



ATTACHMENTS

Ordinary Council Meeting

26 October 2022

Table of Contents

8.1	Investments as at 30 September 2022	
	Attachment 1 Investment Report as at 30 September 2022	5
8.2	Active Resolutions - October	
	Attachment 1 Active Resolutions - October	16
8.3	Annual Report from Arts Outwest	
	Attachment 1 Council page from Annual Report - AOW	39
8.4	Electrical Assest Defects	
	Attachment 1 SRA Grounds Essential Energy Electrical Defect Notice.....	41
	Attachment 2 Lake Rodeo Grounds Essential Energy Defect Notice.....	54
8.5	Disclosure of Interest Returns - 2021/2022	
	Attachment 1 Disclosure of Interest Returns Tabled 26 October 2022.....	58
8.9	2022 WHS Self-Audit Results	
	Attachment 1 2022 WHS Self-Audit -Executive Summary	59
8.11	Delivery Program and Operational Plan progress report as at 30 June 2022	
	Attachment 1 Delivery Program - 30 June 2022	61
9.2.1	Donations	
	Attachment 1 Tottenham Christmas Tree Committee	130
	Attachment 2 Donations	133
	Attachment 3 Lake Cargelligo Fitness Centre - Monthly Status Report.....	135
	Attachment 4 Tottenham Welfare Council	136
9.2.2	Updates To Budget 2022-2023: Revotes and Additional Grant Funded Projects	
	Attachment 1 Revotes & Carry forwards from 2022	142
	Attachment 2 Grant funded projects not included in 2023 budget	143
	Attachment 3 2023 Reserve Balances after Revotes	144
	Attachment 4 2023 Revised Budget Profit and Loss	145
9.4.1	Signs as Remote Supervision Policy Update	
	Attachment 1 LSC Draft Signs as Remote Supervision Policy Oct 2022.....	146
	Attachment 2 Draft Signs as Remote Supervision Procedure Oct 2022	149
13.1	Central NSW Joint Organisation Board Meeting - October 2022	
	Attachment 1 Central NSW Joint Organisation Board meeting report.....	150

14.1 Correspondence

Attachment 1	RAI - Regional Job Vacancies	166
Attachment 2	CMA - Email re Biodiversity Offset Scheme	168
Attachment 3	CMA - Accounting for RFS Assets	171
Attachment 4	LGNSW - Email re RFS Assets	172
Attachment 5	Letter from OLG to LGNSW re RFS Assets.....	174
Attachment 6	DPE Infrastructure Contributions Update.....	179
Attachment 7	OLG - Email re JO Implementation Review	180
Attachment 8	OLG - ToR for JO Implementation Review.....	182
Attachment 9	Letter from USU re Rate Pegging Review.....	186
Attachment 10	Rate Capping Report - Prof Brian Dollery.....	190
Attachment 11	Notification of Mrs Burns 100th birthday.....	233



Investment Report

01/09/2022 to 30/09/2022



Portfolio Valuation as at 30/09/2022

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Bank of Sydney	Unrated	TD	GENERAL	Annual	08/09/2021	04/10/2022	0.6400	500,000.00	201.64	201.64
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	20/10/2021	20/10/2022	0.4200	500,000.00	1,990.68	172.60
BOQ	BBB+	TD	GENERAL	Annual	20/10/2020	20/10/2022	0.8000	500,000.00	3,791.78	328.77
AMP Bank	BBB	TD	GENERAL	At Maturity	21/06/2022	22/11/2022	1.9000	750,000.00	3,982.19	1,171.23
AMP Bank	BBB	TD	GENERAL	Annual	23/11/2021	29/11/2022	1.0000	1,000,000.00	8,547.95	821.92
NAB	AA-	TD	GENERAL	Annual	27/11/2020	29/11/2022	0.6300	500,000.00	2,640.82	258.90
Members Equity Bank	BBB+	TD	GENERAL	At Maturity	25/05/2022	07/12/2022	2.5100	1,500,000.00	13,306.44	3,094.52
NAB	AA-	TD	GENERAL	Annual	10/12/2020	13/12/2022	0.6300	500,000.00	2,545.89	258.90
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	20/04/2022	18/01/2023	1.8800	2,000,000.00	16,894.25	3,090.41
Warwick Credit Union	Unrated	TD	GENERAL	Annual	10/02/2021	13/02/2023	0.6500	1,000,000.00	4,149.32	534.25
Warwick Credit Union	Unrated	TD	GENERAL	Annual	09/02/2021	14/02/2023	0.6500	500,000.00	2,083.56	267.12
ING Direct	A	TD	GENERAL	Annual	17/02/2022	21/02/2023	1.0200	1,000,000.00	6,315.62	838.36
BankWAW	Unrated	TD	GENERAL	Annual	02/03/2021	02/03/2023	0.7000	500,000.00	2,042.47	287.67
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	29/04/2022	14/03/2023	2.5400	1,000,000.00	10,786.30	2,087.67
ING Direct	A	TD	GENERAL	At Maturity	31/03/2022	29/03/2023	1.6800	1,000,000.00	8,469.04	1,380.82
BNK Bank	Unrated	TD	GENERAL	Annual	30/03/2021	04/04/2023	0.7000	900,000.00	3,193.15	517.81
NAB	AA-	TD	GENERAL	At Maturity	13/04/2021	18/04/2023	0.6000	1,000,000.00	8,810.96	493.15
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	29/04/2022	26/04/2023	2.7100	2,000,000.00	23,016.44	4,454.79



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
BNK Bank	Unrated	TD	GENERAL	Annual	04/05/2021	09/05/2023	0.7000	1,000,000.00	2,876.71	575.34
AMP Bank	BBB	TD	GENERAL	Annual	04/05/2021	09/05/2023	0.7000	1,000,000.00	2,876.71	575.34
MyState Bank	BBB	TD	GENERAL	Annual	04/05/2021	09/05/2023	0.5500	1,000,000.00	2,260.27	452.05
BOQ	BBB+	TD	GENERAL	Annual	10/05/2022	10/05/2023	3.0000	500,000.00	5,917.81	1,232.88
NAB	AA-	TD	GENERAL	Annual	25/05/2021	23/05/2023	0.6300	2,000,000.00	4,453.15	1,035.62
ING Direct	A	TD	GENERAL	At Maturity	25/05/2022	06/06/2023	3.1600	1,000,000.00	11,168.22	2,597.26
Members Equity Bank	BBB+	TD	GENERAL	At Maturity	14/06/2022	13/06/2023	3.9000	1,000,000.00	11,646.58	3,205.48
ING Direct	A	TD	GENERAL	Annual	08/06/2021	13/06/2023	0.5000	500,000.00	787.67	205.48
ING Direct	A	TD	GENERAL	Annual	15/06/2021	13/06/2023	0.5000	750,000.00	1,109.59	308.22
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	14/06/2022	14/06/2023	4.0900	2,000,000.00	24,427.95	6,723.29
BOQ	BBB+	TD	GENERAL	Annual	28/06/2022	28/06/2023	4.0000	1,000,000.00	10,410.96	3,287.67
Westpac	AA-	TD	GENERAL	Quarterly	06/07/2021	11/07/2023	0.5600	1,000,000.00	1,334.79	460.27
Commonwealth Bank	AA-	TD	GENERAL	Semi-Annual	20/07/2022	25/07/2023	4.2200	1,000,000.00	8,440.00	3,468.49
BOQ	BBB+	TD	GENERAL	Annual	26/07/2022	26/07/2023	4.0500	600,000.00	4,460.55	1,997.26
AMP Bank	BBB	TD	GENERAL	At Maturity	09/08/2022	08/08/2023	4.1500	1,000,000.00	6,026.03	3,410.96
AMP Bank	BBB	TD	GENERAL	Annual	09/08/2022	15/08/2023	4.1500	1,000,000.00	6,026.03	3,410.96
Westpac	AA-	TD	GENERAL	Quarterly	31/08/2022	31/08/2023	4.1200	1,000,000.00	3,499.18	3,386.30
Westpac	AA-	TD	GENERAL	Quarterly	31/08/2022	05/09/2023	4.1200	1,000,000.00	3,499.18	3,386.30
AMP Bank	BBB	TD	GENERAL	Annual	08/09/2021	05/09/2023	0.7500	500,000.00	236.30	236.30
Westpac	AA-	TD	GENERAL	Quarterly	08/09/2022	12/09/2023	4.0900	1,500,000.00	3,865.89	3,865.89





Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	13/09/2022	13/09/2023	4.1000	1,500,000.00	3,032.88	3,032.88
ING Direct	A	TD	GENERAL	Annual	25/05/2022	07/11/2023	3.3300	1,000,000.00	11,769.04	2,736.99
AMP Bank	BBB	TD	GENERAL	Annual	23/05/2022	23/11/2023	3.3000	1,000,000.00	11,843.84	2,712.33
Westpac	AA-	TD	GENERAL	Quarterly	30/11/2021	05/12/2023	1.1900	750,000.00	782.47	733.56
Westpac	AA-	TD	GENERAL	Quarterly	09/02/2022	13/02/2024	1.5800	500,000.00	1,147.12	649.32
Bendigo and Adelaide	BBB+	TD	GENERAL	Quarterly	22/02/2022	27/02/2024	1.6500	500,000.00	904.11	678.08
Westpac	AA-	TD	GENERAL	Quarterly	23/03/2022	26/03/2024	2.3200	1,000,000.00	508.49	508.49
BOQ	BBB+	TD	GENERAL	Annual	31/03/2022	27/03/2024	2.6000	1,000,000.00	13,106.85	2,136.99
ING Direct	A	TD	GENERAL	At Maturity	24/05/2022	28/05/2024	3.7600	1,000,000.00	13,391.78	3,090.41
Westpac	AA-	TD	GENERAL	Quarterly	18/06/2021	18/06/2024	0.8000	1,500,000.00	394.52	394.52
Westpac	AA-	TD	GENERAL	Quarterly	06/07/2021	09/07/2024	0.8000	1,000,000.00	1,906.85	657.53
Commonwealth Bank	AA-	TD	GENERAL	Semi-Annual	20/07/2022	23/07/2024	4.3700	1,000,000.00	8,740.00	3,591.78
Westpac	AA-	TD	GENERAL	Quarterly	23/08/2022	23/08/2024	4.3800	500,000.00	2,340.00	1,800.00
Australian Military Bank	BBB+	TD	GENERAL	Quarterly	29/08/2022	29/08/2024	4.4500	1,000,000.00	4,023.29	3,657.53
Westpac	AA-	TD	GENERAL	Quarterly	30/08/2022	03/09/2024	4.4400	1,000,000.00	3,892.60	3,649.32
BOQ	BBB+	TD	GENERAL	At Maturity	30/08/2022	03/09/2024	4.4000	1,000,000.00	3,857.53	3,616.44
P&N Bank	BBB	TD	GENERAL	Quarterly	08/09/2022	10/09/2024	4.4000	1,500,000.00	4,158.90	4,158.90
P&N Bank	BBB	TD	GENERAL	Annual	13/09/2022	13/09/2024	4.4500	500,000.00	1,097.26	1,097.26
BOQ	BBB+	TD	GENERAL	Annual	10/08/2021	12/08/2025	1.0000	1,000,000.00	1,424.66	821.92
Macquarie Bank	A+	CASH	GENERAL	Monthly	30/09/2022	30/09/2022	2.3500	3,837,262.15	5,877.41	5,877.41





Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	CASH	GENERAL	Monthly	30/09/2022	30/09/2022	0.9000	4,828,743.68	3,569.40	3,569.40
TOTALS								63,916,005.83	335,861.05	113,252.97



Counterparty Compliance as at 30/09/2022

Long Term Investments

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	Commonwealth Bank	Long	AA-	9,500,000.00	14.86	25.00	-	6,479,001.46
✓	Westpac	Long	AA-	10,750,000.00	16.82	25.00	-	5,229,001.46
✓	NAB	Long	AA-	10,328,743.68	16.16	25.00	-	5,650,257.78
✓	Macquarie Bank	Long	A+	3,837,262.15	6.00	20.00	-	8,945,939.02
✓	ING Direct	Long	A	6,250,000.00	9.78	20.00	-	6,533,201.17
✓	Bendigo and Adelaide	Long	BBB+	500,000.00	0.78	15.00	-	9,087,400.87
✓	BOQ	Long	BBB+	8,100,000.00	12.67	15.00	-	1,487,400.87
✓	Australian Military Bank	Long	BBB+	1,000,000.00	1.56	15.00	-	8,587,400.87
✓	AMP Bank	Long	BBB	6,250,000.00	9.78	15.00	-	3,337,400.87
✓	MyState Bank	Long	BBB	1,000,000.00	1.56	15.00	-	8,587,400.87
✓	P&N Bank	Long	BBB	2,000,000.00	3.13	15.00	-	7,587,400.87
✓	Warwick Credit Union	Long	Unrated	1,500,000.00	2.35	5.00	-	1,695,800.29
✓	Bank of Sydney	Long	Unrated	500,000.00	0.78	5.00	-	2,695,800.29

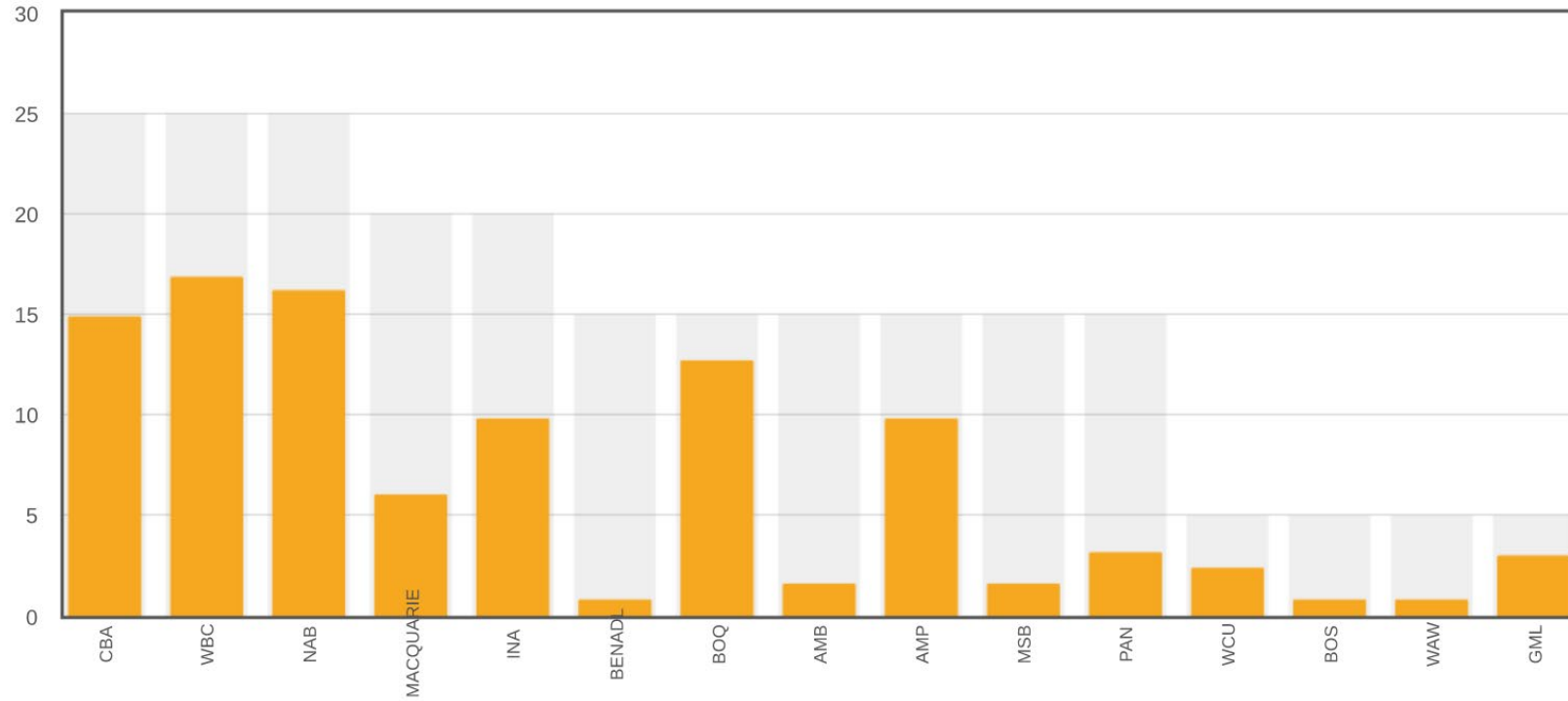




Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit (\$)	Available
✓	WAW Credit Union	Long	Unrated	500,000.00	0.78	5.00	-	2,695,800.29
✓	BNK Bank	Long	Unrated	1,900,000.00	2.97	5.00	-	1,295,800.29
TOTALS				63,916,005.83	100.00			



Counterparty Compliance - Long Term Investments



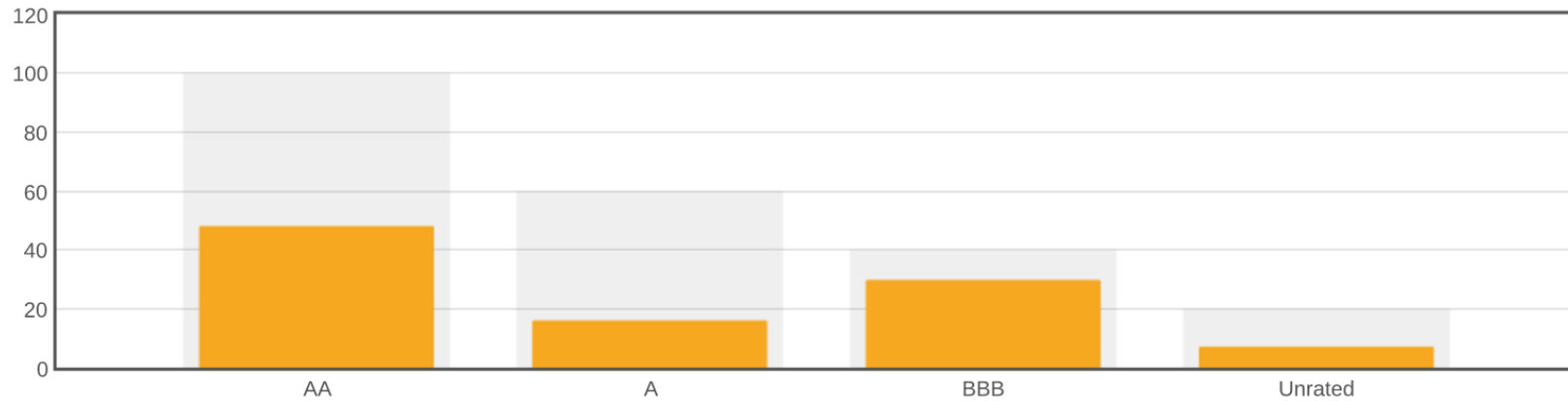


Credit Quality Compliance as at 30/09/2022

Long Term Investments

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available
✓	AA	30,578,743.68	47.84	100.00	33,337,262.15
✓	A	10,087,262.15	15.78	60.00	28,262,341.35
✓	BBB	18,850,000.00	29.49	40.00	6,716,402.33
✓	Unrated	4,400,000.00	6.88	20.00	8,383,201.17
TOTALS		63,916,005.83	100.00		

