type	Non-dispersive 3	Moderately dispersive 2	Highly dispersive 1
Nearest bore	< 250 m 1	> 250 m 0	

Table 2: System Functionality and Inspection Frequency

		RISK RATING			
		NEGLIGIBLE	LOW	MEDIUM	HIGH
SYSTEM FUNCTIONALITY	EXCELLENT	EXEMPT	EXEMPT	5 – 10 years	3 years
	SATISFACTORY	10 years EXEMPT	5 – 10 years	3-5 years	1 – 3 years
	BELOW AVERAGE	5 years	3 years	2 -3 years	1 year
	POOR	1 year	1 year	Repairs than 1 year	Repair and reinspection

NOTE: Negligible and Low risk OSMS that are found to be in excellent condition and operational status will be issued with a 10-year approval to Operate and will be exempt from the inspection schedule.

Inspection and Compliance

Inspections will be undertaken in accordance with the relevant risk assessment and the Approval to Operate.

In the event of a complaint, Council may exercise relevant powers of entry to a property pursuant to the provisions of the Local Government Act and Regulations. Where warranted, Orders under the provisions of the Protection of the Environment Operations Act or Local Government Act and Regulation may be served as necessary.

Where rectification works are required, the owner will be advised on site and with follow up in writing of rectification works required. A timeframe for the completion of the required works will be provided.

If the owner is unable to complete any required works due to financial hardship, Council may exercise appropriate discretion and take account of factors such as capacity to pay, risks posed, and timeframe given for compliance.

If an OSMS that is located within 75 metres of a sewer main fails and requires replacement then Council may require connection of sanitary drainage to the sewer infrastructure, as necessary, under the provision of the Local Government Act 1993.

Where ongoing defective systems are detected, site specific management plans will be formulated with the owner/occupier to resolve relevant issues. Where these measures fail, Orders for compliance may be served on the owner or operator under the provisions of the Local Government Act and Regulation.

Where Council determines that the owner or occupier of a system has deliberately or wilfully altered any part of the system that causes pollution of the environment, or there is an immediate threat to public health, Council may issue a clean-up notice under the provisions of the *Protection of the Environment Operations Act 1997*

Where a Notice or Order has been issued and not complied with, Council may issue a Penalty Infringement Notice and instigate any further actions as deemed necessary or appropriate under the provisions of the Local Government Act and Regulation to prevent further environmental or public risk.

Fees and Charges

The fees and charges issued by Council for the approval to install, alter and operate OSMS are issued to the owner of the property. Fees and charges relevant to OSMS approvals and inspections are included in Council's Operational Plan – Schedule of Fees and Charges. All fees and charges are issued in accordance with section 608 of the *Local Government Act 1993*.

DEFINITIONS

Aerated Wastewater Treatment System – uses the processes of aeration followed by clarification to achieve biological treatment of wastewater.

Black water – wastewater generated from a toilet, bidette or bidet which is heavily and directly contaminated with human faeces and/or urine and may contain contaminated solid material.

Composting Toilets – are generally dry toilets that use a predominantly aerobic processing system that treats excreta, typically with no water or small volumes of flush water, via a composting or managed aerobic decomposition.

Completion Certificate – formal notification from a Council indicating that a sewage management system has been installed in accordance with a relevant development approval and is able to be commissioned.

Effluent – wastewater discharging from a sewer management facility.

Effluent Management Area – area of land specifically designated for the application of effluent either by subsurface absorption or by surface irrigation.

Evapotranspiration – is the sum of all processes by which water moves from the land surface to the atmosphere via evaporation and transpiration.

Grey water – household water that comes from baths, showers, bathroom sinks, laundries and kitchens. It doesn't include water from toilets. Greywater from a kitchen requires a greywater treatment system that is certified for kitchen wastewater.

Onsite Sewage Management System – any facility that stores, treats and/or disposes of sewage and wastewater onsite.

Pump out system – a septic system where all accumulated wastewater is removed from site by a registered contractor via a manual pump out and transport procedure.

Reticulated sewer – a network of pipes that carry sewage from individual buildings to sewage treatment plants.

Septic tank – a waterproof tank usually located below ground level that provides preliminary treatment for wastewater by allowing solids to settle to the base of the tank, and oils and fats to float to the top to form a scum layer. Anaerobic bacterial digestion of the stored solids produces sludge which accumulates in the bottom of the tank. Effluent flows from the tank to either further onsite treatment, a common effluent system, a holding tank or directly to a soil absorption system.

Commented [LD1]: Not sure if this is accurate

Commented [TW2R1]: Remove completely

Commented [LD3]: Reword???

Title: Onsite Sewage Management Policy		
Department: Planning Regulatory and Compliance		
Version	Date	Author
V1	December 2023	L. Duncan
Review Date: December 2027		
Amendments in the release: Nil		
Amendment History	Date	Detail
Annexure Attached:		
Paul Gallagher General Manager		

10.13 STATUS OF INVESTMENTS - NOVEMBER 2023

File Number: Investments General - I5

Author: Deborah Tatton-Acting Manager Finance
Imogen Pawley-Finance Assistant

Authoriser: Bruce Quarmby, Director Corporate Services

Annexures: 1. Imperium Portfolio Report November 2023 [↓](#) 

PURPOSE

The purpose of the report is for Councillors to note the status of its investment portfolio.

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

L1.4.10 Maintain long term financial viability.

(b) Financial Considerations

Investment levels and interest rates are currently on par with the revised estimated calculations.

COMMENTARY

The format of the report has been configured to demonstrate Council's compliance with the relevant legislative requirements along with Council's own adopted Investment Policy.

The attached Investment Report was calculated on 1 December 2023 after all maturing dates for investments had passed.

The total Capital Value of investments as of 30 November 2023 is \$32,000,000. This is a decrease of \$1,250,000 from \$33,250,000 as of 31 October 2023. The decrease is attributed to additional funds required for predicted purchase of plant in the future month.

AVAILABLE WORKING FUNDS

Restricted funds are set aside by Council and external parties for a particular purpose to meet future expenses. Unrestricted funds are available to be used to cover all other expenses of Council.

As at the 30 June 2023 the balance of unrestricted and unallocated cash (working funds) was \$45,000. However, it should be noted that Council is awaiting reimbursement of a substantial amount of grant funded expenditure that is currently recognised as a debtor. Once these funds have been received, Council's balance of working funds should return to a more favourable level.

(a) Governance/Policy Implications

Monthly financial reporting ensures transparency of financial reporting to enable Councillors to make financially sustainable and accountable decisions.

(b) Legal Implications

All investments continue to be made in accordance with the requirements of the *Local Government Act 1993* and Council's Investment Policy.

(c) Social Implications

Council funds are used to provide services and infrastructure to the community and, as a result, well managed funds maximise the level of financial resources available to support the community.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Sound economic management includes maximising Council's return on investment, and this is achieved by closely monitoring investments in line with Council's Investment Policy.

(f) Risk Implications

Sound economic management includes maximising Council's return on investment, and this is achieved by closely monitoring all investments in line with Council's Investment Policy.

CONCLUSION

Funds have been appropriately restricted to ensure all areas of Council can continue to operate in accordance with both the annual Operational Plan and the Long-Term Financial Plan. Further, all investments are continued to be made in accordance with the requirements of the *Local Government Act 1993* and Council's Investment Policy.

RECOMMENDATION

That Council notes the list of investments from 1 November 2023 to 30 November 2023 and that these investments comply with section 625(2) of the *Local Government Act 1993*, Clause 212 of the *Local Government (General) Regulation 2005* and Council's Investment Policy.



Investment Report

01/11/2023 to 30/11/2023



Portfolio Valuation as at 30/11/2023

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
NAB	A-1+	TD	GENERAL	At Maturity	07/06/2023	07/12/2023	5.1500	1,000,000.00	1,000,000.00	24,973.97	4,232.88
NAB	A-1+	TD	GENERAL	At Maturity	13/06/2023	13/12/2023	5.2000	3,000,000.00	3,000,000.00	73,084.93	12,821.92
NAB	A-1+	TD	GENERAL	At Maturity	15/05/2023	15/01/2024	4.7500	2,000,000.00	2,000,000.00	52,054.79	7,808.22
BOQ	A-2	TD	GENERAL	At Maturity	25/05/2023	25/01/2024	4.9500	1,500,000.00	1,500,000.00	38,650.68	6,102.74
AMP Bank	A-2	TD	GENERAL	At Maturity	03/07/2023	05/02/2024	5.6000	1,000,000.00	1,000,000.00	23,167.12	4,602.74
IMB Bank	A-2	TD	GENERAL	At Maturity	30/05/2023	28/02/2024	4.9000	500,000.00	500,000.00	12,417.81	2,013.70
Westpac	A-1+	TD	GENERAL	At Maturity	02/08/2023	04/03/2024	5.0500	2,000,000.00	2,000,000.00	33,482.19	8,301.37
AMP Bank	A-2	TD	GENERAL	At Maturity	17/04/2023	16/04/2024	4.9000	1,000,000.00	1,000,000.00	30,608.22	4,027.40
BOQ	A-2	TD	GENERAL	At Maturity	02/08/2023	02/05/2024	5.3900	1,000,000.00	1,000,000.00	17,868.22	4,430.14
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	11/06/2024	5.6800	1,000,000.00	1,000,000.00	22,408.77	4,668.49
NAB	A-1+	TD	GENERAL	At Maturity	21/08/2023	21/06/2024	5.1900	1,000,000.00	1,000,000.00	14,503.56	4,265.75
Commonwealth Bank	A-1+	TD	GENERAL	At Maturity	10/07/2023	10/07/2024	5.7100	2,000,000.00	2,000,000.00	45,054.25	9,386.30
Westpac	A-1+	TD	GENERAL	At Maturity	02/08/2023	30/07/2024	5.2000	2,000,000.00	2,000,000.00	34,476.71	8,547.95
IMB Bank	A-2	FRTD	GENERAL	Quarterly	04/08/2022	06/08/2024	4.8472	1,000,000.00	1,000,000.00	3,320.00	3,320.00
NAB	A-1+	TD	GENERAL	At Maturity	14/08/2023	14/08/2024	5.2500	1,000,000.00	1,000,000.00	15,678.08	4,315.07
NAB	A-1+	TD	GENERAL	At Maturity	08/11/2023	11/09/2024	5.3200	2,000,000.00	2,000,000.00	6,704.66	6,704.66
NAB	A-1+	TD	GENERAL	At Maturity	11/09/2023	11/09/2024	5.2000	1,500,000.00	1,500,000.00	17,309.59	6,410.96
Westpac	A-1+	TD	GENERAL	At Maturity	16/10/2023	16/10/2024	5.1300	2,000,000.00	2,000,000.00	12,930.41	8,432.88