Credit Quality Compliance - Long Term Investments

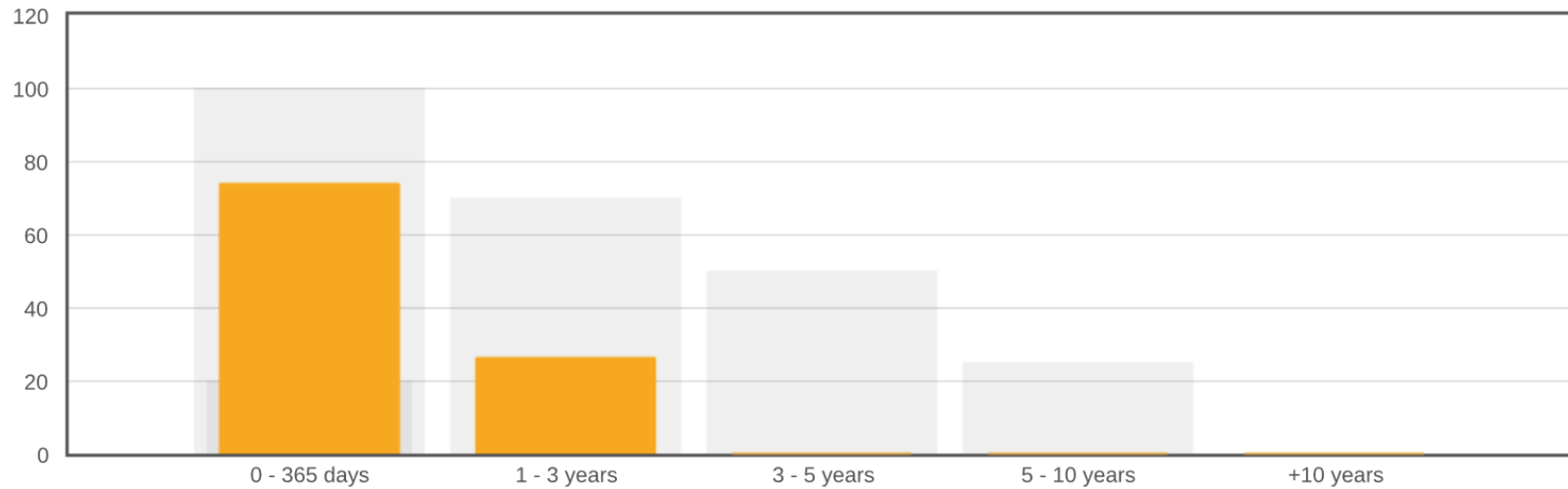




Maturity Compliance as at 30/09/2022

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✓	0 - 365 days	47,166,005.83	73.79	20.00	100.00	16,750,000.00
✓	1 - 3 years	16,750,000.00	26.21	0.00	70.00	27,991,204.08
✓	3 - 5 years	-	0.00	0.00	50.00	31,958,002.92
✓	5 - 10 years	-	0.00	0.00	25.00	15,979,001.46
✓	+10 years	-	0.00	0.00	0.00	-
TOTALS		63,916,005.83	100.00			

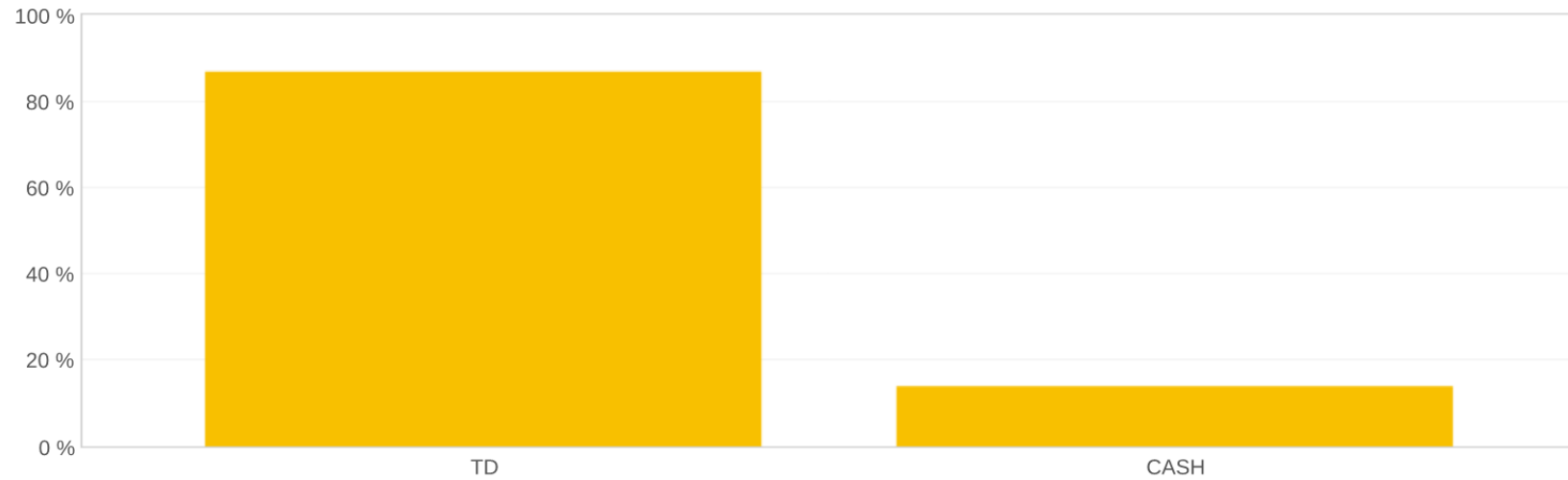
Maturity Compliance





Asset Class as at 30/09/2022

Code	Number of Trades	Invested	Invested (%)
TD	57	55,250,000.00	86.44
CASH	2	8,666,005.83	13.56
TOTALS	59	63,916,005.83	100.0



ACTIVE RESOLUTIONS AS AT 28 SEPTEMBER 2022

**LACHLAN SHIRE COUNCIL
REPORT TO COUNCIL MEETING
TO BE HELD ON 26 OCTOBER 2022**

AUTHOR: GENERAL MANAGER

	Dept.	Resolution	Action Taken to Date	Expected Completion
September 2022	GM	<p>2022/254 9.1.2 STRONGER COUNTRY COMMUNITIES FUND - ROUND 5</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The General Manager’s Report No. R22/317 be received and noted. 2. Council endorse the projects submitted for funding under the Stronger Country Communities Fund – Round 5, including the dollar value of the funding request. <ol style="list-style-type: none"> (i) Condobolin SRA Ground Upgrade - \$260,000 (ii) Tottenham Swimming Pool Solar Project - \$115,000 (iii) Lake Cargelligo Netball Court Upgrade - \$303,869 (iv) Tullibigeal Fire Truck Display Area - \$125,000 (v) Burcher Sports Complex Upgrade - \$100,000 3. An additional \$50,000 be allocated to the Condobolin SRA Ground Upgrade from Council’s Section 7.12 Reserve if the SCCF5 application is approved and; 4. An additional allocation of up \$50,000 from the Condobolin District Retirement Village Reserve (Burcher) be allocated to the Burcher Sports Complex Upgrade, if the SCCF5 application is approved, and the additional funds are required. <p style="text-align: right;">Harris/Brady</p>		COMPLETE

<p>September 2022</p>	<p>GM</p>	<p>2022/255 9.1.3 FIXING OF THE DAY AND HOUR OF REGULAR MONTHLY MEETINGS</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The General Manager’s Report No. R22/319 be received and noted. 2. Council hold Ordinary Meetings on the fourth Wednesday of each month commencing at 2:00pm. 3. A Councillor’s attendance at Ordinary and Special Meetings will be recorded for inclusion in Council’s Annual Report. 4. Strategic Briefing Workshops be held on the second Wednesday of each month, commencing at 2:00pm and for a period of up to three hours, depending on the meeting agenda. <p style="text-align: right;">Harris/Rees</p>		<p>COMPLETE</p>
<p>JULY 21</p>	<p>GM</p>	<p>123/2021 MAYORAL MINUTE – ELIZABETH MCGREGOR PLAQUE</p> <p>RESOLVED THAT:</p> <p>Council support the unveiling of a plaque for Elizabeth McGregor at Memorial Park Condobolin and agree to contribute a maximum of \$6,800 to the cost of the project as detailed in the request from the Operation Pilgrimage Group.</p> <p style="text-align: right;">Harris/Blewitt</p>	<p>Ongoing</p> <p>GM met with representatives of Operation Pilgrimage on 15 June 2022. Unveiling of Nurse Elizabeth McGregor plaque proposed for 8 October 2022, date to be confirmed.</p> <p>Large rock on which to mount the plaque has been obtained and will be delivered to Condobolin for Council to install.</p> <p>Site for placement of Memorial rock selected and work scheduled for September 2022.</p> <p>Memorial rock cast in concrete plinth awaiting delivery of memorial plaque.</p>	<p>COMPLETE</p>

September 2022	ETED	<p>2022/271 17.5 CONDOBOLIN WORKS DEPOT UPDATE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Environment, Tourism and Economic Development Report No. R22/318 be received and noted. 2. A further report be submitted to Council following receipt of further advice on the resolution of the Works Depot Contract matters. <p style="text-align: right;">Harris/Mortimer</p>	Arbitration process ongoing.	December 2022
September 2022	ETED	<p>2022/259 9.3.1 LOCAL HERITAGE FUND (SMALL GRANTS) 2022/2023</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Environment, Tourism and Economic Development Report No. R22/287 be received and noted. 2. Council allocate the \$15,260.00 from the Lachlan Shire Council Local Heritage Fund 2022-2023 as follows: <ol style="list-style-type: none"> (a) \$7,000.00 for the works to All Saints Anglican Church, Condobolin; (b) \$4,000.00 for the works to the Presbyterian Manse Building, Condobolin; (c) \$1,500.00 for the works to Tottenham and Albert Cemeteries; (d) \$1,500.00 for the works to the Royal Hotel, Condobolin; and (e) \$1,260.00 for the works to the Weatherboard Cottage at 84 Orange Street, Condobolin. 3. Council endorse the lodgement of grant applications under the 2023-2025 Heritage NSW program. <p style="text-align: right;">Harris/Bendall</p>	<p>Grant recipients have been issued with Letters of Offer, Funding Agreements and Conditions.</p> <p>Grant funding under the 2023-2025 Heritage NSW program to be applied for prior to the closing date in December 2022.</p> <p>COMPLETE</p>	COMPLETE

<p>September 2022</p>	<p>ETED</p>	<p>2022/260 9.3.2 RE-ESTABLISHMENT OF ALCOHOL FREE ZONES IN CONDOBOLIN AND LAKE CARGELLIGO</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Environment Tourism and Economic Development Report No. R22/295 be received and noted. 2. Pursuant to Section 644B of the Local Government Act, 1993, Council re-establish Alcohol Free Zones in Condobolin and Lake Cargelligo. 3. The duration of the Alcohol-Free Zone be for four (4) years from 28 September 2022 until 28 September 2026, 24 hours per day, unless otherwise suspended or cancelled by Council. <p style="text-align: right;">Harris/Bendall</p>	<p>Signage to be installed by November. COMPLETE</p>	<p>COMPLETE</p>
<p>August 2022</p>	<p>ETED</p>	<p>2022/252 9.3.1 ACTIONS FROM THE INDUSTRIAL AND RURAL LANDS STRATEGY - LODGEMENT OF PLANNING PROPOSALS FOR IDENTIFIED SITES</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director of Environment, Tourism and Economic Development Report No. R22/274 be received and noted. 2. Council endorse the investigations in accordance with the Actions (C1) of Council’s Industrial and Rural Lands Strategy. 3. A further report be tabled once the investigations are complete and individual planning proposals are prepared. <p style="text-align: right;">Brady/Bendall</p>	<p>Investigations have commenced. The report will be tabled once the investigations are complete and individual planning proposals have been prepared.</p>	<p>FEBRUARY 2023</p>
<p>July 2022</p>	<p>ETED</p>	<p>2022/242 FIRE DAMAGED PROPERTY IN THE LACHLAN SHIRE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 2. Remediation/repair works be undertaken in accordance with the terms of the development control order on the property and seek to recover the costs through legal action. 3. The cost of the remediation/repair work be charged against the Vacant Land Expenses budget. <p style="text-align: right;">Harris/Phillips</p>	<p>Preparations will be made to carry out the works once a final check of the documentation has been undertaken.</p>	<p>November 2022</p>

July 2022	ETED	<p>2022/237 TENDER 2022/7 - MANAGEMENT CONTRACT FOR TOTTENHAM CARAVAN PARK - SUBMISSION</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 2. The General Manager commence negotiations with any person with a view to entering into a contract in relation to the management of the Tottenham Caravan Park. 3. A further report be presented to Council following completion of the negotiations. <p style="text-align: right;">Harris/Mortimer</p>	<p>A report is included in the business paper addressing this issue. COMPLETE</p>	COMPLETE
July 2022	ETED	<p>2022/222 NSW FLOOD PLANNING PACKAGE</p> <p>RESOLVED THAT:</p> <p>Council resolve to amend Lachlan DCP 2018 to include flood planning controls and mapping and that a further report be presented outlining the proposed changes before the draft DCP is placed on public exhibition.</p> <p style="text-align: right;">Harris/Bendall</p>	<p>The Draft DCP is being prepared.</p>	February 2023
July 2022	ETED	<p>2022/224 PLANNING PROPOSAL - AMENDMENT TO LACHLAN LOCAL ENVIRONMENTAL PLAN 2013 TO ALLOW AN ADDITIONAL PERMITTED USE FOR A "VEHICLE REPAIR STATION" AT 48 BROWNIES LANE, TOTTENHAM</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 2. Council endorse the finalisation of the planning proposal (PP-2021-7482) to amend Lachlan Local Environmental Plan 2013 (LLEP 2013) allowing "Vehicle Repair Station", as an Additional Permitted Use in Schedule 1 on Lots 68, 69 and 162 DP 753968, 48 Brownies Lane, Tottenham. 3. Council authorise the General Manager to make minor variations to the planning proposal (PP-2021-7482), if required, during the drafting and finalisation of the planning proposal. <p style="text-align: right;">Harris/Mortimer</p>	<p>Advice was issued by Parliamentary Counsel's Office on 13 October 2022 that the LEP can be made. Now awaiting the LEP to be notified on the legislation website.</p>	November 2022

MAR 22	ETED	<p>75/2022 CONDOBOLIN AND DISTRICT HISTORICAL MUSEUM – EXTENSION TO MUSEUM AND DISPLAY ENHANCEMENTS PROJECT</p> <p>RESOLVED THAT</p> <p>Discussions be held with the Condobolin and District Historical Society regarding the project and determine how the available funds can be utilised and seek variations from the grant body to allow the funds to be spent.</p> <p style="text-align: right;">Mortimer/Bendall</p>	<p>Council staff have met with the Committee. In principle agreement was achieved on design. The Committee have since decided to change the plan. A further meeting was held on 20 July to understand the new concept. The committee has been informed of the plan and a date for a meeting with the committee is being sought to allow a presentation and discussion to be held with the committee. Once agreements has been reached a variation to the grant will be proposed with the grant body and works will then commence.</p>	October 2022
AUGUST 21	ETED	<p>172/2021 DRAFT BUSHFIRE PRONE LAND MAP</p> <p>RESOLVED THAT</p> <p>Following receipt of the revised mapping from the NSW RFS, the revised draft Bush Fire Prone Land Map be placed on public exhibition for a minimum period of 28 days and public submissions be invited on the revised draft map.</p> <p>A further report be presented to Council, following the completion of the public exhibition period, detailing any submissions received during the public exhibition period and to allow Council to consider the adoption of the map prior to it being sent to the Commissioner of NSW RFS for review and certification.</p> <p style="text-align: right;">Harris/Brady</p>	<p>As a result staff have met with the RFS and now have a revised map from the RFS. Council’s draft Bush Fire Prone Land Map (BFPLM) was on public exhibition from 25 May 2022 to 23 June 2022. A report will be provided to the Council meeting in February 2023.</p>	February 2023

MAY 21	ETED	<p>92/2021 HONOUR ROLL/ACKNOWLEDGEMENT BOARD</p> <p>RESOLVED THAT</p> <p>That an Acknowledgement Board project be considered, along with other meritorious projects, for a funding application under the Stronger Country Communities Fund – Round 4.</p> <p>Subject to Council approval, and a successful grant application for the Acknowledgement Board project, expressions of interest be invited from community members to assist with the determination of appropriate criteria for a person’s name to be considered for inclusion on the board. The advisory group is also to make recommendations to Council on the initial list of people’s names for inclusion on the board.</p> <p>A further report be presented to Council following determination of the project funding application.</p> <p style="text-align: right;">Harris/Brady</p>	<p>The project was not supported by Council for funding under the Stronger Country Communities Fund – Round 4. Other funding opportunities will now need to be identified.</p>	<p>Ongoing</p>
--------	------	--	--	----------------

DEC 20	ETED	<p>348/2020 DRAFT BUSH FIRE PRONE LAND MAP</p> <p>RESOLVED THAT</p> <p>Council adopt the recommendations of the report prepared by Integrated Consulting, as attached to this report.</p> <p>Following the completion of the tasks, recommended in Integrated Consulting’s report, the draft Bush Fire Prone Land map be placed on public exhibition for a minimum period of 28 days (which will be extended over the Christmas period in accordance with the Community Participation Plan) and public submissions be invited on the draft map.</p> <p>A further report be presented to Council, following the completion of the public exhibition period, detailing any submissions received during the public exhibition period and to allow Council to consider the adoption of the plan prior to it being sent to the Commissioner of NSW RFS for review and certification.</p> <p style="text-align: right;">Harris/Bendall</p>	<p>The draft Bush Fire Prone Land Map (BFPLM) was on public exhibition until 7 April 2021.</p> <p>Public submissions have been reviewed by Council officers and a response was sent in June to NSWRFSS to review.</p> <p>NSWRFS have met with Council staff to provide further feedback.</p> <p>Council resolved to re-exhibit the draft maps once received from the NSWRFSS before a report is presented to Council for consideration/ adoption of the draft maps.</p> <p>Updated maps have been received and Council’s draft Bush Fire Prone Land Map (BFPLM) was on public exhibition from 25 May 2022 to 23 June 2022. A report will be provided to the Council meeting in February 2023.</p>	February 2023
--------	------	--	---	---------------

<p>FEB 20</p>	<p>ETED</p>	<p>353/2019 COMPULSORY ACQUISITION OF CROWN LAND FOR THE EXPANSION OF THE WASTE FACILITY AND THE CREATION OF A NEW ACCESS ROAD AT LAKE CARGELLIGO.</p> <p>RESOLVED THAT</p> <p>Council proceed with the compulsory acquisition of the land known as Lot: 7308 and DP: 1151003 and Lot: 79 DP: 752333 for the purpose of Lake Cargelligo Waste Facility Landfill Expansion in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.</p> <p>Council make an application to the Minister and the Governor for approval to acquire Lot: 7308 DP: 1151003 and Lot: 79 DP: 752333 by compulsory process under section [186(1) of the Local Government Act.</p> <p>That the land is to be classified as operational land.</p> <p>Council proceed with the compulsory acquisition of the land described as Lot: 7006 DP: 1029763, Lot: 7005 DP: 1029763, Lot: 7009 DP: 1057453 and Lot: 7308 DP: 1151003 for the purpose of road access in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.</p> <p>Council make an application to the Minister and the Governor for approval to acquire Lot: 7006 DP: 1029763, Lot: 7005 DP: 1029763, Lot: 7009 DP: 1057453 and Lot: 7308 DP: 1151003 by compulsory process under section 177(1) of the Roads Act.</p> <p>The General Manager be delegated authority to sign the application and affix Council's Seal.</p> <p style="text-align: right;">Brady/Hall</p>	<p>The Minister for Local Government has approved Council undertaking pre-acquisition procedures and the additional procedures to address Native Title in relation to the land. Proposed Acquisition Notices (PANs) will now be issued to the relevant parties in accordance with the <i>Land Acquisition (Just Terms Compensation) Act 1991</i>.</p> <p>Meetings were held in early February with a company that specialises in Crown land matters to determine whether they can provide any assistance in this matter. That company has now been engaged by Council and is progressing the acquisition.</p> <p>Murrin Bridge Local Aboriginal Land Council has provided support for the land acquisition and will provide correspondence to Council to send to the NSW Aboriginal Land Council. This information has now been sent to Crown Lands for approval before we can proceed with the proposal.</p>	<p>DECEMBER 2022</p>
---------------	-------------	--	---	----------------------

<p>FEB 18</p>	<p>ETED</p>	<p>28/18 LAKE CARGELLIGO WASTE FACILITY – LAND ACQUISITION RESOLVED THAT: Approve the proposal to acquire 72,700 square metres of crown land comprising part lot 7308 DP 1151003, lot 7009 DP 1057453 and lots 7005 and 7006 DP: 1029763. Authorise the General Manager to lodge a Compulsory Acquisition Consent to Acquire Crown Land Application to the Department of Industry – Lands. The DIS provide an estimated cost of the access road to the March Ordinary Council meeting.</p> <p style="text-align: right;">Phillips/Hall</p>	<p>NSW Aboriginal Land Council has sent a letter to the Minister requesting a part withdrawal of the Aboriginal Land Claim (ALC) from respective lots identified for acquisition, resolving the ALC matter.</p> <p>Status search undertaken by NSW Crown Lands revealed no past use has extinguished or resolved Native Title. Council’s Native Title Manager is investigating the process to resolve or extinguish Native Title.</p> <p>Refer to resolution above. The matter above needs to be resolved before the acquisition process can continue.</p>	<p>December 2022</p>
---------------	-------------	--	--	----------------------

DEC 2017	ETED	<p>326/17 HERITAGE COMMITTEE MEETING 22 NOVEMBER 2017 RESOLVED THAT: Adopt the recommendations made by the Heritage Advisory Committee as follows;</p> <p>a) That Council implement a Conservation Management Plan for small rural cemeteries within the Shire. b) That Council award \$6,000 to Meredith Ervin for works to the NAB and residence in Lake Cargelligo; \$6,000 to Katrina & Jim Thomas for restoration works at Melrose Homestead, and \$2,000 to the Tottenham & Albert Cemetery Committee for headstone restoration.</p> <p style="text-align: right;">Rees/ Frankel</p>	<p>Melrose Homestead – funds acquitted. Cemetery funds acquitted. Ervin – works not complete and funds now no longer available. The Heritage Advisor has provided a quote for the preparation of the CCMP for \$9,900. The Heritage Advisor was initially to prepare the plan for Condobolin in December 2018. However the heritage advisor was focused on the completion of the Beech Periscope in Memorial Park and ensuring that Council submitted applications for a number of grants which were available in the heritage space, including the grant for the Aboriginal Heritage Study. The Heritage Advisor visited Tottenham, Albert and Fifield cemeteries in May 2020. Draft Plans for Albert, Tottenham, Tullibigeal and Fifield have been provided by the Heritage Advisor and are being reviewed by Council Officers.</p>	<p>Progressive delivery over 2022 and 2023</p>
----------	------	---	--	--

<p>September 2022</p>	<p>C&CS</p>	<p>2022/253 9.1.1 LACHLAN SHIRE COUNCIL - DRAFT CODE OF MEETING PRACTICE 2022</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The General Manager’s Report No. R22/251 be received and noted. 2. Council approve the draft Lachlan Shire Council - Code of Meeting Practice 2022 being placed on public exhibition for a period of 28 days allowing 42 days for the community to make submissions. 3. The General Manager prepare a report on any community submissions received regarding the draft Lachlan Shire Council – Code of Meeting Practice 2022 for consideration at the November 2022 Council meeting. <p style="text-align: right;">Harris/Mortimer</p>	<p>Policy placed on public exhibition and to be presented to December Council meeting.</p>	<p>December 2022</p>
<p>September 2022</p>	<p>C&CS</p>	<p>2022/269 17.3 UPDATE ON YOUTH SERVICES AND SEEK DIRECTION ON UNSPENT FUNDS FROM THE 30 JUNE 2022 FINANCIAL YEAR.</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Corporate & Community Services Report R22/307 be received and noted. 2. Council decline the request from Lachlan & Western Regional Services to retain unspent funds totalling \$16,773.97 from the 2022 financial and direct that the funds are to be repaid to Council. 3. The unspent funds of \$16,772.97 be placed into a Youth Services Reserve to fund any future request, from Lachlan & Western Regional Services, for in kind support from Council. <p style="text-align: right;">Bendall/Rees</p>	<p>29/9/22 Acting Executive Officer LWRS notified by telephone and follow up email. Agreed repayment to be deducted from invoice relating to services provided. Financial accountant advised to transfer funds to a reserve.</p> <p>Complete</p>	<p>Complete</p>

<p>September 2022</p>	<p>C&CS</p>	<p>2022/267 RATES AND CHARGES DONATIONS - 2022/2023</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director of Corporate and Community Services Report No. R22/297 be received and noted. 2. Council approve a 50% concession on assessment 1025830 on behalf of the Country Women’s Association - Tottenham Branch. <p style="text-align: right;">Rees/Mortimer</p>	<p>Letter sent 28 September 2022. Payment has been made.</p> <p>Complete</p>	<p>Complete</p>
<p>September 2022</p>	<p>C&CS</p>	<p>2022/256 9.2.1 DONATIONS</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director of Corporate and Community Services Report No. R22/294 be received and noted. 2. Council provide a donation to West Milby Rodeo & Gymkhana Inc. of \$1,000 for their Milby Sports event. 3. Council decline to provide a contribution towards the Lake Cargelligo Rodeo Association of \$1,900 for automatic water troughs AND 4. Fund the purchase of automatic water troughs for the Lake Cargelligo Rodeo Association at the Lake Cargelligo Showground through the current maintenance budget for the Showground. <p style="text-align: right;">Brady/Harris</p>	<p>Letter sent 28/9/22 & donation paid 4/10/22</p> <p>Manager Urban Works notified. Letter sent 28/9/22</p>	<p>Complete</p> <p>Complete</p>
<p>September 2022</p>	<p>C&CS</p>	<p>2022/257 9.2.2 DRAFT SOCIAL MEDIA POLICY</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Corporate & Community Services Report R22/276 be received and noted. 2. The draft Social Media Policy be adopted by Council as presented. <p style="text-align: right;">Harris/Mortimer</p>	<p>Staff advised at OMT meeting 11/10/22. Emails issued to all staff and councillors notifying of policy adoption.</p> <p>Complete</p>	<p>Complete</p>

<p>September 2022</p>	<p>C&CS</p>	<p>2022/258 9.2.3 DRAFT FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Corporate and Community Services Report No R22/320 be received and noted. 2. The Draft Financial Statements for the year ended 30 June 2022 be referred for Audit. 3. Council confirm that the Draft Financial Statements for the year ended 30 June 2022 have been prepared in accordance with: <ol style="list-style-type: none"> (a) the Local Government Act 1993 and Regulations; (b) the Australian Accounting Standards and professional pronouncements; and (c) the Local Government Code of Accounting Practice and Financial Reporting. 4. Council confirm that: <ol style="list-style-type: none"> (a) The statements present fairly the Operating Result and Financial Position for the year; (b) The statements accord with Council’s accounting and other records; and (c) Council is not aware of any matter that would render the statements false or misleading in any way. 5. The General Manager be authorised to finalise the date on which the auditor’s report and financial statements are to be presented to the public. <p style="text-align: right;">Brady/Harris</p>	<p>Audit noted and financial statements submitted to auditor. Completed</p>	<p>Completed</p>
-----------------------	-----------------	--	---	------------------

<p>July 2022</p>	<p>C&CS</p>	<p>2022/238 TENDERING - REGIONAL CONTRACT FOR THE SUPPLY AND DELIVERY OF BULK FUEL (CNSWJO) FROM 1 JULY 2022</p> <p>RESOLVED THAT:</p> <p>2. Council accept and sign a contract with the following organisations for the supply and delivery of bulk fuel:</p> <ul style="list-style-type: none"> (a) Lowes Petroleum (b) Oilsplus Holdings Australia (pending resolution of insurances) (c) Park (pending resolution of insurances) <p>3. The Mayor and General Manager be authorised to sign the contract documents and affix the Council seal.</p> <p>4. The Central NSW Joint Organisation of Council’s be advised of Council’s decision.</p> <p style="text-align: right;">Harris/Phillips</p>	<p>Contract for Lowes has been signed by Council and sent to Lowes for co-signing 10/08/2022. Signed contract received 24 August 2022.</p> <p>Contract for Oilsplus only received from CNSWJO late 12/08/2022. Contract returned 4 October 2022 Still waiting for resolutions of insurance issues with Park. Email sent 4 October 2022 to JO to follow up Park.</p>	<p>In progress. December 2022.</p>
<p>MAY 22</p>	<p>C&CS</p>	<p>134/2022 LAKE CARGELLIGO MOBILE CHILDCARE</p> <p>RESOLVED THAT</p> <p>Council provide direction on the mobile childcare services provided at Lake Cargelligo TAFE campus.</p> <p>Council defer the report.</p> <p>That Council write to TAFE in regards to working together to provide a secure gate and fencing at Lake Cargelligo TAFE.</p> <p style="text-align: right;">Harris/Phillips</p>	<p>Report deferred while further investigation carried out. Relevant staff advised. Update provided to Councillors at May strategic briefing.</p> <p>In progress</p>	<p>December 2022</p>

<p>September 2022</p>	<p>IS</p>	<p>2022/270 17.4 CONDOBOLIN SEWAGE TREATMENT PLANT CONCEPT DESIGN</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report R22/316 be received and noted 2. Council resolve to accept the proposal from Public Works Advisory design team to undertake the Condobolin Sewage Treatment Plant Concept Design. 3. Council delegate authority to the General Manager to execute the necessary Contract Documents. 4. Given the need to progress this Concept design promptly, Council acknowledge and accept the financial risks associated with this appointment and make necessary budget adjustments in QBR. <p style="text-align: right;">Harris/Bendall</p>	<p>Purchase order issued. Concept Design work is underway</p>	<p>Complete</p>
<p>September 2022</p>	<p>IS</p>	<p>2022/268 17.2 TENDER ASSESSMENT - SRA LIGHTING UPGRADE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report No. R22/303 be received and noted. 2. The tender submission from Rees Electrical option 1, (report option 1), be accepted. 3. The Mayor and General Manager be authorised to execute the contract documents and affix the Council seal. <p style="text-align: right;">Harris/Mortimer</p>	<p>Purchase order issued. Awaiting return of Contract Documents</p>	<p>OCTOBER 2022</p>

<p>September 2022</p>	<p>IS</p>	<p>2022/261 9.4.1 EXPRESSIONS OF INTEREST - GUM BEND LAKE AND CONDOBOLIN CEMETERY ADVISORY COMMITTEES</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services report R22/309 be received and noted 2. Council accept the nominations for the Gum Bend Lake Advisory Committee from <ol style="list-style-type: none"> (a) Bart Anderson (b) Sandi Berry (c) Tom Stuckey 3. Council accept the nominations for the Condobolin Cemetery Advisory Committee from <ol style="list-style-type: none"> (a) Christine Keen 4. Council acknowledge the one resignation from Colin Doonan from the Gum Bend Lake Advisory Committee 5. Council write to the four (4) community members who nominated for the Condobolin Cemetery and Gum Bend Lake Advisory Committees and advise them of Council’s decision. <p style="text-align: right;">Harris/Mortimer</p>	<p>COMPLETE</p>	<p>COMPLETE</p>
-----------------------	-----------	--	-----------------	-----------------

<p>September 2022</p>	<p>IS</p>	<p>2022/262 9.4.2 GRAFFITI POLICY UPDATE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report R22/311 be received and noted. 2. The Graffiti Policy be adopted as presented. <p style="text-align: right;">Harris/Rees</p>	<p>COMPLETE</p>	<p>COMPLETE</p>
<p>September 2022</p>	<p>IS</p>	<p>2022/263 9.4.3 LAKE CARGELLIGO CRICKET NETS - ACCESS DEED WITH DEPARTMENT OF EDUCATION</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report R22/314 be received and noted 2. Council accept the proposed Access Deed with the Minister of Education and Early Childhood Learning. 3. Council delegate Authority to the General Manager to execute the Agreement and affix the Council seal. <p style="text-align: right;">Harris/Rees</p>	<p>Signed Deed Provided to the Department. Awaiting for return of executed agreement</p>	<p>NOVEMBER 2022</p>

<p>August 2022</p>	<p>IS</p>	<p>2022/253 9.4.1 TREE REMOVAL REQUESTS - 50-52 BATHURST STREET, CONDOBOLIN</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report No. R22/267 be received and noted. 2. Council decline the request for removal and replacement of the Chinese tallow tree at 50 Bathurst Street, Condobolin due the tree being of significant age and in fair condition. The Tree provides amenity and shade that benefits the street in the summer months. Staff to investigate possible relocation of tree and provide a report to Council. 3. Council approve the request for removal and replacement of the Palm Trees out the front and adjacent to 52 Bathurst Street, Condobolin due the trees being unsuitable for their location and the minimal shade benefits to the streetscape. 4. Council reduce the risk to person and property through additional maintenance to the Chinese Tallow and rectify the uneven paving caused from the root system. <p style="text-align: right;">Phillips/Bendall</p>	<p>arborist will remove the 2 palm trees in October (weather pending)</p> <p>Uneven paving rectification work is underway</p>	<p>October 2022</p>
<p>August 2022</p>	<p>IS</p>	<p>2022/255 9.4.3 FIFIELD DEVELOPMENT MANAGEMENT COMMITTEE - REQUEST FOR MOWER</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report No. R22/267 be received and noted. 2. Council resolve to support the request from the Fifield Development Management Committee and donate Plant item 5064 – Toro 5000 series 54" zero turn mower to the committee. 3. \$5000 be transferred in future QBR from the existing Fifield Maintenance Budgets to reimburse the Plant Fund for the disposal of Plant Item 5064. <p style="text-align: right;">Harris/Rees</p>	<p>COMPLETE.</p>	<p>COMPLETE</p>

<p>August 2022</p>	<p>IS</p>	<p>2022/256 14 CORRESPONDENCE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. That Council deal with the correspondence. 2. The Director Infrastructure Services is to contact Condobolin Community Drug and Action Team (CDAT) for further information and provide a report to Council. <p style="text-align: right;">Rees/Harris</p>	<p>CDAT group – provided basic information about signage.</p>	<p>COMPLETED</p>
<p>June 2022</p>	<p>IS</p>	<p>2022/191 ASSET MANAGEMENT PLANS - TRANSPORT, WATER AND SEWER, BUILDINGS AND PARKS & RESERVES</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report No. R22/167 be received and noted. 2. The draft asset management plans for transport, water and sewer, buildings and parks and reserves assets be placed on public exhibition for a period of 28 days and the community be invited to make submissions on the draft documents. 3. Council note the summary of key issues raised in the asset management plans as identified in this report. 4. Following the expiry of the public exhibition period the Director of Infrastructure Services provide a report to Council on any submissions received, for consideration by Council, prior to the draft Asset Management Plans being adopted. <p style="text-align: right;">Rees/Mortimer</p>	<p>Public exhibition commenced.</p> <p>Revised AMP and report to be presented to the November Council meeting</p>	<p>NOVEMBER 2022</p>

June 2022	IS	<p>2022/193 RURAL FIRE SERVICE SHED - LAND ACQUISITION WEJA ROAD, UNGARIE</p> <p>RESOLVED THAT:</p> <ol style="list-style-type: none"> 1. The Director Infrastructure Services Report R22/180 be received and noted 2. Council acquire lands in accordance with section 186 of the Local Government Act 1993 for the purpose of a Rural Fire station; 3. Council undertake acquisition by compulsory process of the land described as Lot 1 DP1284208 Parish of Bygalorie, County of Gipps from Colin Arthur Worland; 4. The General Manager is authorised to instruct Council’s solicitors to make the necessary application to the Minister and/or the Governor to approve the acquisition under the Just Terms Compensation Act. <p style="text-align: right;">Bendall/Brady</p>	<p>LLS have supported the variation for the Property Vegetation Plan under the Biodiversity Conservation Act 2016</p> <p>This is now to be registered on the Lot.</p> <p>Once this is complete the application for acquisition will be submitted to the OLG</p>	DECEMBER 2022
MAY 22	IS	<p>129/2022 NOTICE OF MOTION – STORM DAMAGE, GRACE ST TO HOLT ST, LAKE CARGELLIGO</p> <p>RESOLVED THAT</p> <p>Consult with land owners re: major storm damage over several years from Grace Street to Holt Street running west to east – with it being very dangerous during storms and wild weather. There is water channel/erosion and a danger to public safety.</p> <p style="text-align: right;">Phillips/Bartholomew</p>	Design consultant engaged. Land Owner consultation to commence once options have been developed	DECEMBER 2022
FEB 22	IS	<p>32/2022 TREE ASSESSMENT – 47 ORANGE STREET, CONDOBOLIN</p> <p>The tree in front of 47 Orange Street be removed as requested and be replaced with a more suitable species of street tree.</p> <p>Plant two additional new suitable trees in appropriate location, with a view to the removal of the other mature Sugar Gum trees in future years.</p> <p style="text-align: right;">Rees/Bendall</p>	COMPLETED	COMPLETED

OCT 21	IS	<p>243/2021 FY21/22 UTILITIES MONTHLY UPDATE FOR SEPTEMBER</p> <p>RESOLVED THAT</p> <p>Refer the RNSW842 Sewage Effluent Reuse Management System project costings for Tottenham to the Project Steering Committee for further discussion, highlighting the high ongoing cost for the proposed system.</p> <p style="text-align: right;">Harris/Hall</p>	<p>Deed extension has been confirmed to allow further discussion</p>	<p>DECEMBER 2022</p>
JUNE 21	IS	<p>147/2021 BURCHER WATER TREATMENT UPDATE</p> <p>RESOLVED THAT</p> <p>The outcomes from the stakeholder information session held on 1 June 2021 be noted.</p> <p>Council provide guidance on the matter of water supply for the community of Burcher.</p> <p style="text-align: right;">Harris/Bendall</p>	<p>Ongoing</p>	<p>Ongoing</p>
MAY 21	IS	<p>107/2021 DENISON STREET FOOTPATH CONSTRUCTION REQUEST</p> <p>RESOLVED THAT</p> <p>Consideration be given to allocating \$15,000 for the full replacement of the paved footpath on the eastern side of Denison Street from Molong Street to Oxley Street from a future round of the Local Road and Community Infrastructure Fund.</p> <p>Landscaping, irrigation and turf work in Denison Street, adjacent to the Railway Hotel be completed and maintained by the proprietor of the property subject to the Director of Infrastructure’s approval of any proposed work.</p> <p style="text-align: right;">Harris/Phillips</p>	<p>Project to be included in the “High risk footpath replacement” budget in the FY22/23.</p> <p>All footpath works are deferred while flooding is occurring.</p>	<p>DECEMBER 2022</p>

APR 17	IS	<p>86/17 PARKS, RESERVES & RECREATIONAL FACILITIES – 5 YEAR STRATEGIC PLAN RESOLVED THAT</p> <ol style="list-style-type: none"> 1. Council support the development of a strategic plan for its parks, reserves and recreational facilities using in house staff for the period FY18/19 to FY22/23. 2. Director Infrastructure Services and Manager Recreation submit a draft strategic plan for Council consideration before 1 July 2018. <p style="text-align: right;">Hall/Carter</p>	Draft Asset Management Plans on public exhibition	NOVEMBER 2022
MAR 19	IS	<p>2019/54 ASSET MANAGEMENT PLANS - TRANSPORT, WATER, SEWER, BUILDING, RECREATION RESOLVED THAT</p> <p>Council defer advertising the AMP until the schedule of actions are inserted into the document. Council note the summary of key issues raised in the asset management plans as identified in this report. Council consider the need to increase funding for local roads and potentially other asset classes like buildings (while maintaining a financially sustainable position) as part of the next revision of its Long Term Financial Plan.</p>	Draft Asset Management Plans on public exhibition	NOVEMBER 2022



Positions on the
AOW ADVISORY COUNCIL
 Heather Blackley
 Lachlan Shire Council representative

LACHLAN SHIRE COUNCIL

Working with communities in 2021 (calendar year)

This council page accompanies the Arts OutWest 2021 Annual Report
https://artsoutwest.org.au/wp-content/uploads/2020/11/AOW-2021-annual-report_FINAL.pdf

LGA POPULATION: 6,089 (source: ABS 2020 ERP estimate)

Lachlan Shire Council contribution to the regional arts program:
On a per capita basis @ 68c per person \$4,140.52 + GST

Estimated value of Arts OutWest services to communities in Lachlan Shire Council area 2021:

ARTS MEDIA PROGRAM	\$525
7 events promoted @ \$75 per event.	
CASP PROJECTS	\$5,239
Wiradjuri Condobolin Corporation: Condo SistaShed Lantern Project (\$3,000). Lachlan Arts Council: Outback Pastels by the Lake (\$2,239).	
SPECIFIC PROJECTS	\$25,200
Micro Grants. Culture Maps. Hospital program. While the World Waits CD of original music from the NSW Central West. Springboard arts business training. AOW Media Associates and training. Online networks. Support for Skyfest development. Support for Lachlan Arts Council projects.	
WORKSHOPS	\$500
Aboriginal online workshops with Aboriginal Regional Arts Alliance (ARAA).	
CORE SERVICES	\$5,076
Includes time spent giving advice and support in Lachlan Shire and time spent on regional advocacy.	

TOTAL ESTIMATED VALUE: \$36,540

This conservative estimate of services represents a **883% return** on the council's contribution to Arts OutWest.