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
Westpac	A-1+	TD	GENERAL	At Maturity	24/10/2023	24/10/2024	5.3100	1,000,000.00	1,000,000.00	5,528.22	4,364.38
Westpac	A-1+	TD	GENERAL	At Maturity	03/11/2023	04/11/2024	5.4600	1,000,000.00	1,000,000.00	4,188.49	4,188.49
Westpac	A-1+	TD	GENERAL	At Maturity	01/11/2023	06/11/2024	5.5400	2,500,000.00	2,500,000.00	11,383.56	11,383.56
IMB Bank	BBB+	FRTD	GENERAL	Quarterly	17/01/2022	16/01/2025	4.7200	1,000,000.00	1,000,000.00	5,819.18	3,879.45
TOTALS								32,000,000.00	32,000,000.00	505,613.42	134,209.04

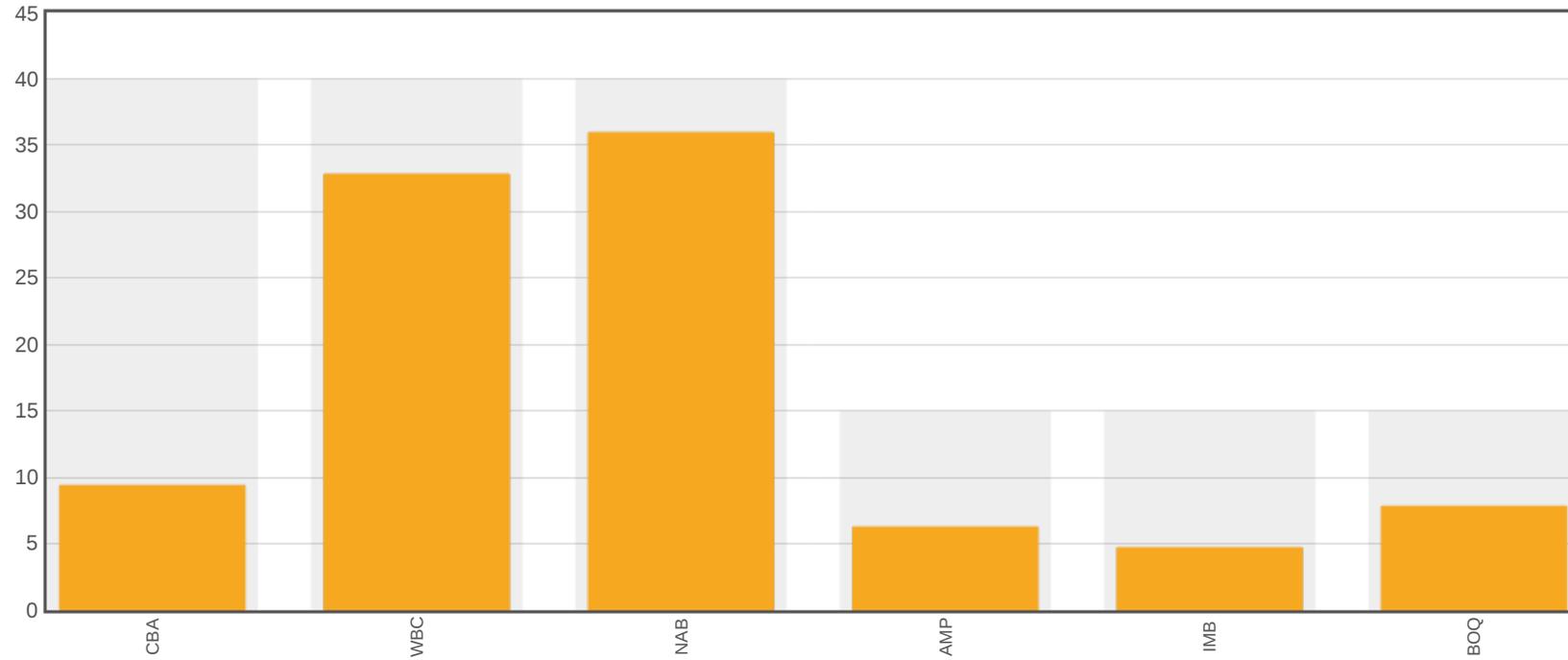


Counterparty Compliance as at 30/11/2023

Short Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	Commonwealth Bank	Short	A-1+	3,000,000.00	9.38	40.00	-	9,800,000.00
✓	Westpac	Short	A-1+	10,500,000.00	32.81	40.00	-	2,300,000.00
✓	NAB	Short	A-1+	11,500,000.00	35.94	40.00	-	1,300,000.00
✓	AMP Bank	Short	A-2	2,000,000.00	6.25	15.00	-	2,800,000.00
✓	IMB Bank	Short	A-2	1,500,000.00	4.69	15.00	-	3,300,000.00
✓	BOQ	Short	A-2	2,500,000.00	7.81	15.00	-	2,300,000.00
TOTALS				31,000,000.00	96.88			

Counterparty Compliance - Short Term Investments



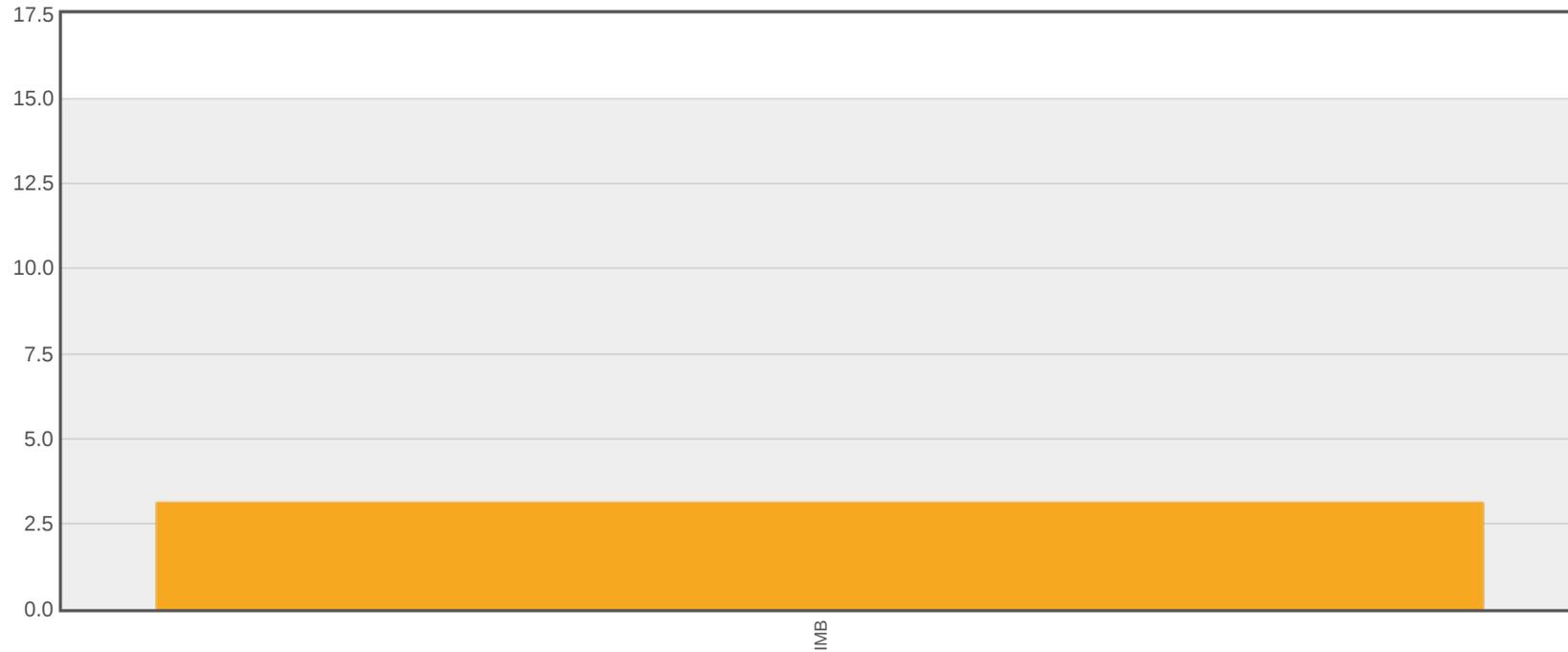


Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	IMB Bank	Long	BBB+	1,000,000.00	3.13	15.00	-	3,800,000.00
TOTALS				1,000,000.00	3.13			



Counterparty Compliance - Long Term Investments



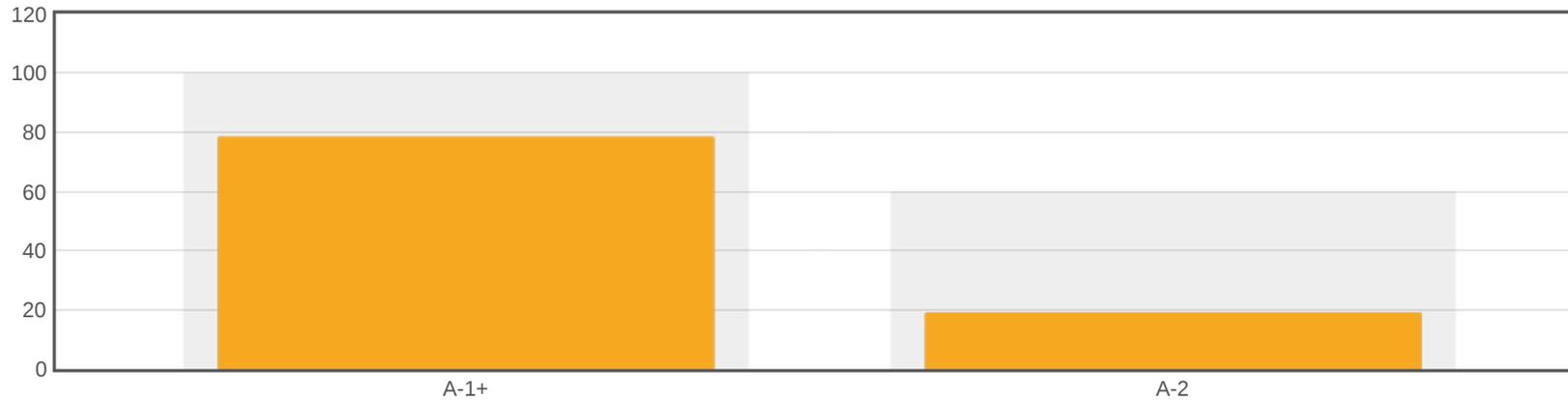


Credit Quality Compliance as at 30/11/2023

Short Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✓	A-1+	25,000,000.00	78.13	100.00	7,000,000.00
✓	A-2	6,000,000.00	18.75	60.00	13,200,000.00
TOTALS		31,000,000.00	96.88		

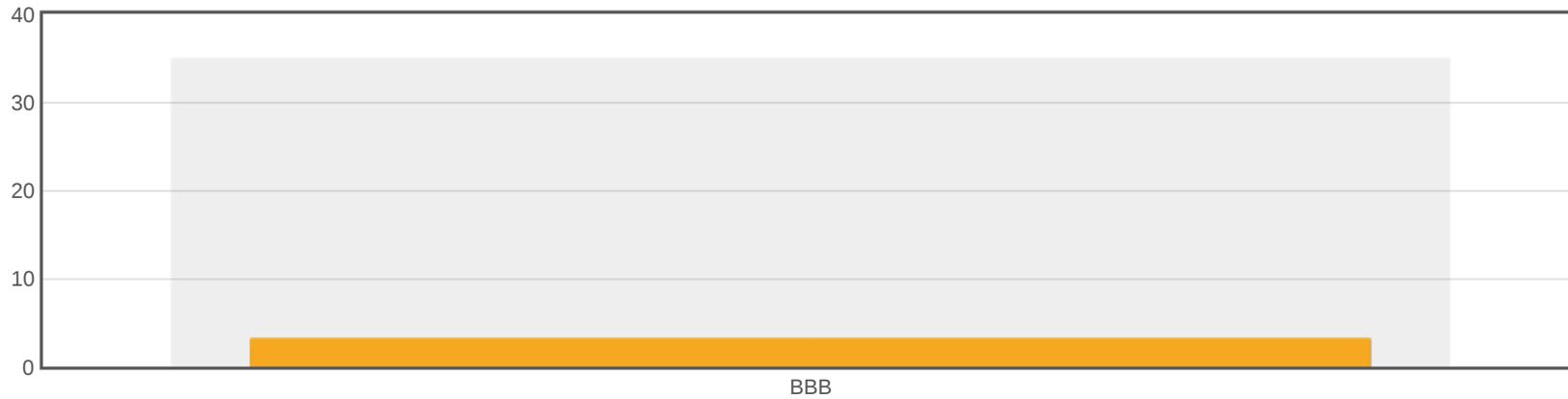
Credit Quality Compliance - Short Term Investments



Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✔	BBB	1,000,000.00	3.13	35.00	10,200,000.00
TOTALS		1,000,000.00	3.13		

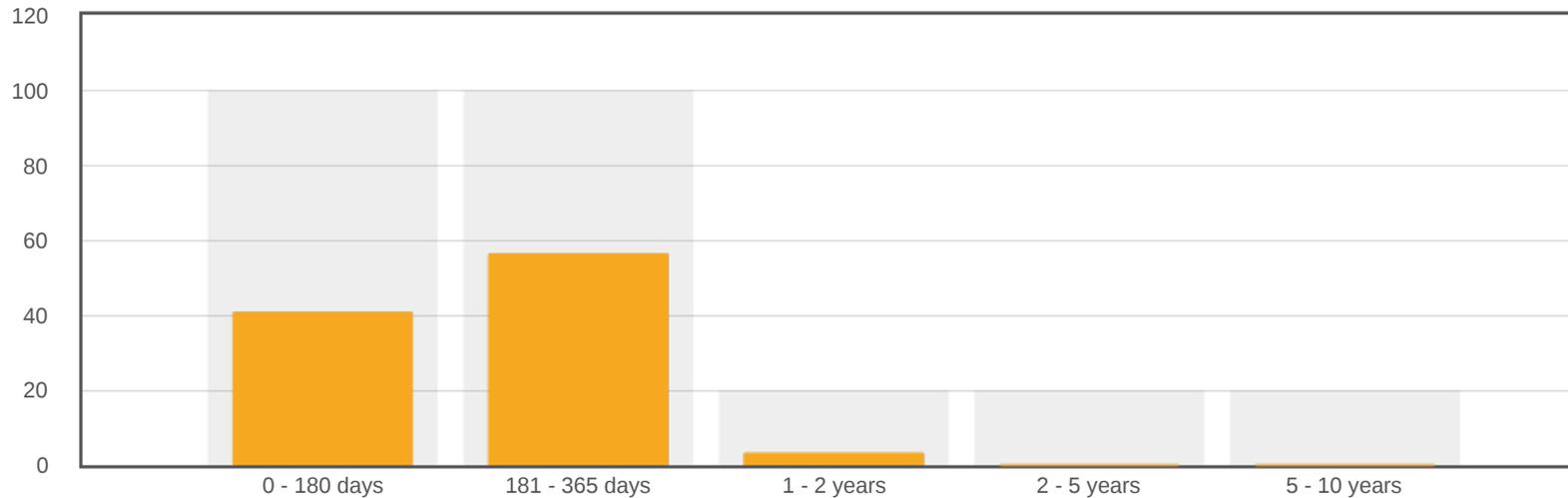
Credit Quality Compliance - Long Term Investments



Maturity Compliance as at 30/11/2023

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 180 days	13,000,000.00	40.63	0.00	100.00	19,000,000.00
✓	181 - 365 days	18,000,000.00	56.25	0.00	100.00	14,000,000.00
✓	1 - 2 years	1,000,000.00	3.13	0.00	20.00	5,400,000.00
✓	2 - 5 years	-	0.00	0.00	20.00	6,400,000.00
✓	5 - 10 years	-	0.00	0.00	20.00	6,400,000.00
TOTALS		32,000,000.00	100.00			

Maturity Compliance



10.14 RATES AND CHARGES COLLECTIONS - NOVEMBER 2023

File Number: Rates - General - R4
Author: Kylie Fletcher, Revenue Officer
Authoriser: Bruce Quarmby, Director Corporate Services
Annexures: Nil

PURPOSE

The purpose of this report is for Council to be updated with the most recent information pertaining to its rates and charges collections – as applicable to the month of November 2023.

BACKGROUND

(a) Relevance to Integrated Planning and Reporting Framework

The annual rate charges are set out within Council’s 2023 / 24 Operational Plan.

(b) Financial Considerations

The annual rate charges are set out within Council’s 2023 / 24 Operational Plan.

	30 November 2023	30 November 2022
Rates and Charges	\$4,586,031.85	\$4,153,574.49
Water Consumption	\$496,234.38	\$374,476.01
Total	\$5,082,356.23	\$4,528,051.10

COMMENTARY

Rates and Charges

	30 November 2023	30 November 2022
Rates and charges in arrears as at 30 June 2023	\$1,173,804.02	\$1,020,037.33
Rates/charges levied & adjustments for 2023/24	\$7,960,344.19	\$7,527,432.38
Pension Concession	(\$103,195.74)	(\$104,619.08)
Amounts collected as at 30 November 2023	(\$4,444,920.62)	(\$4,289,276.14)
Total Rates and Charges to be Collected	\$4,586,031.85	\$4,153,574.49

The amount levied for rates and charges for 2023 / 24 includes the current year’s annual rates and charges and any interest added since the date the rates notices were issued. The amount received as of 30 November 2023 includes receipts for both arrears and the current year’s amounts outstanding.

It should be noted that the rates and charges 2023 / 24 levied amount is reduced by the pensioner concession of \$103,194.74; reducing the amount of income derived

from these rates and charges. Of this concession, Council’s contribution is 45%, which represents an amount of \$46,438.08.

The rates and charges as of 30 November 2023 represent 50.21% of the total annual rates and charges levied and outstanding (compared with 48.59% on 30 November 2022).

Water Consumption Charges

	30 November 2023	30 November 2022
Water Consumption Charges and arrears as at 30 June 2023	\$393,023.85	\$329,760.33
Water Consumption charges & adjustments 2023 / 24 year to date	\$605,725.33	\$221,004.79
Amounts collected as at 30 November 2023	(\$502,424.80)	(\$176,288.51)
Total Water Consumption Charges to be Collected	\$496,324.38	\$374,476.61

The water consumption charges as at 30 November 2023 represents 49.69% of the total water consumption charges outstanding (compared to 67.99% on 30 November 2022).

Debt Recovery Agency

During the month of November 2023 Council has issued new referrals to the Debt Recovery Agency that acts on behalf of Council. Council’s debt recovery agency has been instructed to reinitiate contact with any debtors, who has previously been referred and legal action commenced. This action is in line with the provisions within the *Local Government Act 1993* and Council adopted Debt recovery policy.

(a) Governance/Policy Implications

Council staff comply with the directions provided by Council’s suite of policies that govern this function of Council.

(b) Legal Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(c) Social Implications

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Debtors are afforded several opportunities to contact Council regarding these matters.