SPECIFIC PROJECTS

ARTS AND HEALTH

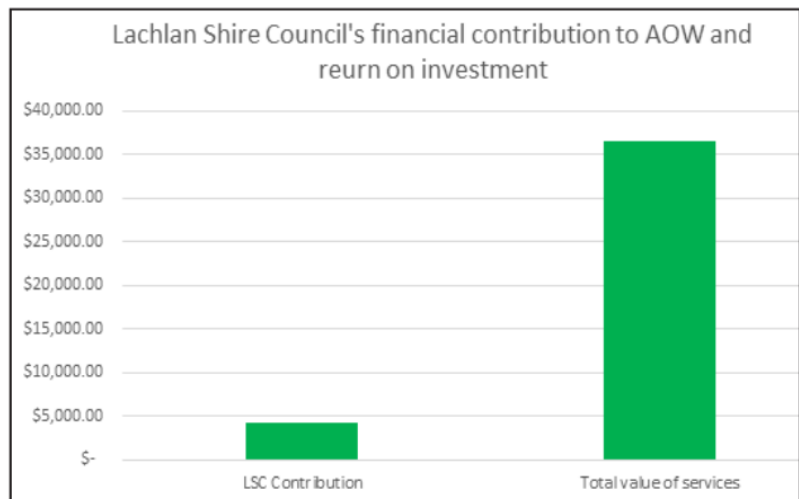
- Arts OutWest is working in partnership with Western NSW LHD to develop hospital programs and aged care services in the Multi Purpose Services (MPS).
- Hung 2 exhibitions at Condobolin Hospital.
- Working with Alison Wheeler, Lake Cargelligo LALC and community to develop and deliver a program to decorate the external wall at Lake Cargelligo Hospital.

ABORIGINAL ARTS

- Exhibiting and selling of work by Aboriginal artists through National Parks and Wildlife Service's Kew-Y-Ahn Gallery at Hartley, including Lachlan based artists.
- APW provided funds to support a song-writing program in Wiradjuri language and dance program with WCC.

CULTURAL TOURISM

- Culture Maps. Arts OutWest's interactive map showing the cultural tourism assets of the region continued. www.centralnsw.com
- Arts OutWest is working to support the Wiradjuri Condobolin Corporation and the development of Skyfest.



MUSIC INDUSTRY SUPPORT

- Support for music industry professionals.
- Live music program Live and Kicking presenting live original music with musicians from the Central West and advice provided for other live music in the region (Live and Local).
- Released the Arts OutWest CD While the World Waits, featuring 15 tracks of original music by Central West musicians (all of who were paid to be on the album). The album includes a track by Lachlan-based resident musician Adam Kerezsy.

SUPPORT

- Meetings and events.
- Attended events such as gallery openings, performances, consultations sessions, judged art competitions, met with individuals and organisations, provided advice by phone and email.
- Provided advocacy through representing the needs of our area at meetings in Sydney and Canberra to government and other key organisations, met directly with politicians and government workers (Create NSW, Office of the Arts within Australian Government) locally and in Sydney and Canberra, submitted to surveys and reviews, contributed to research making the case for regional arts, liaised with Regional Arts NSW and the RADO network in NSW.
- Provided increased commentary in the media about the impacts of Covid, the need for cultural policy and other issues.
- Promoted events and assisted people to promote their events and also tracked and reported on the cancellation of events due to Covid.
- Provided numerous examples of support to people in the arts who were affected by the pandemic and needed to talk to someone, find possible financial support or work out ways of doing things differently.

GENERAL SUPPORT

- Arts OutWest Micro Grants Program: Run to assist artists, organisations, business, and other groups to adapt to the challenges of the Covid-19 restrictions. Recipients included Lachlan Arts Council.
- AOW Media Associates Program: This program has established photographers across the AOW region who are available to document the work of Arts OutWest and other arts activity in the region. Arts OutWest also provides this group with training.

OTHER ARTS PROJECTS

- Springboard: Arts OutWest delivered an online course in arts business. Participants took part in a series of 12 sessions on Zoom for an hour and a half on Wednesday evenings. Springboard was so successful that we repeated the course in the second part of the year. The sessions were free.

**LETTERS OF SUPPORT:
Arts OutWest wrote 1 letter
of support for people resident
in Lachlan Shire Council area**



KEY RELATIONSHIPS
Organisations and individuals that we worked with or assisted in 2021:

- Lachlan Arts Council
- Wiradjuri Condobolin Corporation
- Condobolin Hospital
- Lake Cargelligo Hospital

as well as numerous individuals.

**2 artists living in the
Lachlan Shire Council area
were contracted by
Arts OutWest to work on
AOW projects in 2021**

REGIONAL REPRESENTATION & ADVOCACY

AOW worked regionally or advocated for the region in 2021 including:

- Attended Regional Arts meetings in Sydney and online with other RADOs, Regional Arts NSW and Create NSW.
- Attended meetings with Western NSW Local Health District.
- Member of the Arts and Health Network leadership team for NSW/ACT.
- Attended meetings with the Central West JO's Tourism Managers group.
- Attended consultation sessions with CSU; Executive Director a member of CSU's Macquarie Consultative Committee.
- Member of the Travelling Film Festival steering committee for Sydney Film Festival.
- Delivered an ongoing cross-region project in aged care within the NSW Health System to investigate best practice around online and face-to-face delivery with research attached and gained three-year funding.



ARTS MEDIA PROGRAM STATS

- Total subscribers to AOW: 1,373 (up 2%)
- Artspeak enews bulletins sent: 11
- Other alerts (jobs, funding, events, invites) sent: 13
- Engagement: total email opens: 9982
- Total social media reach: 58,148
- Total social media followers (Facebook, Instagram, Twitter): 11,079
- Websites: 2
- Total website users / unique visitors: 27,168

IMAGES: Wiradjuri Condobolin Corporation Sista Shed lantern project funded by CASP and Wiradjuri Study Centre director, Ally Coe gets ready for Skyfest 2022; Outback Pastels by the Lake - Lachlan Arts Council workshop also funded by CASP.

More information and links about our projects, people and organisation are available on our website:
www.artsoutwest.org.au | artsoutwest@csu.edu.au | 02 6338 4657 | @artsoutwest on Facebook, Instagram and Twitter
 PO Box 8272 CSU LPO BATHURST NSW 2795

Arts OutWest acknowledges the Wiradjuri people, whose land we work on, and pays respect to the traditional owners past and present.

**bathurst • blayney • cabonne • cowra • forbes
 lachlan • lithgow • mid-western • oberon • orange • parkes • weddin**

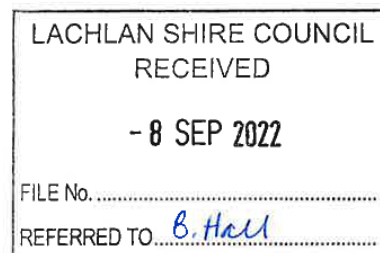




Our Ref: 753113-250-0_LACHLAN SHIRE COUNCIL _Condobolin Depot - Notification of Private Overhead Line Defect/s

5 September 2022

LACHLAN SHIRE COUNCIL
 PO Box 216
 CONDOBOLIN NSW 2877



Dear Customer

IMPORTANT: Action required by the property owner to rectify private powerline defect/s

As part of Essential Energy’s regular network asset risk management program (and in accordance with our statutory obligations), our asset inspector has recently completed a routine inspection of electricity network assets located on your property.

Previously, some or all of these may inadvertently have been repaired or maintained by Essential Energy or its predecessors.

To resolve any past confusion and clearly indicate ownership going forward, our asset inspector has ensured that all of the power poles on your property that should be inspected and maintained by Essential Energy carry metal plaques with our pole number identifications.

Some poles on your property may have plaques with a 'PP' prefix at the start of the number. This indicates that they are privately-owned poles, which you are required to inspect and maintain. Additionally, poles without number plaques, and their associated assets, are regarded as your responsibility.

The *Electricity Supply Act 1995* and the *Electricity Supply (Safety and Network Management) Regulation 2014* require that your privately-owned network assets – which may be referred to as your 'poles and wires' or 'overhead private aerial consumers' mains and include pole-top fittings such as cross-arms and insulators – must comply with the relevant safety standards and remain safe while connected to the network. As you will appreciate, power poles and overhead powerlines that are not properly maintained can pose a serious bushfire hazard or a significant electrical safety hazard to our employees, your property and the broader community.

During our recent inspection, Essential Energy identified defect/s in your overhead electrical installation.

The Direction attached provides details of the rectification work you are required to arrange, and the timeframe for completion, to mitigate a potential cause of bushfire.

Find more information on our website at www.essentialenergy.com.au/privateassets, or by calling Essential Energy on 13 23 91 to discuss your individual circumstances.

Yours sincerely,
 Brendon McEntee
Customer Liaison Manager – Private Installations

PO Box 5730 Port Macquarie NSW 2444 | ABN 37 428 185 226
 Telephone: (02) 6589 8860 | Interpreter Services 13 14 50 | essentialenergy.com.au

PRIVATE OVERHEAD DEFECT RECTIFICATION DIRECTION

This is a direction issued by Essential Energy pursuant to Section 53E of the *Electricity Supply Act 1995 (NSW)*

Date: 5 September 2022 Our Ref: 753113-250-0_LACHLAN SHIRE COUNCIL _Condobolin Depot

Essential Energy directs that you as the owner of the above premises carry out bush fire risk mitigation work that is identified in attached table (the **required work**).

This required work is to be done because of those reasons also set out in the attached table.

Rectification options

Please take one of the following actions to ensure that your electrical installation is safe:

- Engage a suitably qualified electrical contractor or Accredited Service Provider to carry out the required work (your electrical contractor can tell you the qualifications necessary to undertake the work).
- Arrange for temporary disconnection that safely isolates the defected electrical component. Disconnection and reconnection fees may apply. (*NOTE: Disconnection may not be applicable where the premises occupier is a registered life support customer.*)
- Arrange for permanent disconnection and removal of the assets if they are no longer required.

Rectification timeframe

The required work must be carried out within 60 days after this Direction is given to you. You must:

- notify Essential Energy within 30 days after this Notice is issued that the work will be completed within 60 days, and
- complete the work within 60 days and return the attached form in the prepaid envelope, or by contacting Essential Energy's representative (contact details are provided at the end of this Notice).

Please note that, if you do not provide notification of your intended actions within 30 days from receipt of this direction and the work is not completed within 60 days from the written receipt, the Act authorises Essential Energy to:

- enter the property and undertake the work on your behalf in the interest of public safety, and
- recover the reasonable cost of doing the work.

Indicative costs for Essential Energy undertaking the work on your behalf are available on our web site at: www.essentialenergy.com.au/privateassets.

In special circumstances, Essential Energy may grant an extension of time, subject to a safety risk assessment and your intended actions to address these matters within a reasonable time. If you do require additional time, it is important to make your request as soon as possible, and within the first 30 days' notice period.

Alternatively, you can contact Essential Energy to arrange disconnection of power supply within 30 days after this letter is issued.

Customer Support

Essential Energy recognises the difficulties many of our customers have experienced through a series of major natural disaster events.

If you are experiencing difficulties with timeframe compliance or payment, please contact Essential Energy by calling (02) 6589 8860 as soon as possible and within the first 30 days notice period to discuss your individual circumstances and arrange an eligibility assessment.

Essential Energy can provide a range of financial options for customers experiencing financial hardship in accordance with Essential Energy’s customer support policy. You can view this policy at: www.essentialenergy.com.au/about-us/customer-and-regulatory-information/customer-support-policy

Dispute resolution

If you believe there are matters associated with this letter that cannot be resolved satisfactorily between you and Essential Energy, the Energy & Water Ombudsman NSW (EWON) provides a free, fair and independent dispute resolution service. More information about this is available at: www.ewon.com.au or by calling 1800 246 545.

What if I am not the property owner?

Please pass this notice on to the owner, landlord or property manager for action and follow-up rectification as soon as possible.

Please contact Essential Energy via:	
Name:	Private Assets Team
Phone:	(02) 6589 8860 (Private Assets - between 7:30am – 4:30pm)
Email:	private.assets@essentialenergy.com.au

Defects requiring rectification by the property owner

Premises: SRA GROUND DIGGERS AVENUE CONDOBOLIN NEW SOUTH WALES 2877

NMI: 4001001230

Defect Description	Rectification Task Reasoning Description	Compliance Standard	Work Task Number	Asset Label
Private Conductor-repair / Clearance Required 5.5m @ 50°C for bare low voltage mains over land traversable by a vehicle. Minimum ground clearance measured between poles 1785 061 and 1786 061 4.84m @ 29°C	Bushfire Risk and Electrical Shock Hazard	Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules	27136568	1786 061
Private Pole - replace / 20mm minimum wall thickness active termite damage, Replace Bollard pole next to sheep yards @ Showground	Bushfire Risk and Electrical Shock Hazard	Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules	26979036	PP1772 061
Private Crossarm - replace / [15/11/2021 09:16:28 AM: STERY: Replace top LV termination xarm next to League canteen @ showground	Bushfire Risk and Electrical Shock Hazard	Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules	26975770	1785 061
Private Pole - replace				

PO Box 5730 Port Macquarie NSW 2444 | ABN 37 428 185 226
 Telephone: (02) 6589 8860 | Interpreter Services 13 14 50 | essentialenergy.com.au

<p>/ Poles 1785 and 1786 need to be replaced with 12.5 metre poles to ensure conductor height defect is rectified - 20mm minimum wall thickness old termite damage, Replace LV Pole next to scoreboard footy oval @ Showground</p>	<p>Bushfire Risk and Electrical Shock Hazard</p>	<p>Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules</p>	<p>26975791</p>	<p>1786 061</p>
<p>Private Crossarm - replace / Replace LV pin xarm on pole towards Rugby field @ Showground</p>	<p>Bushfire Risk and Electrical Shock Hazard</p>	<p>Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules</p>	<p>26975811</p>	<p>PP1789 061</p>
<p>Private Crossarm - replace / Replace LV strain xarm next to league canteen @ Showground]</p>	<p>Bushfire Risk and Electrical Shock Hazard</p>	<p>Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules</p>	<p>26975771</p>	<p>1785 061</p>
<p>Private Pole - replace / 30mm minimum wall thickness active termite damage, Replace LV Light pole next to footy oval</p>	<p>Bushfire Risk and Electrical Shock Hazard</p>	<p>Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules</p>	<p>26977611</p>	<p>1797 061</p>

PRIVATE OVERHEAD DEFECT RECTIFICATION COMPLETION DECLARATION

Ref:753113-250-0_LACHLAN SHIRE COUNCIL _Condobolin Depot - Notification of Private Overhead Line Defect/s

WTI No:26977611 / 26975771 / 26975811 / 26975791 / 26975770 / 26979036 / 27136568

Dear Customer

Once rectification of defects on your private assets has been undertaken, please complete this form and return it, together with a copy of the table of defects to Essential Energy, via email to the following address:

private.assets@essentialenergy.com.au

I, _____ declare that the defects identified by Essential Energy listed in the attached table were rectified by _____ in accordance with appropriate compliance standards.

Signed: _____ Date: _____

Printed name: _____

Evidence Attached: Certificate of Compliance Electrical Work Photo of rectification work

Please note: Defects will not be considered to have been completed without a Certificate of Compliance of Electrical Work or photographic evidence.

<p>For Essential Energy office use only:</p> <p>Defect rectification completion noted by: _____</p> <p>Printed name: _____ Date: _____</p>

PO Box 5730 Port Macquarie NSW 2444 | ABN 37 428 185 226
Telephone: (02) 6589 8860 | Interpreter Services 13 14 50 | essentialenergy.com.au

Image Attachments



53113-250-0_WTI 26979036_01



53113-250-0_WTI 26975770_01



53113-250-0_WTI 26975791_01



53113-250-0_WTI 26975811_01



53113-250-0_WTI 26975771_01



53113-250-0_WTI 26977611_01



Return undelivered mail to:
PO Box 5730
Port Macquarie NSW 2444



020 P 13
016024986

LACHLAN SHIRE COUNCIL
PO BOX 216
CONDOBOLIN NSW 2877





Our Ref: 753113-247-0_Lachlan Shire Council_Condobolin Depot - Notification of Private Overhead Line Defect/s

8 September 2022

Lachlan Shire Council
PO Box 216
CONDOBOLIN NSW 2877

Dear Customer

IMPORTANT: Action required by the property owner to rectify private powerline defect/s

As part of Essential Energy's regular network asset risk management program (and in accordance with our statutory obligations), our asset inspector has recently completed a routine inspection of electricity network assets located on your property.

This includes assets that we have identified as your privately-owned power poles and lines. Previously, some or all of these may inadvertently have been repaired or maintained by Essential Energy or its predecessors.

To resolve any past confusion and clearly indicate ownership going forward, our asset inspector has ensured that all of the power poles on your property that should be inspected and maintained by Essential Energy carry metal plaques with our pole number identifications.

Some poles on your property may have plaques with a 'PP' prefix at the start of the number. This indicates that they are privately-owned poles, which you are required to inspect and maintain. Additionally, poles without number plaques, and their associated assets, are regarded as your responsibility.

The *Electricity Supply Act 1995 and the Electricity Supply (Safety and Network Management) Regulation 2014* require that your privately-owned network assets – which may be referred to as your 'poles and wires' or 'overhead private aerial consumers' mains and include pole-top fittings such as cross-arms and insulators – must comply with the relevant safety standards and remain safe while connected to the network. As you will appreciate, power poles and overhead powerlines that are not properly maintained can pose a serious bushfire hazard or a significant electrical safety hazard to our employees, your property and the broader community.

During our recent inspection, Essential Energy identified issues that require rectification to prevent defect/s developing in your overhead electrical installation.

Please engage a suitably qualified electrical contractor or Accredited Service Provider as soon as possible to prevent these defects developing. Details of the rectification work you need to arrange are attached.

What if I am not the property owner?


Please pass this notice on to the owner, landlord or property manager for action and follow-up rectification as soon as possible.

Yours sincerely

Brendon McEntee

Customer Liaison Manager – Private Installations

PO Box 5730 Port Macquarie NSW 2444 | ABN 37 428 185 226
Telephone: (02) 6589 8860 | Interpreter Services 13 14 50 | essentialenergy.com.au

Find more information on our website at www.essentialenergy.com.au/privateassets, or by calling Essential Energy on 13 23 91 to discuss your individual circumstances. 

Defects requiring rectification by the property owner

Premises: RODEO GROUND DIGGERS AVENUE CONDOBOLIN NEW SOUTH WALES 2877

NMI: 4001217814

Defect Description	Rectification Task Reasoning Description	Compliance Standard	Work Task Number	Asset Label
Private Conduit - repair / Conduit on private pole loose	Bushfire Risk and Electrical Shock Hazard	Current NSW Service and Installation Rules & AS/NZS 3000 Wiring Rules	26979039	PP1872 061

Image Attachments



53113-247-0_WTI26979039



Return undelivered mail to:
PO Box 5730
Port Macquarie NSW 2444



020 P 3
018312926

Lachlan Shire Council
PO BOX 216
CONDOBOLIN NSW 2877



Disclosure of Interest Returns **Return Period 30 June 2021 to 30 June 2022**

Surname	First Name	Content Manager	Position	Responsibility/Title	Ward	Directorate
COUNCILLORS						
Bartholomew	Judith	D22/19157	Councillor		E	
Bendall	Elaine	D22/18376	Councillor		D	
Blewitt	Melissa	D22/17899	Councillor		B	
Brady	Dennis	D22/18306	Councillor		D	
Carter	David	D22/18396	Councillor		C	
Harris	Peter	D22/18307	Councillor		C	
Medcalf	John	D22/18284	Councillor	Mayor, OAM	A	
Mortimer	Megan	D22/18416	Councillor		A	
Phillips	Paul	D22/19120	Councillor	Deputy Mayor	E	
Rees	Melissa	D22/16306	Councillor		B	
STAFF						
Bentick	Rowan	D22/18567	Employee	Environment & Waste Officer		Environment, Tourism & Economic Development
Hall	Baden	D22/18348	Employee	Manager Urban Works		Infrastructure
Koop	Bryce	D22/18784	Employee	Manager Town Planning		Environment, Tourism & Economic Development
Maccallum	Tanya	D22/16970	Employee	Financial Accountant		Corporate & Community Services
Marchant	Guy	D22/16529	Employee	Manager Buildings		Environment, Tourism & Economic Development
Milne	Adrian	D22/17683	Employee	Director		Infrastructure
Pegler	Karen	D22/16430	Employee	Director		Corporate & Community Services
Raadhakrishnan	Aravindh	D22/18679	Employee	Acting Information Services Manager		Corporate & Community Services
Ryan	Robyn	D22/19122	Employee	Manager Communication & Tourism		Environment, Tourism & Economic Development
Shillito	Jon	D22/18345	Employee	Director		Environment, Tourism & Economic Development
Siregar	Shaula	D22/18346	Employee	Manager Utilites		Infrastructure
Smith	Eiline	D22/18068	Employee	Payroll Officer		Corporate & Community Services
Staines	Colleen	D22/18349	Employee	Manager HR		General Management
Taylor	Stephen	D22/18262	Employee	Roads Manager		Infrastructure
Tory	Greg	D22/16530	Employee	General Manager		General Management
OTHER						
Fleming	Graeme	D22/16649	Other	ARIC Chair, PSM		Other

Tabled at Lachlan Shire Council

26 October 2022

2022 WHS Self-Audit – Executive Summary

StateCover’s annual WHS Self-Audit helps our Members reduce the number and severity of worker injuries and illnesses, in turn reducing claims costs and workers compensation insurance premiums.