(d) Environmental Implications

There are no direct environmental implications arising from this report. However, it needs to be acknowledged that the additional increase in the

cost of living could have an impact on Council's ability to collect its rates and charges.

(e) Economic/Asset Management Implications

If Council's rates and charges collection fall behind, it will have an impact on Council's ongoing ability to meet its operational costs and making adequate funding available for necessary asset maintenance and renewal projects.

(f) Risk Implications

As was stated above, the increase in living expenses, has impacted on Council's ability to collect its rates and charges as demonstrated by the increase in Council rates, annual charges, interest, and extra charges outstanding percentage. Strategies have been put in place to mitigate the risk of the further deterioration of this ratio. Council has been working closely with its Debt Collection agency to reduce the amount of debt outstanding from rates and water charges.

CONCLUSION

The rates and charges as at 30 November 2023 represent 50.21% of the total annual rates and charges levied and outstanding from previous years by Council (compared with 48.59% on 30 November 2022). The water consumption charges as of 30 November 2023 represent 49.69% of the total water consumption charges outstanding from previous years (compared to 67.99% on 30 November 2022).

RECOMMENDATION

That Council notes the information provided in the report.

10.15 PRESENTATION OF FINANCIAL STATEMENTS AND AUDIT REPORTS FOR THE YEAR ENDED 30 JUNE 2023

File Number: Financial Statements F2-1

Author: Bruce Quarmby, Executive Leader - Corporate and Sustainability

Authoriser: Paul Gallagher, General Manager

Annexures: 1. Coonamble Annual Financial Statements 2023 (under separate cover) 

PURPOSE

The purpose of this report is to present to Council the audited Financial Statements for the year ended 30 June 2023, in accordance with the provisions of Section 418 of the *Local Government Act 1993* (the Act).

BACKGROUND

The Audit Office of NSW has completed their audit of Council's financial records for the year ended 30 June 2023 and provided their report to Council on 31 October 2023. The Act contains specific requirements to be followed in relation to the presentation of Council's statutory Financial Statements. In summary the procedures are listed below:

1. As soon as practical after receiving the Auditor's Report, Council must forward a copy of the audited Financial Statements to the **Office of Local Government (OLG)**. These documents were forwarded on 31 October 2023.
2. A public notice must be provided of Council's intention to present its audited Financial Statements. A public notice was prepared in the prescribed format, which was published on Council's website on 8 November 2023, with a public notice published in the Coonamble Times on the 15 November 2023.
3. Anyone can make written submissions to Council regarding its audited Financial Statements or Auditor's Reports for a period of seven (7) days after the reports have been presented to Council.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

The Financial Statements will also form part of Council's Annual Report, which a requirement of the Integrated Planning and Reporting Framework.

(b) Financial Considerations

Council's net operating result for the 2022 / 23 financial year was a surplus of \$7.684 million; with this number including the effects of depreciation and amortisation expense of \$6.760 million.

Council will also note that the net operating result before grants and contributions provided for capital purposes, was also a surplus of \$4.442 million. It is this result which the Office of Local Government (OLG) uses when determining the key performance indicator of the "Operating Performance Ratio".

The improvement in the 2022 / 23 net operating result when compared to the previous year is mainly attributable to the two following reasons:

- A 28.57% increase in revenue received from User charges & fees.
- A 466% increase in revenue received from Interest and Investment Income.

COMMENTARY

According to the Auditor's Report, Council's accounting records have been kept in accordance with relevant legislation and accounting policies.

As mentioned above the 2022 / 23 operational result was \$7.684 million – with the individual fund results represented by the fund income statement below.

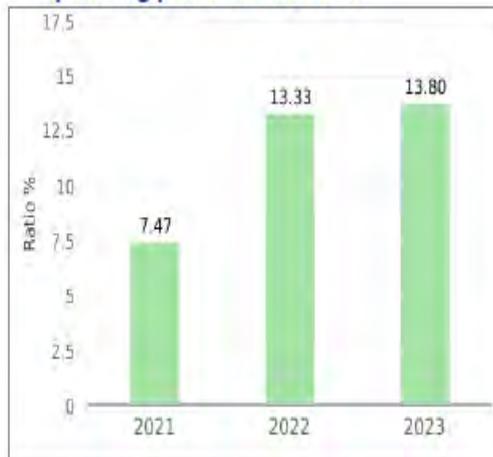
D1-1 Income Statement by fund

	General 2023 \$ '000	Water 2023 \$ '000	Sewer 2023 \$ '000
Income from continuing operations			
Rates and annual charges	5,320	880	876
User charges and fees	6,984	931	167
Interest and investment revenue	884	118	164
Other revenues	972	12	14
Grants and contributions provided for operating purposes	13,740	–	–
Grants and contributions provided for capital purposes	3,129	57	56
Net gains from disposal of assets	133	–	–
Other income	83	–	–
Total income from continuing operations	31,245	1,998	1,277
Expenses from continuing operations			
Employee benefits and on-costs	8,080	38	26
Materials and services	9,043	1,322	501
Borrowing costs	28	–	–
Depreciation, amortisation and impairment of non-financial assets	5,969	421	370
Other expenses	1,038	–	–
Total expenses from continuing operations	24,158	1,781	897
Operating result from continuing operations	7,087	217	380
Net operating result for the year	7,087	217	380
Net operating result attributable to each council fund	7,087	217	380
Net operating result for the year before grants and contributions provided for capital purposes	3,958	160	324

In measuring Council's financial performance against the key performance indicators, it performed well, with five (5) of the six (6) ratios for the 2022 / 2023 financial year exceeding the benchmarks as set by the OLG. The one (1) ratio to which Council did not meet the OLG key performance indicators "Own Source Operating Ratio".

Council's "Own Source Operating Revenue Ratio" was the only criterion that it did not meet the set benchmark. Council did not satisfy this ratio predominately due to fact that Council received significant additional income in the form of Government grants and contributions. These ratios are presented in the following graphs below.

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2022/23 result

2022/23 ratio 13.80%

Council's Operating performance ratio exceeds the industry benchmark.

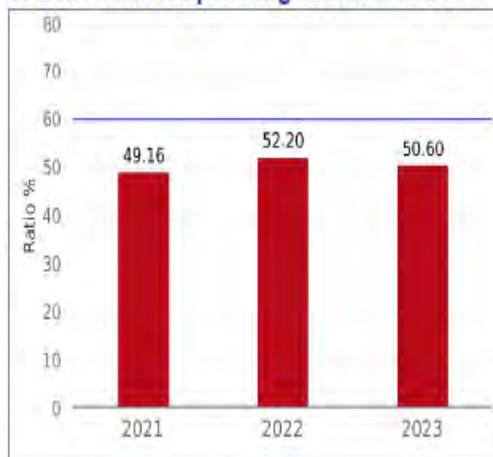
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2022/23 result

2022/23 ratio 50.60%

During the 2022/2023 financial year, Council received significant additional income in the form of Government grants and contributions. It is through the receipt of these additional funds that Council's 2022/2023 result does not meet the industry benchmark of 60%.

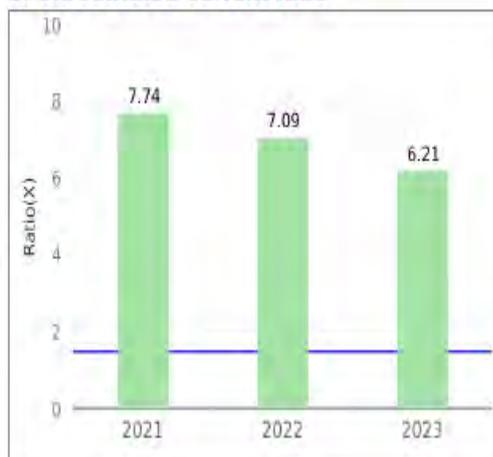
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

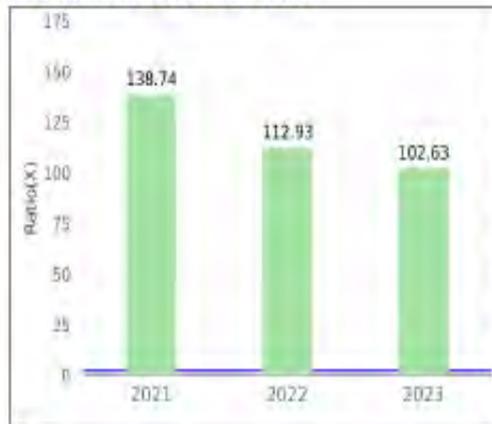
To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2022/23 result

2022/23 ratio 6.21x

Whilst Council's Unrestricted current ratio has declined from the prior year, it should be noted that it still exceeds the industry benchmark of 1.5. This indicates that Council has the capability to satisfy its debts as and when they fall due.

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2022/23 result

2022/23 ratio 102.63x

The Debt Service Ratio indicates that Council has sufficient operating cash to service its debts.

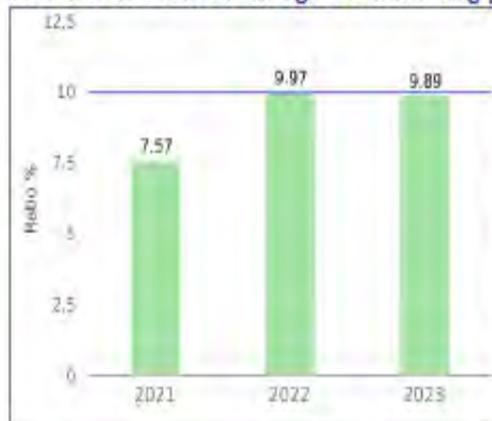
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2022/23 result

2022/23 ratio 9.89%

Whilst Council's 2022/23 ratio remains below the industry benchmark it should be noted that Council will need to focus its attention on implementing appropriate control measures to ensure that the ratio does not deteriorate any further.

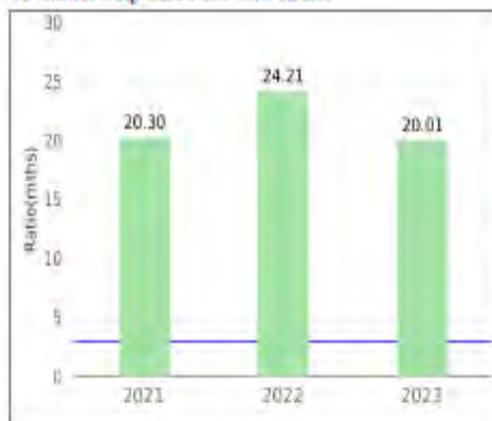
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2022/23 result

2022/23 ratio 20.01 months

The ratio is well above the industry standard of 3 months. This indicates that Council has sufficient liquidity to mitigate most unforeseen future events.

Benchmark: — > 3.00months

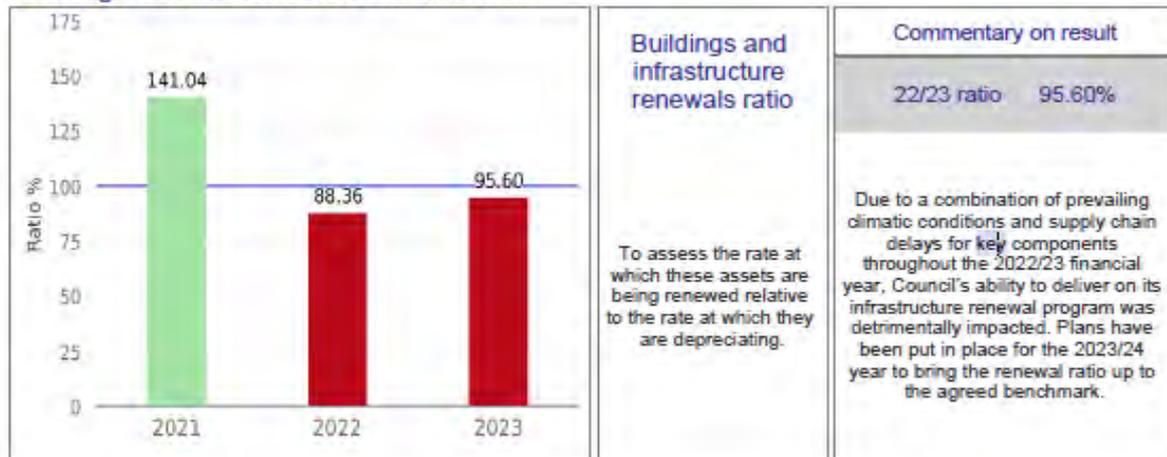
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

In reviewing Council’s performance against the key performance ratios for infrastructure assets (referring to Special Schedule Seven (7), an unaudited part of the Financial Statements), Council performance is represented by the graphs below.

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result

22/23 ratio 95.60%

Due to a combination of prevailing climatic conditions and supply chain delays for key components throughout the 2022/23 financial year, Council’s ability to deliver on its infrastructure renewal program was detrimentally impacted. Plans have been put in place for the 2023/24 year to bring the renewal ratio up to the agreed benchmark.

Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark (Green)

Ratio is outside benchmark (Red)

Council will note that the result in this ratio for 2023 which was below the benchmark as set by the OLG. The deterioration in the result is due to a combination of prevailing climatic conditions and supply chain delay issues experienced throughout the 2022/2023 which adversely impacted on the delivery of Council’s infrastructure renewal program.

Council should note however, that for the 2022 / 2023 financial year that it exceeded the Asset maintenance ratio as shown in the graph below.

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result

22/23 ratio 161.22%

Council continues to sufficiently fund the required maintenance of its assets, therefore ensuring these assets are maintained in a satisfactory condition.

Benchmark: — > 100.00%

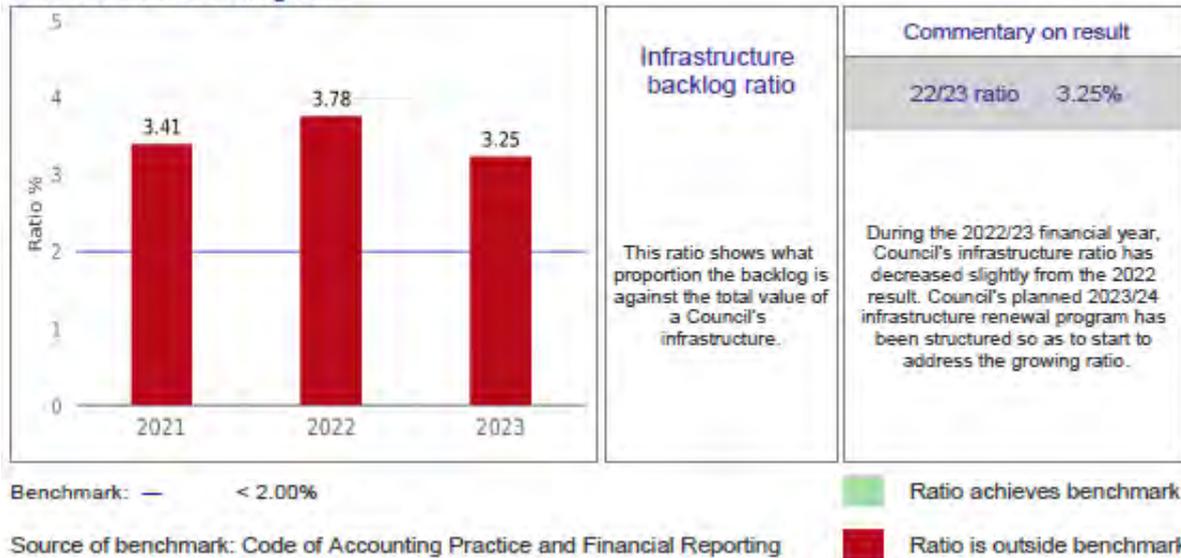
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark (Green)

Ratio is outside benchmark (Red)

Regarding Council’s “Infrastructure Backlog Ratio” of 3.25%, this ratio has remained above the benchmark of 2%. In working towards bringing this ratio under the agreed benchmark, Council will undertake a review of its infrastructure renewal program for current and future financial years.

Infrastructure backlog ratio



Cost to bring assets to agreed service level



(a) Governance/Policy Implications

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

(b) Legal Implications

Section 418 of the Act (**Public notice to be given of presentation of financial reports**) requires all Councils in NSW to give public notice of the presentation of Annual Financial Reports.

Section 419 of the Act (**Presentation of council's financial reports**) requires the following:

1. A council must present its audited financial reports, together with the auditor's reports, at a meeting of the council held on the date fixed for the meeting.
2. The council's auditor may attend the meeting at which the financial reports are presented. A council's auditor who carries out the functions

of the auditor under an appointment by the Auditor-General must attend the meeting at which the financial reports are presented if the council gives not less than seven (7) days' notice in writing that it requires the auditor to do so.

Section 420 of the *Local Government Act 1993* (**Submission of financial reports and auditor's reports**) requires the following:

1. *Any person may make submissions to the council with respect to the council's audited financial reports or with respect to the auditor's reports.*
2. *A submission must be in writing and must be lodged with the council within seven (7) days after the date on which those reports are presented to the public.*
3. *The council must ensure that copies of all submissions received by it are referred to the auditor.*
4. *The council may take such action as it considers appropriate with respect to any such submission, including the giving of notice to the Departmental Chief Executive of any matter that appears to require amendment of the council's financial reports.*

(c) Social Implications

There are no social implications arising directly from this report.

(d) Environmental Implications

There are no environmental implications arising directly from this report.

(e) Economic/Asset Management Implications

Whilst Council continues to sufficiently fund the maintenance of its infrastructure assets, the report highlights concern with Council's delivery of its infrastructure renewal program and its infrastructure backlog.

To address these concerns, a review of Council's current and future infrastructure renewal program will need to be undertaken ensuring that the assets with low condition ratings are prioritised for renewal.

(f) Risk Implications

The key element of risk associated with this report is Council's performance in the 2022 / 2023 financial year against several key performance indicators as set by the OLG. Council only failed to achieve the following benchmarks for the following criteria: "Own Source Funding Ratio" and the "Infrastructure Backlog Ratio".

Council will need to review the delivery of works in key operational plans to ensure that Council's limited funds are targeted most effectively and efficiently.

CONCLUSION

Council's Financial Statements and the associated key financial performance indicators for the year ended 30 June 2023 reveal that overall, it remains in a strong financial position. Council's 2022 / 2023 net operating result for the year, before

grants and contributions provided for capital purposes, was a surplus of \$4.442 million.

Moving forward, it is imperative that Council reviews both its current and long-term plans to ensure that it meets or is working towards satisfying all the key financial performance indicators as set by the Office of Local Government. However, the key performance indicator “Infrastructure Backlog Ratio” may take a few years to bring back under the set benchmark.

RECOMMENDATION

That Council note the tabling of the presentation and tabling of its Auditors Report and Financial Reports for the year ended 30 June 2023.

10.16 CODE OF CONDUCT COMPLAINTS - ANNUAL STATISTICS 2023**File Number: A-3-6****Author: Bruce Quarmby, Director Corporate Services****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to inform Council of the Code of Conduct statistics for complaints made about Councillors or the General Manager for the reporting period 1 September 2022 to 31 August 2023, as required by the *Procedures for Administration of the Model Code of Conduct for Local Councils in NSW*.

BACKGROUND

Council adopted its current Code and Procedures, based on the *Model Code of Conduct* on the 12 October 2022 and the *Procedures for the Administration of the Model Code of Conduct* on 9 September 2020.

Part 11 of the Procedures states:

11.1 The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:

- a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)*
- b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period*
- c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints*
- d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period*
- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period*
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and*
- g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.*

11.2 The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.

(a) Relevance to Integrated Planning and Reporting Framework

This item indirectly links to Council’s Community Strategic Plan through “Goal 15: Our Community believes in the integrity of Council’s decision”.

(b) Financial Considerations

During the reporting period, the cost of handling finalised Code of Conduct complaints during the reporting period was \$0.00.