The audit guides Council through the evaluation and monitoring of your WHS management system and management of key hazards.

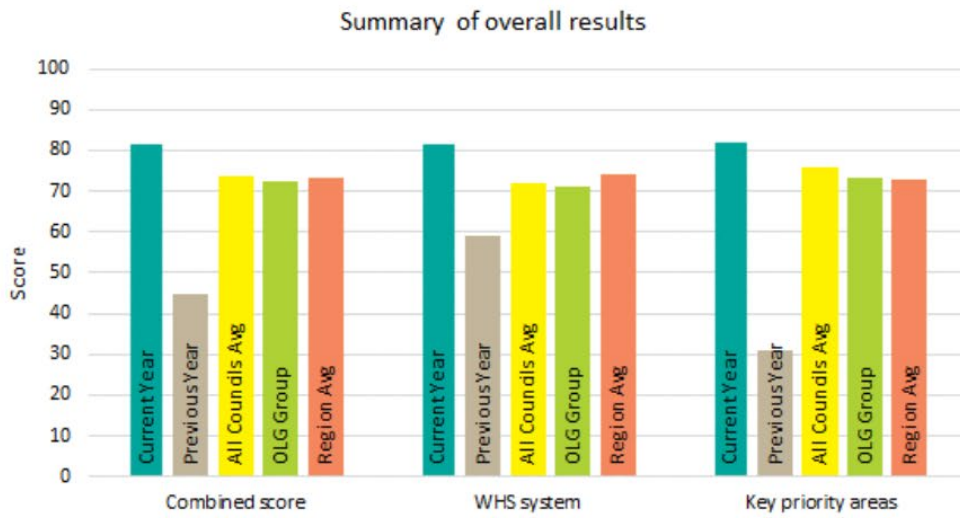
The results of this year’s audit are summarised below.

Lachlan Shire Council Overall WHS Performance 2022	82.1%	This score is above average when compared to the average score for all councils
Section 1: WHS Management System This section analyses how systematically WHS is managed within the organisation. An effective WHS Management system should be planned, integrated, and continually improved throughout the organisation.	81.9%	It is recommended that significant improvements are made to general WHS management system elements and their implementation, in particular: <ul style="list-style-type: none"> • Emergency preparedness • Purchasing • Health monitoring • WHS audits • Management review
Section 2: Key Priority Areas This section identifies if priority WHS risks and hazards are effectively managed and controlled in accordance with regulatory requirements.	82.3%	It is recommended that significant work be done to identify, assess and control many hazards, in particular: <ul style="list-style-type: none"> • Quarries • Volunteer management • Events management

The following graph compares your overall performance score to the previous year, all councils, your region, and your OLG group.

This shows that your council has performed better than the previous year, is above average when compared to other councils from your region, and above average when compared to other councils from your OLG group.





In addition to the following detailed report, StateCover has provided a WHS Action Plan to assist Council to address all elements that scored **Poor** or **Fair** in a systematic way.



Community Services

Outcome 1.1: Connecting with our Aboriginal Communities

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.1.1	Connecting with our Aboriginal Communities in Lake Cargelligo and Murrin Bridge.	Consult with Aboriginal Advisory Committee to identify priority issues.	Opportunities identified.	DCCS GO/DCCS	<p>Two Aboriginal Advisory Committee meetings organised over the last 12 months have been cancelled due to inability of members to attend. Report to Council February 2020 re future directions.</p> <p>In February 2020, Council resolved to dissolve the current Aboriginal Advisory Committee and discuss options for engaging with the various Aboriginal communities following the Council elections.</p> <p>Aboriginal Advisory Committee to be re-established following September 2022 Mayoral and committee member elections.</p> <p>New Aboriginal Advisory Committee expressions of Interest issued in February 2020 & again in March 2021 along with media releases, website and Facebook posts to encourage membership.</p> <p>Communications Officer and DCCS held a zoom conference with 2 key stakeholders to discuss committee membership and meeting options.</p> <p>Spoke with new Communications Officer to progress this with a meeting with stakeholders. Insufficient numbers of applicants received to progress as initially agreed.</p> <p>Ongoing discussions with key Aboriginal Organisations and community members to establish Aboriginal cultural events and develop Aboriginal tourism.</p>

		Engage with State and Federal Government agencies to identify funding potential Aboriginal tourism and business opportunities.	Funding sources identified.		<p>Ongoing inspections and maintenance works for water & sewerage services (under agreement with Department Primary Industries – Aboriginal Communities Program)</p> <p>A \$40,000 heritage grant was secured to undertake a shire wide aboriginal heritage study. This study has been on public exhibition and further consultation has been taking place over the last three months. Advice is being sought from the NSW Heritage Office before the study can be finalised and adopted by Council. A draft Aboriginal Communication protocol has been developed and finalised to acknowledge, consult and engage with Aboriginal people effectively, respectfully and with cultural sensitivity.</p> <p>New entry signs have been placed at Murrin Bridge</p> <p>A waste service is now being provided to Murrin Bridge by Council.</p>
1.1.2	Celebrating Aboriginal heritage and achievements	Support NAIDOC week Celebrations.	Successful event held	GM/DCCS	<p>2020 NAIDOC week celebrations deferred until November due to COVID-19.</p> <p>Donation to support 2021 NAIDOC week submitted for a decision at the June 2021 Council meeting.</p> <p>Previously events held in Condobolin. Several Councillors and GM attended Aboriginal flag raising and march to Memorial Park during NAIDOC week.</p> <p>NAIDOC Week events supported by Council. 2021 event deferred until later in the year due to COVID-19 restrictions.</p> <p>NAIDOC events – Koori Kids & Wiradjuri supported by Council in 2021.22 year. NAIDOC week event 4.7. 2022 postponed until later date.</p>
1.1.3	Increase opportunities for indigenous employment in Council's workforce.	<p>Increase the level of indigenous employment with Council.</p> <p>Implement the provisions stated in the Aboriginal</p>	<p>Council workforce is at least 10% indigenous.</p> <p>Reduction in the Aboriginal</p>	Human Resource Manager	<p>Council's workforce currently has 18.2% indigenous employees</p>

		employment strategy. Develop strategies to maintain the level of Indigenous employment within Council.	unemployment rate by 2%.		Council continues to employ people of Aboriginal descent as opportunities arise.
1.1.4	Expansion of Community transport in Murrin Bridge	Apply for funding from the Department of transport or another provider to expand the amount of community transport offered from Murrin Bridge to other locations.	Community transport increased to a daily service from Murrin Bridge.	DCCS	Enquiries made with Griffith Bus Company, service not considered viable for private sector without subsidies. No opportunities for Government funding identified. Lake Cargelligo Community Transport provide a 3 times weekly regular service. The same organisation provides an ad hoc service for medical appointments. Advice from Murrin Bridge LALC is this is sufficient as it operates alongside an informal community network.

Outcome 1.2: Successful transition from school to training to employment

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.2.1	Offer employment opportunities to young people at Lachlan Shire Council	Host School based traineeships, work experience and offer work placement opportunities	4 traineeships or apprenticeships offered. Work experience and work place programs implemented.	Human Resource Manager	Apprentice Mechanic employed in Condobolin. Trainee Early Childcare Educator employed at Children's Services. School Based Trainee employed at Children's Services. Council has engaged with Schools offering to host students for work experience and work placement.

					<p>Council has hosted work experience students in childcare and library as requests are received.</p> <p>Council advertised but did not attract suitable applicants for a Trainee IT Officer and a Cadet Finance Officer.</p>
1.2.2	Support a youth employment model targeting young people aged 17 to 24.	Support a model, like the green army, that will fill the gap	Reduction in youth unemployment rates in the Lachlan Shire	DCCS	<p>Apprentice Mechanic at Condobolin workshop.</p> <p>Trainee and School Based Trainee employment at Children's Services</p> <p>Cadet Finance Officer and IT trainee role advertised but not able to be filled.</p> <p>Trainee Administration Officer employed in the HR Department.</p>

Outcome 1.3: Council supported strategic education and training

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.3.1	Increase traineeships and cadetships in Council employment	Foster the growth of a local workforce through traineeship, apprenticeships and ongoing training.	Increased number of trainees	Human Resource Manager	<p>A 2 year Trainee Childcare Educator commenced on 09/11/2022.</p> <p>The apprentice Mechanic has completed half a year of his Apprenticeship.</p> <p>The Gardener – Lake Cargelligo is undertaking a Certificate III in Horticulture.</p> <p>One staff member currently undertaking a Certificate III in Early Childhood Education & Care traineeship. One staff member from Children's services completed a Diploma in Early Childhood Education and Care. She remains working in the service. Two staff members nearing completion of Diplomas at Children's Services. One of our Library tam completed her Diploma in Library and Information Management.</p> <p>Council advertised but did not attract suitable applicants for a Trainee IT Officer and a Cadet Finance Officer</p>

<p>1.3.2</p>	<p>Work with schools to provide work experience in Local Government.</p>	<p>Work closely with regional high schools to host school based traineeships, work experience and work placement programs.</p>	<p>Participate in Careers in Local Government. School students undertake work experience and work placement with Council. Presentations in Local Government to local schools.</p>	<p>Human Resource Manager</p>	<p>The library hosted 2 work experience students in this period.</p> <p>Growing Lachlan is currently developing a strategy to encourage School Based Apprentice Training (SBAT). Council is playing a role supporting this. Discussion with Condobolin High School and Lake Cargelligo Central School regarding Council participation at a local High School Careers expo.</p> <p>Work experience students hosted in FY2020/21</p> <p>Work experience high school student hosted by Children's services in June 2022 and 2 in November 2021. One of the students from November 2021 is now undertaking a school-based traineeship with children's services.</p>
<p>1.3.3</p>	<p>Utilise library programs to encourage reading and literacy training.</p>	<p>Provide broadband for seniors.</p> <p>Continuation of the Early intervention reading program.</p>	<p>Number of seniors attending.</p> <p>Number of children attending.</p> <p>Number of books/materials borrowed.</p>	<p>DCCS/Librarian</p>	<p>Completed.</p> <p>Broadband computers for seniors are available at Condobolin and Lake Cargelligo Libraries and continue to be extremely popular.</p> <p>LEAP program was implemented in February 2020 that provides technical assistance in the use of devices such as mobile phones tablets and laptops to older members of the community by appointment only. Purchase of six I pads for use in library program including coding.</p> <p>Baby Rhyme Time, and Preschool Story Time are offered in house twice a week at Condobolin Library (Wednesdays and Fridays), excluding school holidays. Due to COVID restrictions, during the second half of 2021, all programs were suspended during this time and did not resume until February 2022.</p> <p>The Library has entered into an Agreement with ALIA for 2021 for a Pilot program which covers copyright permissions to allow us to have an online Story Time presence once a week via Facebook. Council participated in National Simultaneous Story Time for last 3 years with 51 attendees in May 2022.</p>

					In the last 12 months to 30 June 2022, the library has processed 62 new members, with library membership now representing almost 50% of the Shire's total population.
1.3.4	Ensure targeted education and training is delivered across the Shire.	Lobby and advocate State Government on the need to retain skill-based training programs delivered at TAFE Campuses at Condobolin and Lake Cargelligo. Explore RTO options.	Advocacy undertaken Report on options completed.	Human Resource Manager	TAFE NSW is delivering courses from Condobolin and Lake Cargelligo and Council currently assists with advertising on Facebook. Courses include, business administration, welding, leadership and management, community services and first aid.

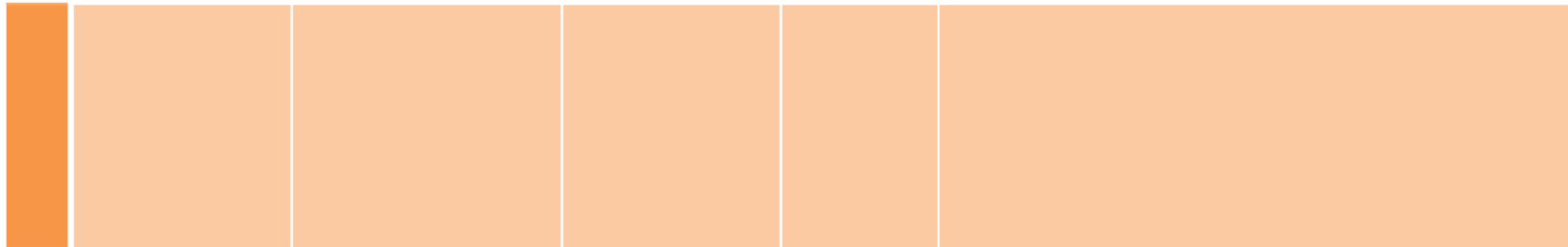
Outcome 1.4: Childcare services and facilities that meet the needs of young families

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.4.	Operate Preschool in Condobolin	Maintain accreditation of Condobolin Preschool at Lachlan Children Services. Investigate options for long day care services in Condobolin. Offer Preschool service on Wednesdays.	Pass accreditation Investigation completed 10% increase in enrolments Service operating on Wednesdays with average attendance of 16.	DCCS	Accreditation completed In January 2021. Complete - Funding has been provided by Council and the State Government to expand the existing Preschool in Condobolin. Preschool Hours of operation: Monday - Thursday 8:30am to 4pm 20 places offered. Average attendance 20 children per day. Preschool is full with a waiting list. After school Care hours of operation: Mon-Friday 3pm to 6pm. Monday-Thursday is full with a waiting list.

					Vacation care offered throughout school holidays (Not Public holidays) Mon – Friday 8:30am to 5:30pm. Full each holiday with waiting list.
1.4.	Provide mobile childcare services to remote communities	Complete a cost benefit analysis of providing the mobile childcare service to Lake Cargelligo, Tullibigeal, and Euabalong.	Cost benefit analysis completed Enrolments in service to increase by 10%	DCCS/ Children's Services Coordinator	A Business Plan for the provision of mobile services to the Shire's Remote communities has been completed. Achieved - Tullibigeal and Lake Cargelligo mobile childcare now in operation. Current Mobile Venues and Hours of Operation Tullibigeal Mobile: Mon –Tues 8:45am to 3:15pm Lake Cargelligo: Wed – Thurs 8:45am to 3:15pm Condobolin Mobile: Friday- 8.30am-3.30pm Cost benefit analysis completed – not financially viable for Euabalong.
1.4.	Make the mobile service financially viable.	Apply for CCCF grant Investigate the restructuring of the service.	Grant successfully applied for Cost to Council to be restricted to \$50,000	DCCS/ Children's Services Coordinator	Complete - Grant application successful. Complete - Service costs less than \$50,000 per annum

Outcome 1.5: Increase Community participation in arts and cultural activities

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as 31 December 2018
1.5.1	Support the Penrith Alliance in facilitating arts training for young people, sporting and cultural exchanges and staff training and exchanges with Lachlan	<p>Partner with the Penrith Performing and Visual Arts Inc., and Vincent Fairfax Family Foundation (VFFF) to deliver the three year "On the Road" project.</p> <p>Actively foster and support sporting and cultural exchanges. Promote staff training or exchanges.</p>	<p>Programs successfully Completed and participants satisfied.</p> <p>One exchange held per year.</p>	DCCS/GM	<p>On the road project communicated to the Condobolin HS. Contact made between the school and Penrith City Council</p> <p>Condobolin admin staff have attended Penrith CC to learn from staff there. Arrangements made for PCC environmental staff to visit LSC To gain rural work experience.</p> <p>PCC staff have also provided remote support to LSC staff for various Development Applications and general environmental advice.</p> <p>Condobolin Corporate services team have been networking with and exchanging resources with Penrith team. Penrith City is hosting a Lachlan Shire employee in their offices. Corporate services have an employee hosted at Penrith office.</p> <p>Ongoing discussions with PCC regarding supported services around asset management and financial services. No longer being pursued as systems not easily compatible.</p> <p>PCC economic development staff attending Growing Lachlan and Lower Lachlan Business Forum in November 2019.</p> <p>Tottenham Central School sent students to Penrith for work experience in 2018.</p>



1.5.2	Support Arts Out West and local art competitions.	<p>Maintain involvement and partner in Arts Out West activities.</p> <p>Support Waste to Art initiative</p>	<p>Number of Arts Out West activities in LSC.</p> <p>Waste to Art Exhibition held.</p>	DETED	<p>Arts Out West supported through Lachlan and Western Regional Services Inc (LWRS) which is funded by Council.</p> <p>Waste 2 Art Supported by Council and LWRS</p>
1.5.3	Build Tourism precinct	<p>Relocate Utes in the Paddock to Condobolin</p> <p>Sculpture Trail in collaboration with Forbes Shire Council</p> <p>Build Jockey's Memorial</p>	<p>Relocate by December 2018</p> <p>Create Trail by December 2018</p> <p>Build by December 2018</p>	TO	<p>20 Utes relocated. Growing Local Economies \$10.1m grant approval announced. The grant application for project funding for the sculpture trail has been approved. A number of sculptures have now been installed and Council have made their contributions to the trail.</p> <p>Rotunda and Jockey Memorial erected, Wood log Sculptures completed, landscaping work to be finalised early next year. Road betterment works underway.</p> <p>Public Works Advisory (PWA) are project managing the delivery of the new Visitor Information Centre (VIC). Construction works have commenced and are expected to be complete early next year</p>

<p>1.5.4</p>	<p>Increase usage of Council's library service</p>	<p>Report on the viability of increasing hours at Lake Cargelligo and Tottenham</p> <p>Increase hours at Tottenham Library by four hours per week. Increase hours at Lake Cargelligo library by four hours per week.</p> <p>Expand Condobolin Library</p>	<p>Hours Increased</p> <p>Increase of four hours per week. Increase of four hours per week.</p> <p>Expansion Completed</p>	<p>Librarian</p>	<p>Completed – September 2018</p> <p>Analysis complete. Statistics collected show insufficient numbers. Increasing number of borrowers utilising online services such as Borrow Books. Opening hours are after school hours in Tottenham and Council administration office days & times at Lake Cargelligo.</p> <p>June 2022, purchase of laptop & installation of a printer for use at Tottenham Library allowing more services to be offered including printing.</p> <p>Condobolin expansion completed in September 2018 which resulted in library footprint doubling in size.</p> <p>Condobolin expansion completed in September 2018 which resulted in library footprint doubling in size.</p> <p>An increase of 48% in the use of ebooks and Audiobooks on BorrowBox.</p> <p>Created a new casual reading area in Condobolin Library</p> <p>Increased the Library's DVD collection by 55% due to DVD donations and Priority Grant funding.</p>
---------------------	--	---	--	------------------	---

						<p>Set up membership with Parkes Library to enable access to their physical Audio Book collection for our members</p> <p>Installation and set-up of digital display at Condobolin library promoting Library and community programs</p>
--	--	--	--	--	--	--

Outcome 1.6: Improved health care for the community.