COMMENTARY

Under Clause 12.1 of the Procedures, information about Code of Conduct complaints, including management and investigation of the complaint is to be treated as confidential and is not to be publicly disclosed, except as may be otherwise specifically required or permitted under the Procedures. The information provided in this report falls into this category.

It should be noted that only Code of Conduct complaints about Councillors or the General Manager are included in this reporting tool, which purposively excludes complaints under different legislative instruments or those involving general staff.

The Code of Conduct Complaints Statistics report below has been submitted to the Office of Local Government to fulfil Council’s reporting obligations. It should be noted that only the outcomes of Code of Conduct complaints are reported in the reporting year in which they are **finalised**, not received.

During the reporting period Council had zero (0) Code of Conduct complaints received that related to a Councillor or the General Manager between 1 September 2022 to 31 August 2023. Below is the summary extract from the Office of Local Governments annual return on Model Code of Conduct Complaint statics.

Model Code of Conduct Complaints Statistics 2022-23 Coonamble Shire Council		
Number of Complaints		
1	The total number of complaints received in the reporting period about councillors and the General Manager (GM) under the code of conduct from the following sources:	
i	Community	0
ii	Other Councillors	0
iii	General Manager	0
iv	Other Council Staff	0
2	The total number of complaints finalised about councillors and the GM under the code of conduct in the following periods:	
i	3 Months	0
ii	6 Months	0
iii	9 Months	0
iv	12 Months	0
v	Over 12 months	0
Overview of Complaints and Cost		

Governance/Policy Implications

The production of this report meets the Council's obligations and ensures that governance complies with Council's policy requirements.

(c) Legal Implications

Under the *Local Government Act 1993 (NSW)* Council has obligations in respect of Code of Conduct complaints and associated reporting requirements. Providing this report to the NSW Office of Local Government (OLG), as well as providing the information contained in this report to Councillors, means that Council has met with these key obligations.

(d) Social Implications

While there are so social implications associated with arising from this report in of itself, by providing the details of complaints, Council is continuing to be open and transparent in its operations.

(e) Environmental Implications

There are no environmental implications arising from this report.

(f) Economic/Asset Management Implications

There are no significant economic/asset management implications associated with this report.

(g) Risk Implications

Risk	Risk Ranking	Proposed Control	Proposed Risk Ranking	Within Existing Resources?
Code of Conduct may be breached by non-reporting of complaint statistics.	Low	Complaints Coordinator completes Annual Reporting of Complaints to Council in a timely manner.	Low	Yes
Council may face reputational damage through public perception of the number of complaint statistics.	Low	Council to provide factual statistical information as required by the Procedures for the Administration of the Model Code of Conduct and OLG reporting requirements.	Low	Yes

CONCLUSION

Under Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*, Council is required to complete and submit a report to the OLG on code of conduct complaints made about Councillors or the General Manager for the 12-month period ending as at 31 August each year. The Complaints Co-ordinator is also required to supply the same information to Council.

The 1 September 2022 to 31 August 2023 reporting period included zero (0) Code of Conduct complaints received relating to a Councillor or the General Manager.

The Code of Conduct Complaints Statistics Report has been submitted to the Office of Local Government.

RECOMMENDATION

That Council note the annual statistics in relation to Code of Conduct Complaints received relating to a Councillor or the General Manager for the reporting period 1 September 2022 to 31 August 2023 contained in this report.

10.17 APPLICATIONS FOR FINANCIAL ASSISTANCE UNDER COUNCIL'S DONATIONS POLICY

File Number: D7
Author: Bruce Quarmby-Director Corporate Services
Authoriser: Bruce Quarmby, Director Corporate Services
Annexures: 1. Community donation applications - 2nd Round 2023/2024. (under separate cover) 

PURPOSE

The purpose of this report is for Council to consider the applications for financial assistance received from community organisations under Council’s Donations Policy.

BACKGROUND

Council adopted a Donations Policy in August 2019 to provide the opportunity for local organisations / charities to apply for financial assistance under a fair and equitable process for projects considered to benefit the community.

Initially, applications were invited twice annually however, at the August 2022 meeting, Council adopted the revised Donations Policy (Resolution 2022/191) which provides for applications to be invited quarterly for consideration and determination by the whole Council.

The Donations Policy sets out guidelines to be followed and includes an acquittal form to be completed by each recipient of funding prior to 30 June in which the funds are granted.

So far in the 2023 / 24 financial year, in accordance with Council resolutions a total of \$12,500 has been granted in financial assistance. For Council’s information a further \$28,179.64 has been provided in the form of pre-approved donations.

(a) Relevance to Integrated Planning and Reporting Framework

L1.4.4 Governance is open and transparent.

(b) Financial Considerations

An amount of \$76,100.00 has been included in the donations vote for the 2023 / 24 financial year.

Following is a summary of the expenditure that Council has committed to fund from its 2023 / 24 donations vote. It should be noted that the following amount includes all pre-approved donation commitments, in line with Council’s adopted donation policy, along with any further amounts that Council has resolved to fund from this vote during the 2023 / 24 financial year.

- Mayoral Donations Vote \$ 5,000.00
- Pre-Approved \$27,600.00
- Donations approved 2023/2024 \$12,500.00

Taking into consideration the commitments outlined above, based on the current budget allocation, an amount of is \$31,000.00 remains available for distribution in the 2023 / 24 financial year.

Further for Council's information, at the time of writing this report, the balance of funding available in the Mayoral Donation Vote is \$3,920.

COMMENTARY

In accordance with Council's adopted Donation Policy, recently Council staff invited applications for the second round of funding applications from Community groups. A total of seven (7) applications were received by Council. Copies of the application forms received, have been attached as an annexure to this report.

A summary of the seven (7) applications received are as follows:

- **Coonamble Radio Incorporated** – seeking a \$1,330 contribution towards the cost of the annual Council rates levy on its property located at 30 Maule Street, Coonamble.

Whilst the application did not address how the outcome benefits the people of the Coonamble Local Government Area, Council is fully aware of the valuable community service that this volunteer organisation provides to the community. The requested financial contribution will assist the organisation to meet its ongoing expenses.

- **St Barnabas Anglican Parish Coonamble** – seeking a \$8,000 contribution towards costs associated with the provision of suitable furniture for the upgraded meeting room and kitchen at within the church hall located at 26 Namoi Street, Coonamble.

In addressing how the outcome benefits the people of the Coonamble Local Government area the application sites that purchase of suitable furniture to meet the needs of the elderly, frail and disabled will help ensure that the venue will be able to cater for all members of the community. The application further sites that it is the Parish's intention to further develop / renovate the facility, in stages, to improve the utilization of the hall.

- **Rotary Club of Coonamble** - seeking a \$12,500 contribution towards costs associated with the refurbishment of the large catering van, owned by Rotary club of Coonamble. Once completed, the intended refurbishment of the catering van will ensure the van complies with the relevant health regulations.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application sites that the volunteers who operate the van would enjoy the upgrade. Further the application sites that the van would serve approximately 1500 people per year at the annual Coonamble Rodeo.

- **Coonamble Rugby League** – seeking a \$40,000 contribution to fund the purchase of a catering van. The application states that the club’s previous van is noncompliant with modern day food safety standards. The purchase of a new van will allow the club the opportunity to participate in various community events and therefore the opportunity to generate additional income to ensure the club remains viable.

In addressing the how the outcome benefits the people of the Coonamble Local Government Area the application sites that the purchase of the catering van and the subsequent funds raised will be used to ensure the ongoing presence of a senior league club within Coonamble and in doing so provide Coonamble and district youth an outlet for sport.

- **Coonamble Swimming Club** – seeking a contribution a \$7,460.00 contribution towards identified projects to both improve the facilities offered at the Coonamble pool by the swimming club as well as seeking to encourage greater participation by the wider community.

These projects can be broken down into three (3) categories. These are as follows:

1. The purchase of a replacement Starter and timing system at the value of \$2,667.50. This equipment is essential to the running of the Annual Western Area Carnival and club nights.
2. The purchase of training equipment and novelty items to the value of \$2,500.00. This proposed purchase would include training equipment such as flippers, kickboards, goggles and gear bags, as well as some fun items to encourage participation by newer swimmers.
3. The purchase of supplies and equipment that have been identified, if purchased, will not benefit the members of the club but are hoped to further increase participation in the sport from the wider community. These estimated costs total an estimated \$2,290.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application outlines several various benefits, all with the common theme of not only enhancing the quality of the swimming programs being offered, but also seeking to improve and promoting access to these programs for the wider community.

For Councils information, during the preparation of this report for Council’s consideration management has had some preliminary discussions with the swimming club about items being requested. Management’s particular focus has been on the purchase of a replacement stater and timing system. This is because management is of the opinion that the item of equipment would be beneficial to the wider community, for e.g., school sports carnivals, and that as such it would be more appropriate for Council to purchase and own the starter and timing system. As the swimming club has already purchased this machine to enable the club to operate for the current swimming season, Council could reimburse the swimming club for the purchase.

Moving forward Council would then be responsible for the management and upkeep of the system.

- **Lee and Co Operations** – seeking a \$5,000 contribution towards the purchase of an outdoor movie theatre. The application states that it is their intent that if the application is successful that they will run movies for the youth and families.

In addressing how the outcome benefits the people of the Coonamble Local Government Area the application sites that the purchase of the outdoor theatre will allow for more activities for the wider community to participate in.

For Council's information, during the preparation of this report for Council's consideration some preliminary discussions have been held with regards to the benefits of Council purchasing and owning such a piece of equipment. Management was able to identify several possible uses and programs, that such a piece of equipment would be useful not only for Council in its operations but the wider community.

- **Coonamble Clontarf** – seeking a \$1,710 contribution towards the costs of the hire of Council facilities for hosting an Oz Tag regional comp during October 2023. Whilst the application is seeking a contribution from Council of \$1,710.00, it should be noted that once the security deposits are refunded/reversed it would leave a balance of \$1,485.00 hire charges outstanding. This would be the figure that the Council could consider contributing as a donation.