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.6.1	Support programs to attract and retain medical and allied health professionals.	<p>Facilitate annual bush bursary program.</p> <p>Support the creation of a Central West JO to lobby for improved health services.</p>	Ensure ongoing program support	DCCS / GM	<p>Bush Bursary Students completed placement in December 2018, January 2020, 2021 and 2022</p> <p>Central NSW Joint Organisation was proclaimed on 11 May 2018 Mayor and GM have met with representatives from Ochre Health, RaRMS and WNSWLHD to Discuss ongoing medical services.</p> <p>Brenshaw Medical recruited to operate medical services from the Melrose Street Medical Centre including allied health services.</p>

					Lease of Melrose St Medical Centre to Brenshaw Medical renewed.
1.6.2	Central location for all Aged Services	<p>Apply for funding to establish a Multi service Outlet for the provision of all Aged services in Lake Cargelligo.</p> <p>Investigate the viability of moving the Lake Cargelligo HACC service to a central location in the centre of town.</p> <p>Investigate the viability of providing aged care services to smaller villages.</p>	<p>Application completed</p> <p>Cost /benefit analysis completed</p> <p>Services in smaller locations across the Shire.</p>	DCCS (DIAP)	<p>Opportunities for funding not yet identified.</p> <p>Client walk ins are not a feature of the Lake HACC service. There is no benefit to service users. Completed.</p> <p>Discussions with Hon Mark Coulton MP regarding possible funding models for Lake Cargelligo Retirement Home</p>
1.6.3	Advocate for visiting specialist health services to the shire.	Advocate for the provision of visiting specialists to the shire.	Dialysis offered in both towns.	DCCS (DIAP)	<p>Preliminary research completed on the need for a Dialysis service.</p> <p>Some contacts established and issue discussed. Mayor and GM have met with representatives from Ochre Health, RaRMS and WNSWLHD to discuss Ongoing medical services.</p> <p>Corporate services team have been liaising with interagency meeting participants to investigate options.</p> <p>Discussion held with GM and WNSWLHD regarding dialysis services. WPRD letter requesting re-introduction of Dialysis service at Condobolin Hospital supported. Information provided to WNSWLHD regarding lack of Community Transport Services to transport Dialysis patients to Forbes Hospital.</p>

1.6.4	Improved Mental Health Services	Advocate for a permanent and full time mental health worker in the shire.	Permanent mental health position in Condobolin or Lake Cargelligo.	DCCS (DIAP)	Council has supported the implementation of a Suicide prevention officer funded by Western Primary Health Network Service included in Drought Communities Program, project application. Funding obtained under SCCF3 for a Drought Support Worker employed through WPRD.
1.6.5	The Wellbeing of Carers	Apply for funding to offer respite care in Condobolin and Lake Cargelligo.	Respite care offered in Condobolin and Lake Cargelligo.	DCCS/HACC Coordinator (DIAP)	Respite care now offered in Lake Cargelligo, Condobolin and Tottenham.
1.6.6	Optimise the efficiency of the HACC funding.	Review the allocation of spending on services between each town.	Review completed and resources re-allocated accordingly	DCCS/HACC Coordinator (DIAP)	<p>HACC budget and spending allocation reviewed. Resources are allocated according to client needs in each community. Number of clients serviced have been increasing since late 2019 in both Condobolin and Tottenham. At capacity for Handyman service. Food delivery has increased significantly since COVID and remains sustained.</p> <p>Emergency COVID-19 funding received from the Department of Health to maintain meal service delivery. Applied for and successfully received grant to support seniors in social isolation though COVID-19.</p> <p>After receiving a generous donation from Condobolin RSL Club HACC were able to purchase Lachlan HACC reusable tote bags for all our clients and volunteers in Lake Cargelligo, Tottenham and Condobolin. They have been positively</p>

					received as the community continues to transition to no plastic. \$12,000 COVID base funding for community transport and this allowed the employment of a temporary staff to 30 June 2022.
--	--	--	--	--	---

Outcome 1.7: Improved Social Outcomes for those with disabilities.

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.7.1	Advocate for the provision of aged care services across the Shire.	Engage with relevant Federal/ State agencies, RSL Life-Care, Lake Cargelligo All Care, Tottenham Welfare Council and NGOs to support aged services.	Maintenance of existing facilities and maximise opportunities for external funding.	DCCS/ HACC Coordinator or (DIAP)	Implementing improvements from successful audit. Funding secured for the next two years. Existing facilities being maintained. Aged care services provided in Condobolin, Lake Cargelligo and Tottenham.
1.7.2	Recreational and learning facilities for people with disabilities.	Construction of a sensory playground at Bill Hurley Park Condobolin.	Construction of sensory playground by 31 December 2018.	DIS	Sensory Playground installed in Condobolin. Gum Bend Lake Play equipment upgrade complete Lake Cargelligo Recreation Ground play equipment completed. .
1.7.3	Disability access in all Council buildings.	Installation of hearing loops in major Council public buildings.	50% of major buildings installed with hearing loops. Audit completed	DETED (DIAP)	Hearing Loops have been installed in the Condobolin Council Chamber. Hearing loop system including PA has been installed last year in the Lake Cargelligo Memorial Hall. A hearing loop and PA system has been installed in the Tottenham Memorial Hall. A hearing loop and PA system is scheduled to be installed in the Tullibigeal Hall in November 2022. Disability access audit to Council buildings complete. 10 year maintenance and upgrade schedule close to completion.

		Audit of disabled access to council buildings			
		Installation of disabled toilets in Council buildings	50% of major buildings have disabled access.		Subject to funding availability and when refurbishments occur
1.7.4	Community Transport Available when needed	Advocate for the re-introduction of a taxi Service in Condobolin	Subsidies investigated. Taxi service re-introduced.	DCCS/ HACC Coordinat or (DIAP)	Taxi service opened in May 2018 in Condobolin. Community transport service provided in Condobolin, Tottenham and Lake Cargelligo.
		Monitor usage of bus service to Dubbo in Tottenham.	Bus service proven successful Statistic kept and reported.		Ongoing. Bus service used regularly. Car is being used regularly.
		Provide community car for Tottenham.	Bus Service introduced		HACC community care regularly being used in Tottenham for transport between Tottenham and larger service centres. Taxi service now in place.
		Advocate with Transport NSW for a circuit bus around Condobolin			
1.7.5	Advocate for the provision of Dialysis Services in the Shire.	Formally request the Department of Health to provide Dialysis Services in Condobolin and Lake Cargelligo hospitals.	Dialysis service in Condobolin & Lake Cargelligo	DCCS (DIAP)	Contact numbers have been established. No formal advocating done. Corporate services team have been liaising with interagency meeting participants to investigate options. Mayor and GM have raised the issues at meetings with WNSWLHD. Council is providing input to the Collaborative Care Pilot Project being undertaken by WNSWLHD.

Outcome 1.8 Wellbeing of Youth

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
1.8.	Development of a Youth Strategy	Support Life Without Barriers, WPRD and WCC in the production of a youth strategy.	Support and input given to the youth Strategy. Actions implemented.	DCCS	Stakeholder engagement completed January/February 2021. Youth Strategy completed and adopted by Council. April 2021.
1.8.	Increase awareness about youth programs offered	Advertise programs through social media and on council's website.	20% increase in participation in the programs	DCCS	School holiday programs and relevant programs for youth advertised regularly.
1.8.	Support youth development programs within the shire.	<p>Support WPRD to provide youth program.</p> <p>Improve the standard of youth centres in Condobolin, Lake Cargelligo and Tottenham.</p> <p>Support Micro Music Festival</p> <p>Work with the police to get funding to Establish a PCYC.</p> <p>Support CDAT Committee initiatives</p>	<p>Funding of WPRD</p> <p>Funding of improvements to the youth centres in the three towns.</p> <p>Participation of local amateur talent</p> <p>Commitment from Police gained. Funding attained.</p> <p>All meetings attended.</p>	DCCS/DETED	<p>LWRS (formerly WPRD) funded to provide youth services on behalf of the shire.</p> <p>Youth Strategy adopted by Council April 2021 which will assist with future funding applications. Council purchased a property in Condobolin for use as a Youth Centre & multipurpose community space. This has been refurbished with funds under LRCI#2, to make facilities suitable for youth services. Positive feedback from youth and youth services provider on the new centre.</p> <p>Council received funding under the live and local fund and micro music festivals were carried out. Ongoing support is available to local artists and venues through Arts out West.</p> <p>Police informally advised that population does not meet current minimum requirement for establishment of a PCYC. WPRD staff have contacted PCYC to see if any options could be made available.</p> <p>Ongoing</p>

Tourism & Economic Development

Outcome 2.1: A vibrant tourism industry

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
2.1.1	Promote Lachlan Shire as tourist destinations.	<p>Work with Central NSW tourism to encourage visitors to the Central region of NSW to come west and visit our towns.</p> <p>Promote specific towns in Lachlan Shire as a tourist stop points.</p> <p>Investigate new branding options.</p> <p>Update Lachlan Shire brochures.</p>	<p>Visitor Numbers increase by 15%.</p> <p>Bed stays increased.</p> <p>Increased visitor numbers by 10% according to accommodation providers</p> <p>Investigation completed with new branding</p> <p>New brochures available</p>	TO DETED	<p>Destination Management Plan is complete. Staff continuing to work on completing actions from the plan.</p> <p>Ongoing liaison with Destination NSW and Central West Tourism Group. Staff are trying to collect more information on visitor numbers so we can better understand our tourist market. The new VIC in Condobolin will assist with this data collection.</p> <p>A new tourism brand as well as a new corporate brand were adopted by Council at the June 2021 Council meeting.</p> <p>Draft brochures, incorporating the new branding, referred to above, are currently being prepared.</p> <p>New flyers were prepared last year to promote Council's camping locations as well as to advertise fishing locations within the Shire and these have been distributed to the visitor information centres</p>

		Advertise locations within the shire as attractive camping spots.	Increased camping numbers by 20% per year		
2.1.2	Increase things to see and do for visitors to the shire	Build a truck stop and tourist precinct.	Precinct completed. Visitor numbers who come to the precinct. Investigation completed	TO/DIS/DE TED	Utes in the Paddock relocated. Grant Executed for Growing Local Economies program. Some of the road works on Lachlan Valley Way and internal road works are complete. Construction for the Murie and Smythes Corner Culvert structures and surrounding road works are ongoing Stage 3 beautification works have commenced, with solar lights installed, further footpath works and wood sculptures completed. The funding deed has been executed the new VIC with is currently under construction and is expected to be complete in early 2023.
		Investigate the viability painting of the Silos with rural characters on the Eastern entrance to Condobolin and in Lake Cargelligo.		DETED	Investigation completed. Silos at the entrances in Condobolin and Lake Cargelligo cannot be used for Art purposes as they are still active work sites. A mural has been completed on the old water tower in Lake Cargelligo and a new mural will be painted on the water tower at Tottenham under this years budget Tourism Officer had started discussions with farmers. Once a new tourism officer has been recruited conversations will recommence. New bird website up and running. Brochures are also being prepared.
		Promote Farm Tours	Visitor numbers who come to town to view the silos.	TO	Brochures have been prepared. Lake Cargelligo birds are going to launch new websites promoting bird life in Lake Cargelligo.
		Create a list of Birds	Successful tours List completed	TO	

2.1.3	Provide a visitor Information Centre	Investigate the options for a Visitor Information Centre in Condobolin both long and short term.	Development of a business plan for a VIC. Operation of a designated VIC in Condobolin.	TO DETED	Council have obtained a grant to construct the Visitor Information Centre in Condobolin Public Works Advisory (PWA) are project managing the delivery of the new Visitor Information Centre (VIC). The design has been completed, DA approved, contract has been awarded and construction works have commenced. Tourism and Economic Development Officer had been working with LWRS to improve signage and overall exposure of the current visitor information centre in Condobolin, which will be utilised until the new centre opens in 2023.
2.1.4	Participate in regional Promotion	Remain members of Central NSW Tourism and join the Newell highway Tourism committee.	Increased number of nights stayed in Lake Cargelligo and Condobolin	TO DETED	Ongoing. Council took part in the "we want you back" campaign. DETED is very active in the Central NSW JO Tourism group. Representations were made to ensure Lachlan Shire was part of the new Central West Destination Network, rather than the Country and Outback network. Lachlan Shire have now been confirmed as part of the Central West Destination Network.
2.1.5	Promote the Wiradjuri Centre as a location for Tourists to visit.	Install directional signage to the Wiradjuri Cultural Centre. Investigate a Bush Tucker/ Bush medicine shop Promote the WCC as a tourist destination.	Signage installed. Investigation complete Increased visitor numbers to the WCC.	DIS DETED	Completed. Included in Council's Destination Management Plan. The WCC is included as an attraction in the Council's Destination Management Plan. Council officers were working with the WCC to promote the WCC as a tourist destination. and this will be advanced once the new VIC is operational.

2.1.6	Improve the marketing of existing events.	Creation of a calendar of events.	Calendar of events created.	DETED	Event calendar has been created and will be incorporated in the new website.
		Events promoted on Facebook	Number of events listed on Council's face-book page.	CCE	Facebook is regularly used to promote local events.
		Creation of a text notification database which is used to promote events.	Database created and used for notification.		Community Engagement and Communications Officer is investigating options in this space as part of a communications audit.
		Create a Phone App for What's on in Town.	App created	CCE	This is dependent on funding.
2.1.7	Increase visitors to the shire	Provide town parking for motor homes and caravans.		TO DETED	Will form part of the tourism precinct which has recently received funding and which is under construction.
		Market premium free camping locations within the shire.	Value of receipts at Gum Bend Lake. Accommodation operator survey.		Council featured in the Caravanning Australia Magazine and the Free Camp Guide which is compiled every two years. Also featuring on free camping websites. New information will be prepared promoting the new amenities block that has recently been completed.
		Develop a Destination Marketing Plan	Plan Completed		Complete
2.1.8	Development of a new event	Investigate the viability of different types of events.	Report on viability of new events completed.	DETED	Council provides financial and in kind support to a number of events in the Shire, including Condo 750, Condo Cookup, Condo Octoberfest, Skyfest Council recently took part in the grant funded Live and Local Program and conducted live and local music events local venues.

					<p>Council was successful in receiving a grant for a summer event, which was a movie night which was held in Renown Park, Condobolin. The grant funding allowed Council to purchase equipment which can be used throughout the Shire which will allow more movie nights to be held when staff are available.</p> <p>An event was held in Lake Cargelligo in March 2022, utilising a grant, that involved musicians and a movie by the Lake.</p>
2.1.9	Improve Caravan Park facilities in Lake Cargelligo, Burcher and Condobolin	Investigate the viability of leasing the caravan parks out to private operators with conditions attached for capital improvements.	Report completed Decision made	DETED	<p>Current Contracts for Condobolin and Lake Cargelligo Caravan Parks are in place. Council will consider a report to engage a new contractor for the Condobolin Caravan Park as well as Tottenham Caravan Park in October 2022.</p> <p>Council has endorsed master plans for both Condobolin and Lake Cargelligo Caravan Parks and documentation is now being prepared to lease out the parks under a long term (e.g. 21 years) licence. Condobolin Caravan Park is part of a Crown Reserve and as such this needs to be part of a management contract for another 3 years to allow crown land issues to be resolved.</p>
		Upgrade Shower & Toilet facilities at Burcher	Toilets installed	DETED	<p>Works have been undertaken at the Lake Cargelligo and Tottenham caravan parks, including a new amenities block at Tottenham, a camp kitchen at Tottenham and upgrades to the amenities block at Lake Cargelligo. Further enhancement works are being carried out at Tottenham Caravan Park</p> <p>A new camp kitchen has been installed at Burcher.</p> <p>Completed</p>
2.1.1	Develop Forbes to Condo Sculpture Trail	Work with Forbes Shire Council to develop a sculpture trail from Forbes to Condobolin on Lachlan Valley Way	Funding Secured Sculptures Erected	DETED	<p>Ongoing - ETED staff continue to work with the Forbes Art Society (FAS) and Forbes Shire Council to develop the sculpture trail. Council have committed \$100,000 towards the project over three (3) years and have completed these payments to the FAS</p>

					Three (#) sculptures in the Lachlan Shire LGA have been opened and another sculpture is 1st be installed.
2.1.1	Support the Lake foreshore Development	Support the development of a licensed community club and function centre near the existing boat club and recreation ground.	Support given where possible. Application submitted.	DIS/TO	Foreshore sheltered bench constructed, sheltered seats constructed, irrigation upgrades complete at Recreation Ground complete, Pontoon complete, near Recreation Ground. Second Pontoon at Apex park being progressed. Stage 3 irrigation works are completed. No progress on licenced community club and function centre.
2.1.1	Support potential environmental and eco-tourism projects	Work with Department of Prime Minister and Cabinet to attain funding for the rehabilitation of Robinson Crusoe Island.	Application submitted.	DIS	Bird Hollows project completed with a number of bird hollows installed around Gum Bend Lake. Bird watching shelters installed around Gum Bend Lake. Wading Bird areas created at Gum Bend Lake. Continue to work with stakeholders on the development of educational signage. Discussions are taking place between Landcare and Council on interpretative signage for animals that utilise Lake Cargelligo.

Outcome 2.2: A diverse range of employment opportunities

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022

2.2.1	Encourage residents to shop local	<p>Promote Why Leave Town Program</p> <p>Development of a Shop Local Retail Guide</p> <p>Hold the Christmas Fiesta in 2017</p>	<p>No of retail outlets accepting Why Leave Town Cards Guide Produced by Nov 2017.</p> <p>Shop local docket exceed \$220,000.</p>	DETED/TO	<p>Promoted through the Condobolin Chamber of commerce. Council made a financial contribution to the Why Leave Town promotion. Representations were also made by Council staff to Evolution Mining to support the program. Evolution Mining have now given the Condobolin Chamber of Commerce a substantial contribution towards the WLT program.</p> <p>A shop local retail guide is currently being prepared.</p> <p>Council continue to support the Christmas Event and have provided both financial and in-kind support.</p>
2.2.2	A strong Retail sector	<p>Conduct a Retail operator and Shopper survey</p> <p>Development of Customer database</p> <p>Assist and Facilitate an effective chamber of commerce in Condobolin and Lake Cargelligo.</p>	<p>Survey completed and conclusions drawn from it. No of people on the database and times used.</p> <p>Membership of the chamber of commerce increase from 14 to 25.</p>	DETED/TO	<p>Survey has been completed. Results used for Mid Lachlan Alliance project.</p> <p>An email list of customers has been prepared.</p> <p>Assistance provided to Chamber where needed. Council Staff attend meetings. Council staff are investigating the possibility of a Lake Cargelligo Chamber of Commerce. The number of members of the Condobolin Chamber of Commerce is currently 45.</p>

		<p>Facilitate the running of Retail Re-vamp workshops.</p>	<p>Participation of ten retail businesses in the workshops</p>	<p>Not yet commenced, however, businesses in both Lake Cargelligo and Condobolin main streets have utilised funding under the Local Heritage Grant Fund to make improvements to their buildings. Council have organised a number of events to assist retail businesses from energy savings workshops to marketing events.</p>
		<p>Investigate the viability of a community Co-op.</p>	<p>Reduction in the number of vacant shops</p>	<p>Grants were obtained to run events during the first small business month in March 2022. A second small business month will be held in November 2022 and both the Condobolin Chamber of Commerce and Lower Lachlan have applied for grants to run events during November.</p>
		<p>Facilitate the filling up of shops in the main Street.</p>	<p>Empty Shops filled in main street with retail or human interest items.</p>	<p>Council encourages businesses to occupy the empty buildings in the main street and provides advice, as requested, to people looking to occupy premises.</p>
		<p>Support the Why Leave Town Program</p>	<p>Increase in annual value of cards loaded from \$11,000 to \$13,000 in year 1 increasing by \$2000 per annum thereafter.</p>	<p>The Why Leave Town program is run by the Condobolin Chamber of Commerce.</p>

	Pursue a tenant for the former Target building	Tenant secured and operating a retail business.		COMPLETE
	Investigate business open hours on Public holidays and weekends	Business hours open at business times on weekends to capture weekend visitors		Chamber of Commerce have approached businesses re weekend openings. Limited STATUS at this point.
	Develop 'Look Local' Campaign	Residents considering local business before leaving town		Suggested in Chamber meetings. Current campaign is being supported by the Condobolin Chamber of Commerce and the Why Leave Town Cards support this.

Outcome 2.3: Encourage Business Activity

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
2.3.1	Recognise Business excellence	Investigate the reintroduction of Lachlan Business Awards	Award ceremony conducted	DETED/TO	Council supported the Chamber of Commerce in Condobolin in running the first business awards in September 2020. The event was successful another event is scheduled for early October this year.
2.3.2	Implement the Actions in the Economic Development strategy	Engage consultant to commence actions in Economic Development Strategy	Strategy completed	DETED/TO	Consultant engaged to discuss how Council can help businesses, several actions from the Economic Development Strategy have been included in Council's Delivery Program.

2.3.3	Access to premium Industrial Land	Investigate the viability of converting the saleyards to an industrial sub-division. Sell existing Industrial Lots	Investigation completed. All industrial lots sold.	DETED/TO	Not yet commenced. Resistance from Agriculture sector and agents to removal of saleyards All blocks sold in Condobolin and Lake Cargelligo. Consideration was given to create more industrial land in Condobolin and Lake Cargelligo under the Rural and Industrial Land Use Strategy Actions from that strategy will need to be implemented.
2.3.4	Encourage value added agricultural industries	Investigate the viability of a Cotton Gin in the Shire.	Investigation completed.	DETED/TO	Discussions held with some property owners however not financially viable at this time. This is also being examined as part of the Inland Rail business case.
2.3.5	Attract new Industries/ Businesses to the Shire	Investigate the viability of a solar farm in the shire Follow up on the possibility of starting a feedlot in the shire. Liaise with Graincorp to investigate the possibility of upgrading the Grain Receival terminals at Lake Cargelligo and Condobolin.	Viability investigated Proponent contacted. Graincorp updating their terminals	GM/DETED	A Development Application was approved for a solar farm on the outskirts of Condobolin in June. Lamb feedlot established at Kiacatoo. GrainCorp Regeneration Project in planning stage. Council supported request for closure of rail crossing at Silo Road. Joint application to NSW Fixing Country Roads for upgrades to intersections along Henry Parkes Way (at Silo Road & Kiacatoo Road) Fuel storage business in Lake Cargelligo and Condobolin. Significant expansion of several business such as Maspro, Allshelters, Durotank and Carmed

2.3.6	Improve Marketing of businesses in the shire	Finance an annual training session on marketing.		DETED	Western Business Forum was held in 2019 through Growing Lachlan. Social Media Workshops have been held throughout the Shire, including during small business month in March 2022. More one-on-one training is also being facilitated by Council through Business HQ. More training workshops are to be held as permitted/requested.
	Access to residential Land	<p>Sell existing Randall St blocks</p> <p>Sell existing residential blocks in Lake Cargelligo</p> <p>Investigate the viability of a new residential sub-division for older people near the lake in Lake Cargelligo.</p>	<p>All blocks sold and being used One block sold per year. All blocks sold</p> <p>Investigation completed.</p>	GM/DETED	<p>All lots now sold Scott Street Subdivision planning & design completed. Interest in the Scott St subdivision. Report to be considered at October Council meeting on tender for construction of Scott Street subdivision. Investigations for the release of more residential land are ongoing as part of the housing strategy which is currently being prepared.</p> <p>Land subject of Aboriginal Land Claim and Native Title not available for subdivision until claim resolved.</p>

2.3.7					
	Support Mining operations in the Shire	Encourage and support the proposal of Platina Resources at Owendale and support Cleanteq at Fifield	Report on support required completed. Support given.	ELT	Regular meetings and advice provided to Platina Resources and Sunrise to support mining proposals and development. Engagement with Sunrise/Platina/Mineral Hill/Rim Fire/Talisman/Eastern Metals and Evolution is ongoing.

Outcome 2.4: Access to Reliable Current Technologies

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
2.4.1	Council to keep up to date with technological improvements and achievements	Digital radio coverage	Digital radio coverage available across the Shire	DETED	Scope of works and specification being developed for radio network upgrade. Upgrade of radio network not cost effective. Cel-Fi boosters have been installed in plant to improve mobile phone reception and phones are being installed for use by staff. Submissions have been made for additional mobile phone towers to both the federal and state government
2.4.2	Advocate for complete mobile phone coverage throughout the Shire.	Liaise with service providers and Federal Government for increased mobile coverage throughout the Shire. Advocate for NBN	Increased mobile coverage in Shire. NBN Operating prior to December 2017.	GM DIS COUNCIL DCCS	Announcement of Yellow Mountain tower to be constructed. Submission made to federal government for additional mobile phone towers. Facilitated public consultation for the proposed Manna Mountain phone tower. NBN installed and operating. Letter sent to local federal MPs and NBN Co regarding connectivity in industrial areas. Details of Mobile Blackspots provided to RDA, CNSWJO and Federal Member for Parkes for future funding opportunities.

Outcome 2.5: Improve the appearance of each town

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
2.5.1	Improve the appearance	Develop a streetscape plan for the main streets in Condobolin and Lake Cargelligo.	Plans Developed Community Agreement	DIS	Foster Street detailed design completed and construction commencing in June 2022 with completion required by June 2023.

	e of the CBD's	Implement Plans for Condobolin and Lake Cargelligo.	80% Resident Satisfaction with end result		Applications for BBRF Round 5 was submitted for Condobolin and Lake Cargelligo CDB Upgrades. Application unsuccessful. Further application for BBRF round 6 submitted for Bathurst Street. Vision Concept complete for Bathurst Street Condobolin William, Busby, Lachlan Streets detailed design completed. Fixing Local Roads Funding announcement will enable the construction to commence. Denison Street concept design completed. Funding yet to be identified.
		Complete a Management Plan for each of the villages	Plans completed for each village.	DETED/DIS	Village enhancement plans done. Follow up consultation with community to be done with next Community Strategic Plan. Works are being carried out under the plan as funding becomes available. Council has painted three buildings in the main street Condobolin, as part of lease of former Target Building. Local business owners are being encouraged to seek funding under Local Heritage Fund to undertake maintenance works such as painting shop awnings.
		Encourage businesses to paint shop awnings	Business paint shop awnings	DETED	Successful recipients under previous programs are based in Foster Street, Lake Cargelligo and those works have now been completed
2.5.2	Improve the appearance of town entries.	Improve Parks at Condobolin Town Entrance Improve Lake Cargelligo town entrance New signage for all town entrances	Parks appearance improved Town Entrances appearance improved New signage at town entrances	DIS	Lions Park upgrade is complete. Tottenham Memorial Park upgrade works complete. Entrance signs installed on all four entrances to Lake Cargelligo. 36 trees planted along Canada Street entrance in Lake Cargelligo. 12 trees planted along Federation Street, Albert. 30 trees planted along Station Street Condobolin and planting of 40 Pepper trees along Diggers Avenue. Installed new sign at the town entrance on Melrose Road, Condobolin. New entry signs have been installed in Derriwong, Fifield, Albert, Tottenham, Tullibigeal, Burcher and Murrin Bridge.

		Appropriate Trees at the entrance of each town.	Trees planted at town entrances		16 trees planted on entrances to Tullibigeal.
2.5.3	Improve the appearance of Council Buildings	Facelift of Condobolin Water Treatment Plant	Treatment Plant painted	DIS	Works packaged with upgrade/replacement to plant. Perimeter fencing has been replaced.
2.5.4	Improved signage in all towns	Directional signage to Burcher from West Wyalong Install historical Signage throughout the Shire	Signs placed at West Wyalong Historical signage erected throughout Shire	DIS DETED	Burcher sign completed. Condobolin and Tullibigeal completed – signs already at Lake and Tottenham. Historical signage installed in Bathurst Street Condobolin and Pioneer Park Tullibigeal. Funding application for SCCF round 3 for signage in Lake Cargelligo was successful. Community consultation is required to ensure the project aligns with community expectations.

Outcome 2.6: Attract new residents to the Shire

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
2.6.	Promote the benefits of a rural lifestyle	Build houses at Condobolin & Lake Cargelligo (Spec homes)	Houses built	DETED/MT P	Residential property purchased in Condobolin. New dwelling in Lake Cargelligo completed. Council's Local Strategic Planning Statement has been completed.

	Investigate Changing Council's LEP to allow for more Rural living lots.	LEP completed with provision for Rural Living blocks	DEDED/MT P	Council will examine the need and impacts associated with creating more rural living lots as part of the housing strategy currently underway.
	Complete preparations for the Scott Street sub-division.	First stage of sub-division completed	DEDED	Design completed. Development approval obtained. Construction plans and detailed estimate were prepared by consultant engineers. A subdivision certificate application was lodged in late June to subdivide the existing doctor's house from the remainder of the lot and that house has now been sold Report to be considered at October Council meeting on Scott Street subdivision.
	Promote affordable housing in the Shire to external markets.	Increased resident numbers	DEDED	A new prospectus pack will be prepared to provide to potential new businesses to relocate to the Shire, which will include the promotion of affordable housing in the Shire, now that once the branding project is complete.

Transport

Outcome 3.1: Efficient transport networks that meet community and business needs

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
3.1.1	Implement road maintenance, renewals and improvements in accordance	Complete annual maintenance, renewals and improvements program. Reinstate flood damaged roads	Reseal program completed. Grant funded programs completed,	DIS DIS	Reseal program for FY21/22 complete. In progress for 21/22 BLOCK grant works complete for FY20/21, and works underway for FY22/23. NDRRA application approved for storm damage sustained in April 2020.

	with Transport Asset Management Plan.	<p>Implement road sealing program</p> <p>Prepare and implement truck rest areas near each village.</p>	<p>e.g. Roads to Recovery, Block, REPAIR, NDRRA. Complete works identified in AMP. Rest areas completed.</p>	<p>MR</p> <p>MR</p>	<p>NDRRA application approved for storm damage sustained in March 2021.</p> <p>NDRRA application approved for storm damage sustained in November 2021 –January 2022.</p> <p>NDRRA application approved for storm damage sustained in September 2022</p> <p>Fixing Local Roads, Fixing Country Roads, REPAIR, Roads to Recovery, and FAG funded works are being delivered in 2022/2023.</p> <p>A number of programs have been impacted by persistent wet weather and flooding.</p>
3.1.2	Operate and maintain airports at Condobolin, Tottenham and Lake Cargelligo to meet statutory standards.	<p>Complete Condobolin Airport Master Plan</p> <p>Reseal Condobolin Aerodrome</p> <p>Reseal Tottenham Aerodrome</p> <p>Resheet Lake Cargelligo</p> <p>Complete the Condobolin Airport Management Plan.</p>	<p>Compliance with statutory requirements.</p> <p>Resheet Lake Airport runway</p> <p>Management Plan completed and adopted by Council.</p>	DIS	<p>Masterplan done.</p> <p>Regional Aerodrome grant application was successful for Condobolin and Tottenham. Works are planned for January 2023</p> <p>Gravel resheet done.</p> <p>Grade water Roll complete 2020 and again in 2022</p> <p>Management plan complete and adopted by LEMC.</p> <p>Replacement and upgrade of PAALC at Lake Cargelligo Complete.</p>

		Implement the Actions in the Condobolin Management Plan	Management Plan action items implemented. Actions in plan implemented.		
3.1.3	Progressively widen existing narrow seals in accordance with Transport Asset Management Plan.	Complete reconstruction and widening of segments as a progressive program.	Completion of projects identified in the AMP.	DIS	Narrow seals on MR57S Gipps Way, MR231 Wyalong Road, and Fifield Road 57N have being widened and reconstructed as required during FY20/21. In total over 20kn of narrow seal was widened in FY20/21. Widening is in progress on 28 km of MR57N The Bogan Way between Tullamore and Albert.
3.1.4	Implement Rural Addressing	Map every rural entrance Notify all rural property holders of their address Install Signage	Rural Addressing completed.	DCCS GISO	Rural addressing completed.
3.1.5	Truck By-pass for Condobolin, Lake Cargelligo & Tottenham	Advocate to the Department RMS, for a truck by-pass of Condobolin and Tottenham and develop a truck bypass for Lake Cargelligo	Submission to Department of RMS completed.	DIS	Lake Cargelligo Stages 1A, 1B and 1C construction completed. Stage 2 remains at detailed design, with no funding identified Detailed design for Condobolin bypass via Denison & Lachlan Streets done. Maitland Street, upgrade complete Henry Parkes Way, Jones Lane, Maitland Street intersection design is underway with TfNSW. Tottenham bypass signage and line marking installed. Options assessment for Tottenham rail bridge completed. Grant application for funding for design and construction unsuccessful.
3.1.6	Road Safety Program	Participate in the Local Government Road Safety Program in partnership with Parkes and Forbes Shires.	Completion of three year Road Safety Program.	DIS	Funding agreement with TfNSW executed.
3.1.7	Traffic calming and road safety in Lake Cargelligo,	Intersection upgrades of William & Lachlan Streets, Lachlan Valley Way & Diggers Avenue Condobolin and	Designs and costings completed.	DIS	Designs completed for all intersections. Rodeo Drive HV upgrade completed including line marking. Construction works complete for Rodeo & Canada and Rodeo & Grace. Construction complete for Grace and Foster.

Tottenham and Condobolin	<p>intersection of Foster & Canada Streets, Rodeo Drive & Canada Streets, Rodeo Drive & Grace Streets, Narrandera Street & Rankin Springs Road Lake Cargelligo</p> <p>Main street improvements in Condobolin, Lake Cargelligo and Tottenham</p>	<p>Grant programs identified grant applications submitted. Construction works underway. Main street masterplans are completed. Improvements completed</p>	<p>Construction of Foster and Canada to occur with Foster Street works</p> <p>Detailed design under review for William, Busby & Lachlan Streets. Concept design completed for Denison Street. Foster Street Upgrade construction underway.</p> <p>Vision concept developed for Condobolin CBD. Funding applications underway.</p>
--------------------------	---	---	---

Outcome 3.2: Improved pedestrian and cycle paths

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
3.2.	Implement the Disability Inclusion Access Plan	<p>Improve access for pedestrians and mobility aid users in areas lacking footpaths.</p> <p>Staged implementation of the Active Travel Plan (ATP) for Tottenham, Lake Cargelligo and Condobolin.</p> <p>Upgrade the footpath and include a cycleway along Bathurst St with Condobolin main street improvements.</p>	<p>50% of Active Travel Plan completed</p> <p>Footpath and kerb & gutter replacement program underway. Pedestrian crossing completed with Lake Cargelligo main street</p>	DIS (DIAP)	<p>Installation of disabled parking and pedestrian ramp in Lachlan Street, Bathurst Street, Molong Street, Condobolin and Canada Street Lake Cargelligo.</p> <p>Additional Footpath and laybacks completed at Utes in the Paddock and William Street Condobolin.</p> <p>Additional footpath and layback completed in Molong, McDonnel, William and Napier Street Condobolin, Canada, Uabba, Yelkin, Prior, Foster, Lake, Lome, Grace, Walker S=Lake Cargelligo, Umang, Merilba, Moondana, Bulbodney, Mogille and Meryula Street Tottenham.</p>

		<p>Deliver footpath and kerb and gutter replacement program</p> <p>Install pedestrian crossing at the intersection of Foster and Canada Streets, Lake Cargelligo.</p> <p>Install pedestrian lay-backs in key areas around the schools in Condobolin and Lake Cargelligo.</p> <p>Construct shared paths around recreational facilities at sites identified in the Active Travel Plan, including, Tottenham racecourse and cemetery, Gum Bend Lake, Lake Walkway Stage II.</p> <p>Install drinking stations along shared paths</p>	<p>improvements .</p> <p>Works underway.</p> <p>Designs and costings completed.</p> <p>Grant programs identified grant applications submitted.</p> <p>Construction works underway.</p> <p>Installations begun.</p>	<p>Footpaths and pram ramp upgrades completed In Condobolin, Tottenham and Tullibigeal with Drought Communities Program. Lake Cargelligo Works have been funded through Drought Stimulus Program.</p> <p>Canada Street crossing complete. Foster Street not done yet. Pedestrian improvements included in the Foster Street Upgrade works.</p> <p>Grant successful for Condobolin High School and Lake Central School for safety improvements on Busby and Prior Streets respectively.</p> <p>Officers Parade Footpath works underway. 270m completed to date. Gum Bend Lake walkway – 510m of footpath works complete. 1580m constructed - Lake Cargelligo Foreshore walkway stage 2. 806m of works complete for stage 3</p> <p>Tender for further works completed. Contractor engaged to complete 2170m planned at Gum Bend Lake, 800m River walk to Utes in the paddock, 770m at Officers Parade, 180m on Bathurst Street, 950m Condobolin School precinct, 630m William/Lachlan/Busby project and 130m at Frogs Hollow.</p>
--	--	--	--	---

2 bubblers installed at Gum Bend Lake

3.2.2	Develop disabled parking zones in all main towns.	Complete a map of disabled parking spots after consultation with the disabled community. Upgrade existing and install new disabled parking spaces. Disabled access ramp to Australian Standard AS2890	Map completed and parking spots re-located accordingly. Disabled car spaces and ramps constructed.	DIS (DIAP)	Condobolin library, and Canada Street Medical Centre modifications complete. Condobolin Memorial Park done. Disabled parking included in design for Foster St, Lake Cargelligo.
--------------	---	---	---	------------	---

Outcome 3.3: Upgrade Street Lighting

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	General Ledger
3.3.	Conduct an audit of Street Lighting Requirements and develop street lighting works program.	Complete Audit and deliver works program including adjoining roads and caravan parks. Install street lights at the side of the Lake Cargelligo caravan park.	Audit done. Delivery program underway. Installation of new lighting.	DIS	LED streetlight replacement program developed with Essential Energy. To be rolled out across the entire shire in April – June 2022. No progress.

Governance & Financial Control

Outcome 4.1: Involved and Active Community Groups

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
4.1.	Support and develop the capacity of Council's S355 committees and other committees that manage Council facilities, events and initiatives.	<p>Ongoing liaison with committees.</p> <p>Provide point of contact and selected information and training opportunities.</p> <p>Correspondence regarding terms of reference and Financial Reporting.</p>	<p>S355 committees active and delivering on terms of reference.</p> <p>Compliance with the requirements of Sect 355 of the Local Govt Act and Council attendance at Sect 355 committee meetings.</p>	DCCS	<p>Committees have been contacted and given the Terms of Reference. Committee meetings have been attended upon request.</p> <p>The Administrative Officer – Corporate & Community Services has been established as the point of contact for the committees.</p> <p>Compliance requirements followed up for 2019, 2020 & 2021 external audits.</p>
4.1.	Re-vamp Australia Day celebrations so that there	Creation of an Australia Day Shire Wide Committee	Committee created and working Attendance of 100 people at	GM	<p>Committee created.</p> <p>Achieved</p>

	is one main event in the shire	Run Australia Day as a Shire Wide event.	the Australia Day celebrations.		
4.1.	Encourage community events	Develop a community Event approval process for community event holders. Notify event holders of their responsibilities for lodging documentation four months prior to the up-coming event.	Create an easier event application process with fast approval. Regular event holders notified.	TO/DETED	New approval process has been developed along with an event management guideline. Currently looking at how further improvements can be made and how this can be incorporated into the new website. An ongoing issue – a meeting may need to be held to discuss the importance of lodging applications in advance as staff are often given 1-2 weeks and insufficient information with event applications. A workshop will be held to assist event planners with the event approval process once the process has been refined.