In addressing the how the outcome benefits the people of the Coonamble Local Government Area the application sites that the hosting of the Oz tag event showcased our community to the Clontarf region of the Central West and now they "love our town". It further sites that the donation, if approved will benefit both Clontarf and the community through assisting with the costs of running programs that Clontarf is involved with.

(a) Governance/Policy Implications

Sections 23 and 24 of the *Local Government Act 1993*.

(b) Legal Implications

No legal implications are associated with this report.

(c) Social Implications

The financial assistance offered under Council's donation policy provides Council with the opportunity to assist various organisations in delivering programs designed to have a positive social impact on the community.

(d) Environmental Implications

No environmental implications are associated with this report.

(e) Economic/Asset Management Implications

No economic / asset management implications are associated with this report.

(f) Risk Implications

Risk mitigation provisions have been included in Council's adopted Donations Policy. These include the requirement that successful applicants are required to complete a community donation report for funds provided by Council.

CONCLUSION

Seven (7) applications were received under the second round of the 2023 / 24 financial year funding in accordance with Council's Donations Policy and has been tabled for consideration by Council.

For those organisations whose requests for financial assistance were not successful on this occasion, Council the opportunity exists for these organisations to reapply for assistance later in the 2023 / 2024 financial year. In addition, Council staff will continue to monitor for grant funding opportunities to which these community organisations could apply and advise them accordingly of these opportunities.

RECOMMENDATION

- 1. That Council notes the information contained within this report.**
- 2. That Council provides the following financial assistance.**
 - a. Coonamble Community Radio \$1,330.00**
 - b. St Barnabas Anglican Church \$4,000.00**
 - c. Coonamble Swimming Club \$4,790.00**
 - d. Coonamble Clontarf \$1,485.00**
- 3. That Council resolves to endorse managements actions in the purchase of the following items of equipment from its operational budgets.**
 - a. Starter and timing system for the Coonamble Pool.**
 - b. Outdoor Movie Theatre.**

10.18 INFRASTRUCTURE SERVICES - WORKS IN PROGRESS

File Number: R6
Author: Kerrie Murphy-Director Infrastructure Services
Authoriser: Paul Gallagher, General Manager
Annexures: Nil

PURPOSE

The purpose of this report is to provide Councillors with information on the works in progress within Council's Infrastructure Directorate.

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

I1.1 Employ a strategic approach to the management of our critical road network.

I1.2 Strengthen our strategic approach to the management of our water infrastructure and services.

I1.3 Improve our strategic approach to the management of our sewerage infrastructure and services.

I1.4 Strengthen our strategic approach to the management of our urban drainage infrastructure and services.

I1.5 Adopt successful strategies which maximises our community's access to quality infrastructure and assets.

P3.1 Provide support to our sporting, recreation and community organisations which drives improved sporting and recreational opportunities for our community.

P3.2 Improve the quality of our parks, open spaces, sporting, and recreational facilities, including the MacDonald Park Masterplan Precinct.

(b) Financial Considerations

Provision is made within the 2023 / 2024 Operational Plan and Budget to fund the associated works and programs listed in this report.

COMMENTARY

This report aims to inform Councillors of the works in progress in the Infrastructure Directorate. Updates are provided for each Departmental area which includes Roads, Water and Sewer and Urban Services. Please note that the attachment is in an updated format with a view to provide additional information to that provided previously. The projects in this report will increase as time goes on, and more valuable information will be provided at that time.

The rehabilitation work on McCullough Street has been completed between the Highway and Dubbo Street. There has been a variation to the design, being that there will still be centre parking and trees planted in the middle of the road, as opposed to full concrete medians. This will address the feedback received regarding the concrete medians in the middle of the road and will allow residents to use reverse caravans into their driveway.

(a) Governance/Policy Implications

Maintenance of Council's infrastructure assets is carried out in accordance with Council's adopted management plans.

(b) Legal Implications

There are no legal implications arising from this report.

(c) Social Implications

Maintenance works are programmed where practical, to minimise social impacts.

(d) Environmental Implications

There are no environmental implications arising from this report.

(e) Economic/Asset Management Implications

Works are scheduled in accordance with Council's adopted 2023 / 24 Operational Plan and Budget.

(f) Risk Implications

Maintenance works are programmed to minimise the risk to Council and the public.

CONCLUSION

This report provides updated information on the projects and planned works within the Infrastructure Department for Council's information.

RECOMMENDATION

That the information be received and noted.

10.19 TOORAWEEENAH ROAD UPGRADE - MONTHLY STATUS UPDATE**File Number: R-8-32-1****Author: Kylie Kerr-Roads Manager****Authoriser: Kerrie Murphy, Director Infrastructure Services****Annexures: Nil****PURPOSE**

The purpose of this report is to provide Councillors a status update on the Tooraweenah Road Upgrade Project.

EXECUTIVE SUMMARY

The findings of the Independent Strategic Review of the Infrastructure Investment Program were released on 16 November 2023 and the Tooraweenah Road Upgrade project still has the financial support of \$22,962,000 from Australian Government.

Work over the last month has primarily focused on the redesign works including hydrology, the reviewing of TfNSW specifications and preparing documentation for tender exemption and time extension requests.

Federal Milestone PDLM5 has now been accepted by the Federal Team with no change to the dollars and payment of \$602,000 which is expected in the coming month. The Federal Team has advised that a Tender exemption will need to be sought for Council to self-deliver sections of the project and this submission is currently being prepared.

BACKGROUND

Tooraweenah Road is the most direct route from the town of Coonamble to the Warrumbungle's.

The section of road to be upgraded commences on the eastern outskirts of the Coonamble township and continues to the boundary with Gilgandra Shire Council.

The 56.8 km road currently consists of 30.1 km with a sealed pavement of varying width, followed by 26.7 km of unsealed earthen formation with an average width of 7m. The unsealed section includes two short-sealed sections that total 1.3km.

Most of the existing sealed length requires rehabilitation or heavy patching, however, some of the sections of the sealed pavement are in a serviceable condition and will be retained. Unsealed sections of Tooraweenah Road will be upgraded and sealed.

The project aims to provide 56.8 km of sealed road with a 9.9m wide pavement and 7.5m wide seal with guideposts, centreline and edge marking.

Council has resolved to complete the project in the shortest possible timeframe, preferably within a 12-month period from the time of project approval.

(a) Relevance to Integrated Planning and Reporting Framework

11.1.5 Complete the Tooraweenah Road upgrade project, on time and on budget.

(b) Financial Considerations

The capital cost of the project is funded by the Federal Government's Roads of Strategic Importance (ROSI) Program. The funded budget is \$22.96M.

COMMENTARY

The Independent Strategic Review (the Review) of the Infrastructure Investment Program (IIP) was announced on 1 May 2023 and the Executive Summary of the findings was released on 16 November 2023. The Review was instigated as the Australian Government was concerned that many projects did not have sufficient funding or a strong enough business case to justify financial investment by the Federal Government. The Toowoomba to Seymour – New South Wales – Tooraweenah Road Upgrade project (\$22,962,000) and the Warren Road upgrade, Coonamble to Warren Project (\$1,930,000) were part of the review. Both projects have been deemed suitable and will continue to be funded.

Federal Milestone PDLM5 has now been accepted by the Federal Team with no change to the dollars and payment of \$602,000 which is expected in the coming month.

The Federal Team has advised that a Tender exemption will need to be sought for Council to self-deliver sections of the project. This submission is currently being prepared and highlights several key benefits in Council staff delivering some of the road construction work including:

- Use of local and regional contractors via our casual plant hire contract that don't have the resources to tender for the project on their own.
- The knowledge and experience of our staff in constructing roads to suit our unique soil and environmental conditions.
- Cost savings associated with using local people (staff) undertaking the road construction work.

A second submission is being prepared to support the request for an extension of time for the project as it has been delayed unforeseeably over the past 18 months with natural disasters, ongoing wet weather and the need for additional survey and design work.

Work over the last month has primarily focused on the redesign works including flood modelling, reviewing specification to be included in the tender and preparing documentation for tender exemption and time extension requests. Key activities have included:

- Engaging a suitably qualified consultant to complete the hydrology study.
- Flooding and hydrology model and design development which is 50% completed.
- Continuing to work on the detailed design.
- Reviewing the TfNSW specifications for relevance and inclusion in the tender documents.

RECOMMENDATION**1. That Council receive and note information in this report.**

10.20 STATUS OF COONAMBLE TOWN WATER SUPPLY**File Number:** W1-1-2**Author:** Sergei Iagunkov-Manager Water & Sewage**Authoriser:** Kerrie Murphy, Director Infrastructure Services**Annexures:** Nil**PURPOSE**

The purpose of this report is to provide Council with an update on the status of the Coonamble town water supply and investigations to address leaks and water pressure.

EXECUTIVE SUMMARY

Following the historical water restrictions in the summer months, the decommissioning of Reservoir #3 (corner of the Castlereagh Highway and McCullough Street) the continual water main leaks and water pressure in the town of Coonamble, instructions were issued by the General Manager to staff to investigate the issues and seek resolutions.

The turnover of staff within the Infrastructure section and its resourcing has factored in the hindrance on the progress. The investigations undertaken by staff revealed that a Water Scoping Study was undertaken by Council in 2020. The report determined that the existing Reservoir #5 is only working at 12-13% of its capacity. The report further determined that the construction of a rising main, between the Water Treatment Plant in Yarran Street, and Reservoir #5 would increase the capacity of Coonamble Town Water Supply.

BACKGROUND

Coonamble town currently has three (3) reservoirs, one of which has been decommissioned due to ongoing issues with leakage.

Reservoir #3 (R#3), located on the corner of the Castlereagh Highway and McCullough Street is 1.5ML in size and has been decommissioned due to ongoing leakage issues.

Reservoir #4 (R#4) is located in Yarran Street, adjacent to the Water Treatment Plant (WTP). It is 1.4ML in size and is currently in use.

Reservoir #5 (R#5) is located at the end of Wingadee Street and is 5ML in size and currently in use.

This gives Council a total reservoir storage capacity of 6.5ML.

(a) Relevance to Integrated Planning and Reporting Framework

11.2.1 Complete, adequately resource and successfully implement strategic plans for our water infrastructure.

(b) Financial Considerations

Funding will be required to construct the rising main, however, the budget cannot be allocated until the investigation and design has been finalised.

COMMENTARY

A Water Scoping Study was undertaken in 2020. After a reticulation analysis was conducted, it was identified that there wasn't a rising main from the Water Treatment Plant to R#5.

This effectively means that R#5 is not being used to its full capacity, currently running at only 12-13%. This equates to about 600kL/day. If a rising main was constructed, connecting the WTP to R#5, the turnover in R#5 would increase to about 4.5ML.

Constructing this rising main will, potentially, allow improvements to water pressure and improve flow and reliability by substantially increasing the drinking water storage volume. Total capacity of the reservoirs will give Council at least 24-hour water supply in town even if the WTP is off line for the same period.

After the rising main has been constructed, it is proposed that another reticulation analysis be undertaken to identify low pressure zones and to assist with system flow issues in the event that network extension is required.

It is proposed that the investigation and construction of the rising main, between the WTP and R#5, be finalised before any further investigations and investments be made with regards to a new reservoir.

Staff are presently preparing a brief to apply for grant funding to assist with the capital cost.

(a) Governance/Policy Implications

Australian Drinking Water Guidelines 2011

(b) Legal Implications

Nil

(c) Social Implications

Council has responsibility to provide quality drinking water to the community.

(d) Environmental Implications

Nil

(e) Economic/Asset Management Implications

Nil

(f) Risk Implications

Nil

CONCLUSION

Council would be aware of historical water pressure issues in the town of Coonamble, increasing over the summer months. It was previously identified that an additional water reservoir would be required in order to rectify these issues.

Investigations have determined that the existing Reservoir #5 is only working at 12-13% of its capacity. It has also been determined that the construction of a rising

main, between the Water Treatment Plant in Yarran Street, and Reservoir #5 would increase the capacity of Coonamble Town Water Supply.

Constructing this rising main will, potentially, allow improvements to water pressure and improve flow and reliability by substantially increasing the drinking water storage volume.

This may also alleviate the for the massive investment required to construct an additional reservoir.

RECOMMENDATION

That;

1 The information be received and noted

2 Council note that a brief is being developed to apply for grant funding to assist with the capital cost for a rising main.

10.21 MACDONALD PARK MASTERPLAN

File Number: P1-4
Author: Mick Bell-Manager Parkes & Urban Services
Authoriser: Kerrie Murphy, Director Infrastructure Services
Annexures: Nil

PURPOSE

To seek concurrence from Council on the direction required for the McDonald Park Master Plan

EXECUTIVE SUMMARY

The Coonamble Pool Complex and McDonald Park Master Plan is a significant document that covers two of Councils assets, being the Park and the Swimming pool complex.

It is proposed to separate the Master Plan into two independent parts which will enable more efficient use of resources and allow for more appropriate targeting of issues for the park or the pool complex.

It is acknowledged that the two assets work in tandem, however, they are distinctly separate entities for purposes of public use. The park is utilised all year round and the pool complex for only six months of the year.

BACKGROUND

Council had engaged GHD in 2019 to undertake the development of the Coonamble Pool Complex and McDonald Park Masterplan. This was provided to Council in March 2022.

A series of further reports were also included being the overarching report dated March 2022 and further reports received on the Swimming pool complex as technical attachments.

Some consultation was carried out with sporting groups and community for the development of options for these plans.

(a) Relevance to Integrated Planning and Reporting Framework

P3.1 Provide support to our sporting, recreation and community organisations which drives improved sporting, and recreational opportunities for our community.

P3.2 Improve the quality of our parks, and open spaces, sporting, and recreational facilities, including the McDonald Park Master Plan.

(b) Financial Considerations

Part funding for this project has become available through existing grants, such as LRCIP 4.

COMMENTARY

The Coonamble Pool Complex and McDonald Park Master Plan is a significant document that covers two of Councils assets, being the Park and the Swimming pool complex.

It is proposed to separate the Master Plan into two independent parts which will enable more efficient use of resources and allow for more appropriate targeting of issues for the park or the pool complex.

It is acknowledged that the two assets work in tandem, however, they are distinctly separate entities for purposes of public use. The park is utilised all year round and the pool complex for only six months of the year.

(a) Governance/Policy Implications

There are no Governance or Policy implications with this report.

(b) Legal Implications

There are no Legal implications with this report.

(c) Social Implications

McDonald Park is one of Coonamble's main parks and the improvements and upgrades need to address the community's needs.

(d) Environmental Implications

Council will need to ensure that any development that is undertaken considers any environmental factors especially due to the proximity of the Castlereagh River.

(e) Economic/Asset Management Implications

The implementation of any improvements or upgrades comes at a cost and should be funded by grant opportunities as they become available, the separation of the two assets will allow Council to better administer the Asset management plans.

(f) Risk Implications

That the proposed upgrades are not approved or that the available funding is insufficient to undertake the required upgrades.

CONCLUSION

In order to maximise the benefits of the Coonamble Pool Complex and McDonald Park Master, it has been determined that the report be treated as two separable portions, treating them as individual plans for each asset. Council staff can then utilise the technical reports to carry out repairs and improvements to the Coonamble pool complex as per recommendations. This will enable the works to be progressed as funds become available.

Council will utilise the overarching report as a basis for the upgrades and improvements to McDonald Park, and a document to be used for the application for grant funding.

RECOMMENDATION

- 1. That Council receive and note the information in this report.**
- 2. That Council endorse the overarching report as a working document to assist Council in the allocation of funds for the improvement and upgrading of facilities within McDonald Park.**
- 3. That Council endorse the use of the technical reports to provide a basis for the upgrades and improvements to the Coonamble Pool Complex and apply for any grants that become available for that purpose.**

10.22 LOCAL ROADS AND COMMUNITY INFRASTRUCTURE (LRCI) PROGRAM - PHASE 4 - PART A PROJECTS**File Number: G5-96-4****Author: Kerrie Murphy-Director Infrastructure Services****Authoriser: Paul Gallagher, General Manager****Annexures: Nil****PURPOSE**

The purpose of this report is to inform Council of the successful projects for Part A of the Phase 4 Local Roads and Community Infrastructure (LRCI) Program.

EXECUTIVE SUMMARY

The LRCI Program is funded by the Australian Federal Government for the purpose of supporting local councils to deliver priority local road and community infrastructure projects, to support jobs and deliver benefits to local communities.

Phase 4 of the LRCI Program allows for a broad range of projects so that communities can continue to be provided with the infrastructure they require.

Unlike previous Phases of LRCI, Phase 4 has been split into two (2) parts, Part A can be spent on any eligible local road or community infrastructure project and Part B can only be spent on eligible local rural, regional or outer-urban road projects.

Coonamble Shire Council has been allocated \$929,818 for Part A and \$536,339 for Part B, totalling \$1,466.157 for Phase 4.

BACKGROUND

Council received notification in February this year that allocations under the LRCI Program for Part A of Phase 4 had been finalised, with further correspondence to come with regards guidelines and eligibility. This notification included advice that the funds would be available from 1 July 2023, with delivery of projects by 30 June 2025.

On 3 May 2023, Council received further correspondence advising that a further allocation for Part B had been made available to Council.

Council accepted the offer of funding for both Part A and B in September 2023 which then allowed for nomination of projects. Under the guidelines, projects cannot be nominated if they are already funded in Council's financial plan. Additionally, work cannot commence on a nominated project until it had been approved by the funding body.

Nominated projects for Part A funding were submitted to LRCI in September. Nominations for projects(s) for Part B have yet to be determined. Council received approval of the nominated projects for Part A in mid-November 2023.

Projects nominated for funding under Part A of Phase 4 were identified for a number of reasons to benefit the community and not currently funded in Council's current budget.

Projects approved under Phase 4 of LRCI are as follows:

• Coonamble Pool – reseal and painting	\$246,850
• Gulargambone Pool – reseal and painting	\$138,520
• Quambone Pool - reseal and painting	\$81,587
• Coonamble Cemetery – Construct Columbarium	\$52,632
• Water Efficiency Project – installation irrigation controllers at various locations around the LGA in parks and ovals	\$97,000
• Fence Replacement – behind Council Library and Administration building	\$90,000
• MacDonald Park upgrades – installation water tank and Pumps at pool to irrigate Park using backwash, construction of a gazebo in the Park and design/construction of carpark at rear of pool precinct	<u>\$223,229</u>
Total allocation to projects for Part A	<u>\$929,818</u>

(a) Relevance to Integrated Planning and Reporting Framework

P3.1 Provide support to our sporting, recreation and community organisations which drives improved sporting, and recreational opportunities for our community.

P3.2 Improve the quality of our parks, and open spaces, sporting, and recreational facilities, including the McDonald Park Master Plan.

I1.5.3 - Develop and implement strategies and operations which deliver quality and well managed Council assets and infrastructure to the community.

(b) Financial Considerations

Nil

COMMENTARY

(a) Governance/Policy Implications

Work cannot commence prior to approval of project nominations.

(b) Legal Implications

Nil

(c) Social Implications

Improved facilities will have positive social implications.

(d) Environmental Implications

Installation of tank and pump at pool will reduce the need to extract water from the river to irrigate MacDonald Park.

(e) Economic/Asset Management Implications

Maintenance costs of new assets will need to be considered in future budgets.

(f) Risk Implications

Nil

CONCLUSION

Council has nominated projects for funding under Part A of the LRCI Phase 4 Program. These projects have been approved. Work has commenced on some of the projects with planning in progress for the other projects to ensure completion of construction prior to 30 June 2025.

RECOMMENDATION

That the information be received and noted.

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

Nil

12 CONFIDENTIAL MATTERS

RECOMMENDATION

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

- 12.1 Closed (Public Excluded) Council Meeting of the Coonamble Shire Council - 8 November 2023**

13 CONCLUSION OF THE MEETING