Outcome 4.2: Strong effective and Responsive Council

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
4.2.	Council is financially sustainable and provides services at a level	Complete quarterly reporting against budget Complete Statutory accounts	Quarterly budget review to Council within 2 months after the end of the quarter.	DCCS	Reports to Council occurring in accordance with Local Government (General) Regulation timelines

expected by the community.	Operate an effective Audit Committee	Statutory Accounts completed by 31 October	DCCS	2019 & 2020 statutory accounts completed within legislative timeframes Audit, Risk & Improvement Committee has commenced meeting regularly. ARIC training attended by GM, DCCS and Audit Committee Chair. New ARIC Chairperson appointed.
	Continue to implement FFTF reforms	Implement recommendations from the Audit committee	DCCS	ARIC recommendations accepted by Council completed within timeframes.
		Council meets the FFTF targets each year.	DCCS	Asset renewals ratio benchmark not achieved in 2016-2017 or in 2017-2018 due to effects of flooding in 2016. Asset renewal ratio achieved in 2018-2019 but not achieved in 2019-2020 or 2020-2021
	Review investment policy	Average return on Investment of 20 basis points above the Bank Bill Swap Rate. Saving total of \$20,000.	DCCS	Achieved 2016-2017, 2018-2019 & 2019-2020, 2020-2021 and 2021-2022
			DCCS	In 2021 the portfolio outperformed bank bills by 1.23%
			DCCS	Bank Bill index 0.06% Council 1.29%
			DCCS	Investments Policy reviewed & adopted by Council April 2022. Achieved. Over the past 12 months to 30 June 2022, the portfolio, excluding on call cash, returned +0.91% p.a., outperforming the AusBond Bank Bill Index (bank bills) by 0.82% p.a. Over the 12 months to 30 June 2021, the portfolio, excluding on call cash, returned +1.29% p.a., outperforming bank bills by 1.323% p.a. In 2020 the portfolio outperformed bank bills by 1.53%

		Tender Council's Banking Service		DCCS	<p>Bank Bill index 0.85% Council 2.37%</p> <p>In 2019 the portfolio outperformed bank bills by 0.94%</p> <p>Bank Bill index 1.97% Council 2.92%</p> <p>In 2018 the portfolio outperformed bank bills by 1.05%</p> <p>Bank Bill index 1.78% Council 2.84%</p> <p>Governance & Risk Officer investigating.</p> <p>Banking service meets needs. Included in the 2023-2026 Delivery Plan for a review in the future.</p>
4.2.	Council's decision making is equitable and ethical.	<p>Training for Councillors</p> <p>Ensure that policies are reviewed regularly.</p>	<p>Councillor training plan developed & training undertaken. Council's decision making and operational activities meet regulation compliance and community expectation.</p> <p>95% of policies reviewed by due date.</p>	<p>GM DCCS</p> <p>DCCS</p>	<p>LGNSW events and training opportunities distributed. Code of Conduct, Meeting Code of Practice delivered. Finance for Councillors training offered and several Councillors trained. Social Media training delivered to Councillors. Chairing Effective Meetings training deferred due to COVID-19. Councillor induction to be delivered in February 2022.</p> <p>Policies are progressively reviewed.</p>

4.2.	Strengthen regional cooperation to the benefit of local residents	Council demonstrates strong leadership developing initiatives with Central West Joint Organisation, MLA and other strategic alliances such as Penrith City Council.	Reported to Council on activities held.	GM DCCS	<p>Opportunities to work with other strategic alliances are acted on as these become available. Discussion with PCC GM regarding resource sharing, co-operative employment models and workforce capacity. Penrith City is hosting a Lachlan Shire Council employee in their office.</p> <p>Joint legal advice obtained with Forbes and Parkes Council's to reduce costs. Cooperation being Council's assisting with staff recruitment. DCCS is the Chair of Joint Organisation working party to progress Internal Audit and Risk Management with member Councils.</p>
4.2.	Customer Request system in place and operational	<p>CRM's reviewed and reported to council regularly</p> <p>Community/Customer Satisfaction Survey undertaken to measure Council responsiveness and services.</p>	<p>95% CRM's tasked are completed in an established timeframe</p> <p>Average STATUS of satisfactory or better.</p>	<p>GM DCCS</p> <p>DCCS</p>	<p>CRM training undertaken</p> <p>CRM system upgraded and Re-implemented. Reporting to ELT and Council in place.</p> <p>Community Survey completed May 2021. Community Satisfaction Survey completed. Average status of satisfactory achieved. Report presented to Council.</p>
4.2.	Council's exposure to risk is minimised.	Review Council's Enterprise Risk Management Plan and implement actions.	75% of actions implemented.	GM, DETED DIS, DCCS	<p>Enterprise Risk Management Framework including Policy, Plan and Risk appetite statements reviewed by ARIC & adopted by Council 29 June 2022. Business Continuity and Disaster Recovery Plans reviewed and adopted. To be revised once new works depot and Visitor Information Centre are operational.</p> <p>Cyber security audit undertaken and Cyber Security Policy and Framework adopted. 38% of actions in the Cyber Security Action Plan completed as at 30 June 2022.</p>

		Provide a safe workplace to all employees	Less than 600 hrs lost by Year 3.	HR Manager	Lost time injuries less than 600hrs in 2018/19. 488 hours Lost Time for 2019/2020. 173 hours Lost Time for 2020/2021 LTI's have been exceeded for 2021/2022.A Health and Safety Committee meetings held as scheduled
		Hold Health and Safety committee meetings	Meetings held quarterly with 80% attendance.	HR Manager	Complete.
		Investigate the tendering of Insurance.	15% reduction in insurance cost from 16/17 level.	HR Manager	WHS Induction training held on a regular basis. Return to Work Co-ordination action being delivered by WH&S Officer.
		Workplace safety awareness training	Training provided to at risk staff.	HR Manager	Return to work plans completed for staff on workers compensation
		Active management of staff who suffer Workplace incidents.	Return to work plans in place for all staff on Work-cover.	HR Manager	New Salary Structure approved and will commence operation as at 1/7/23.
		Review Council's Salary Structure	New Salary Structure implemented	HR Manager	
4.2.	Effective and efficient managem	Implementation of the Asset Management System in Authority.	Improved ROI List of Surplus Assets developed.	DCCS	All assets now incorporated in Civica Authority data base. Asset lists are progressively being reviewed and updated.

	ent of fixed assets				List of property being prepared for consideration. Asset Management Committee formed and AMP, Policy and Strategy are under review.
4.2.	Operational Buildings which enable Council to efficiently perform its functions.	Replace roof and Air conditioning at the Council Chambers	Replacement complete.	DETED	Air conditioning has been replaced and new roof has been constructed. Complete.
		Construct new depot at Condobolin in the Industrial subdivision.	Completed Condobolin Depot.	DETED	Works on the new depot have commenced. Project subject to delay as a result of contract dispute with the contractor.
		Relocate Lake Cargelligo depot	Relocation Complete of Lake Cargelligo Depot.	DETED	Council staff are working on finding a suitable location for the relocation of the Lake Cargelligo depot and suitable funding to complete the project
4.2.	Ensure that Council has a skilled and competent workforce necessary to achieve its strategic outcomes.	Provide professional development, and required training to staff	80% of Training delivered as identified in staff training plans.	HR Manager	Training plans have been completed for 2022/2023. Training will be scheduled accordingly. Courses undertaken include – First Aid, WHS Compliance, Chemcert, Corporate Induction, Armed Robbery Safety, Erosion and Sediment Control, Chainsaw and Consultative Committee training.
		Develop succession plans for crucial positions identified in the workforce Management plan.	100% of succession plans developed for critical positions.	HR Manager	Workforce Plan adopted on 29 June 2022. Succession Plan to be reviewed.
		Promote Council as an employer of choice.			Benefit brochure included in recruitment packs. Currently developing an Attraction and Retention Policy.

		<p>Conduct bi-annual employee opinion survey which measures employee engagement.</p>	<p>Review employee benefits brochure and included in recruitment packs and on Council's website.</p>	<p>HR Manager</p>	<p>Council's new Website to include employee benefits and recruitment information. Staff Survey conducted in October 2019. 96% of employees are moderately satisfied with their job which is 7% higher than the industry average and on par with previous results. 2021 survey deferred to 2022.</p>
		<p>Conduct exit interviews on all exiting staff.</p>	<p>80% undertaking of survey</p>	<p>HR Manager</p>	<p>Exit Interviews conducted for exiting staff</p>
		<p>Ensure that staff have access to independent consultants to discuss personal issues.</p>	<p>Staff satisfaction levels increase by 10% from 2017.</p>	<p>HR Manager</p>	<p>Access available. Contract negotiated through Centroc 1/8/19 to 31/7/22.</p>
			<p>90% permanent staff completion.</p>	<p>HR Manager</p>	
			<p>Appointment of an employee assistance provider</p>		
4.2.	Better staff engagement	Regular Staff meetings.	All staff meetings held six monthly.	GM	<p>All staff meetings deferred due to COVID-19, all staff emails and GM BLOG used to distribute information. All staff meeting held in December 2021.</p> <p>Monthly Depot meetings held in Condobolin and Lake Cargelligo.</p>

		Staff Newsletter	Bi-monthly staff newsletter issued with contributions from all Directorates.	HR	Quarterly Depot meetings held in Tottenham. Newsletters are issued bi-monthly.
		Hold staff inductions	95% of new staff inducted within one month of starting.	HR	Staff inductions are undertaken.

Outcome 4.3: Enhance communication with Residents

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
4.3.1	Enhanced Communication with the Community	Re-vamp Council's Website Increase posts to Council's face-book page.	10% increase in hits to Council's web-page. 20% more friends to face-book page. Implementation of Instagram platform. Database completed and	DCCS/CECO	Website content being reviewed in preparation for go live. There has been a significant increase in the number of posts on Council's Facebook in the last two years. Under development

	Construct community contact database	communication of key events issued via text and e-mail.		
	Run a monthly column in the local newspapers.	Newspaper column active.		Fortnightly column in local newspapers. Increased Media Releases being produced.

Outcome 4.4: Strategic Management of Villages and Crown Reserves

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
4.4.1	Develop Village Management Plans	Develop Specific Management Plans for Tottenham, Fifield, Burcher and Derriwong.	Village Plans Completed.	DETED	Village management plans done. Improvement actions being incorporated into LTFP prior to further community consultation. Some of the identified works have been completed works using the funds associated with the Drought Communities Grant Programmes.
4.4.2	Develop plans of Management for all Crown Reserves.	Develop a Management Plan for the SRA Grounds. Develop a generic master plans for all crown reserves and then customise for each specific reserve	Management Plan completed. Masterplan completed.	DIS DIS	Draft Plan of Management for SRA and campgrounds submitted to the Department for assessment. Plan was revised after feedback was provided and resubmitted. Draft Plan of Management for Tottenham Recreation Ground and Racetrack, Tullibigeal Recreation Ground and Racetrack and Lake Cargelligo Recreation and show ground areas have been submitted to the Department for assessment. Further clarification is required around the classification and categorisation for Gum Bend Lake and the Generic Plan of Management for the other Crown Reserves.

People & Environment

Outcome 5.1: Modern waste management system

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
5.1.1	Review and implement Council's waste management strategy.	Implement Shire wide Waste Management Strategy.	Strategy implemented	DETED	<p>Implementation underway. Fifield, Derriwong and Albert tips closed and remediated. Waste Management Strategy prepared for Condobolin and Lake Cargelligo Waste Facilities. Actions being implemented. Rehabilitation works for Albert and Fifield completed.</p> <p>New landfilling sequence implemented and removal of legacy stockpiled waste at Condobolin Waste Facility.</p> <p>Lake Cargelligo enhancements completed, new waste cell installed, removal of hazardous waste stockpiles, improved operational layout and reduction in litter blown pollution.</p> <p>Review of strategy to be undertaken and performance measures.</p> <p>Regular servicing of stockpiles is reducing fire hazards and legacy issues.</p> <p>Netwaste Regional Contracts for scrap metal, e-waste and household chemical cleanout programs are diverting waste from landfill.</p> <p>Clean fill has been stockpiled for use as cover at the facilities.</p> <p>Review of Lake Cargelligo Waste Facility was undertaken to evaluate the most sustainable operation for Council. Three (3) options have been identified but are dependent on the acquisition</p>

					<p>of adjoining land and/or life of existing landfill. The life of the existing waste facility has been completed and landfilling design in accordance with the best approach has been completed and is currently being carried out.</p> <p>New Cell has been installed at the Burcher Waste Facility. Condobolin, Lake Cargelligo, Tullibigeal and Tottenham Waste Facilities have long term landfilling designs.</p> <p>Condobolin and Lake Cargelligo Waste facilities are to be surveyed to determine landfill heights and landfilling levels.</p>
5.1.2	Provide solid waste collection and disposal services.	<p>Maintain effective collection and disposal services</p> <p>More street bins for villages</p> <p>Ensure that streets in the towns are free from rubbish</p>	<p>Number of complaints minimised and responded to.</p> <p>Favourable community satisfaction survey.</p> <p>Favourable community satisfaction survey.</p>	DETED	<p>Appointed new collection contractor. No complaints received Completed</p> <p>Ongoing</p> <p>Complaints about bin bank set up requesting skip bins for bulky items. Skip bins provided. Council staff will monitor the budget and if sufficient funds are available a bulky waste collection will be arranged for the main villages</p> <p>Front load skip bins are effective in providing waste disposal system at Albert and Fifield. Installation of 240 litre waste bin holders highlighted to assist servicing of units at these locations and reduce incidents</p> <p>Recent closure of facilities in Parkes Shire Council may impact bin bank systems at Fifield and Albert. These facilities are being monitored to ensure capacity is not exceeded and to ensure illegal dumping is not occurring.</p> <p>Kerbside waste collection service has been extended to Murrin Bridge.</p>

					<p>Condobolin Waste Transfer Station is now complete and is operational.</p> <p>School waste education Programs to be delivered to primary schools later this year.</p> <p>Recycling audit/ bin inspections to undertaken in Condobolin, Tullibigeal and Lake Cargelligo later this year.</p>
5.1.3	Implement and maintain recycling services.	Implement Kerbside recycling	Kerbside recycling, drop off bays at Waste Facilities where appropriate. Waste Action Plan adopted. Review kerbside collection programs as necessary.	DETED	<p>Appointed new collection contractor. No complaints have been received.</p> <p>Completed</p> <p>Complaints about bin bank set up requesting skip bins for bulky items. Skip bins provided.</p> <p>Ongoing monitoring of skip system, one complaint received during Christmas period about facility not meeting excess waste demand during this period. Extra bins to be rolled out to accommodate waste demand over Christmas/new year period.</p> <p>Appointment of new Site Management contract for all Condobolin, Lake Cargelligo, Tottenham, Tullibigeal and Burcher Facilities.</p> <p>Formal instrument of agreement implemented for the processing of recycling with JR & ER Richards Pty Ltd, for the period of 2 years ending 1 July 2022.</p> <p>Recycling bin banks installed at Lake Cargelligo, Condobolin, Derriwong and Tottenham Waste Facilities.</p>

					<p>Council agreed to participate in the Netwaste regional scrap metal collection and recycling tender.</p> <p>5,000 chemical drums recycled through drum muster across LSC.</p> <p>The CRC shed has now been completed, awaiting EPA to allow final audit to be completed.</p> <p>12 month extension to motor oil and recycling contract implemented</p>
5.1.4	Develop and implement a trade waste policy.	Implement Policy through a joint project with Central West Joint Organisation/Utilities Alliance.	Policy in place.	DETED/DIS	Draft Policy under review.
5.1.5	Investigation into the viability of Tullibigeal and Burcher Waste Management Facilities.	Profit and loss summary for overall waste management	Investigation complete and recommendations made.	DETED	<p>Completed</p> <p>Open unmanned – monitoring of tyres and asbestos to be continued.</p> <p>Minimal disposal of asbestos and tyres, this waste removed from site immediately if disposed. Operational cost has significantly reduced and meeting environmental performance standards with regular maintenance.</p> <p>Current operations are satisfactory, no significant pollution events have occurred.</p> <p>Tullibigeal waste facility experiencing increase presence of litter blow pollution, increase in servicing and litter collection implemented upon request/complaint.</p> <p>Ongoing management of facilities is being undertaken to ensure waste is disposed of appropriately, stockpiles are managed and the risk of fire, vermin, and litter pollution are minimised.</p>

					<p>Trialling the utilisation of Lake Cargelligo waste attendant to service/undertake routine duties at Tullibigeal facility once a month or when required.</p> <p>Burcher and Tullibigeal Waste facilities operating within budget allocations, maintaining of stockpiles and disposal of waste continuing to minimise risk associated with landfills.</p> <p>Burcher is now receiving waste from outside the Shire. Tyres are being disposed of at the facility (tyres are not accepted at this facility) which is impacting on the operating costs of the facility. Burcher will have a new cell installed to accommodate increased waste. Investigations currently being undertaken on efficiencies and into how operations can be improved.</p>
--	--	--	--	--	---

Outcome 5.2: Care for our community land

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
5.2.1	Control weeds and feral pests.	<p>Conduct weed and feral pest inspections inspection program and control operations.</p> <p>Undertake pest and weed control program on Council managed reserved</p>	<p>Inspection program implemented. Weed control activities completed as programmed. Feral pest control program completed, % reserves sprayed, pest numbers caught controlled.</p>	<p>DETED/Weeds Officer</p> <p>(DIAP)</p>	<p>Ongoing All targets met or exceeded</p> <p>Ongoing Program conducted in accordance with the level of staffing and funding available. Positive feedback received from the general public.</p>

		Spraying program for footpaths	Paths free from weeds (DIAP)		<p>Ongoing, some complaints received regarding timeliness of spraying. Additional resources required if an increased level of service is to be provided.</p> <p>Increase in mosquito activity due to recent rain. Monitoring has been undertaken over the summer months. Spraying has occurred in problem areas.</p> <p>Officers undertaking weed control of footpaths, facilities and grounds in towns and villages. Recent rains have created increased cathead and Khaki weed in LGA.</p> <p>Biological control (Cochineal) used and extremely effective for control of Prickly Pear. A Rust used for control of Bridal Creeper was not as effective, possibly due to the drought.</p> <p>.</p> <p>New officer appointed and all positions filled. Officer was seconded into another role. A temporary officer has been recruited whilst the other officer performs the other role.</p> <p>Application of mosquito control being applied to stagnate water and areas of increased activity including Gum Bend lake, Willow Bend and table drains.</p> <p>Targets set by the Weeds Action Plan (WAP) completed.</p>
5.2.2	Work with the Local Land Services to implement natural resource management initiatives.	Progress Lake Cargelligo Wetland Projects. Investigate options for funding a development officer to work with	Wetland constructed. Funding investigated and, if available, Development Officer employed.	DETED	Ongoing discussions with DPI and LLS

<p>5.2.3</p>	<p>Develop initiatives to reduce Council's carbon footprint.</p>	<p>National Parks and Wildlife service. Develop initiatives to reduce Council's carbon footprint</p>	<p>Initiatives implemented e.g. LED street lighting, recycled plastic bins.</p>	<p>DETED/DIS</p>	<p>Ongoing within budget. Support for Southern Lights project through CNSWJO Exploring grant options and Office of Environment and Heritage are undertaking evaluation and recommendation for Council to improve energy consumption/sustainability.</p> <p>An Energy Sustainability Policy has been adopted and grant funding was allocated for the installation of a minimum of 11 solar projects by 31 December 2021. Council received a LGNSW award for the development of the energy sustainability plan.</p> <p>A total of 17 solar projects have now been completed. Council received an LGNSW award for the project. Council's portal shows about \$112,130 annual savings (year to year).</p> <p>\$40,000 in reduced energy usage, on top of savings from solar, associated with operational changes.</p> <p>Overall energy usage of the solar portfolio sites is down 23%, compared to 2019.</p> <p>Overall grid consumption for the portfolio sites is down 50%, compared to 2019.</p> <p>Compared to the 2019 baseline the total Council footprint is down by 24%</p> <p>Council's overall carbon footprint is down by 62%.</p> <p>Council's target was to reduce carbon emissions by 385 tonnes over the period of 2020 – 2025, Council has already achieved a reduction of 746 tonnes.</p>
---------------------	--	--	---	------------------	---

5.2.4	Address weed and salt issues at Gum bend lake.	<p>Put in place a salt bush planting program to alleviate salinity issues which have arisen due to the installation of the lake.</p> <p>Put in place a weed control program at Gum Bend lake</p>	<p>No of salt push plants planted 20% reduction in salinity levels present in the soil surrounding Gum Bend Lake</p> <p>20% reduction in noxious weeds at Gum Bend Lake.</p>	DIS/Weeds Officer	<p>Herbicide program completed for aquatic weeds. Drought had Gum Bend Lake and killed all aquatic weeds. Lake dredging and sealing works complete.</p> <p>Drainage improvements around the Reserve to reduce salt concentration have been completed</p> <p>400 salt tolerant species seedlings planted. Salt tolerant species seeds have been planted across salt affected area.</p>
-------	--	--	--	-------------------	---

Outcome 5.3: Ensure that animals are properly controlled

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
5.3.1	Provide animal management services and encourage responsible ownership.	Hold discounted micro chipping and de-sexing programs each year.	20% increase in animal registrations.	RO	<p>Services provided and considered successful Ongoing in conjunction with vets and RSPCA. Free microchipping held at drought assistance day, part of Rapid Relief Drought Assistance, in total 55 dogs microchipped.</p> <p>De-sexing Program held and processed cats and dogs for pensioners and low socio-economic households in 2020 – currently looking at possible options to hold another event in 2022.</p> <p>Increased focus on rehoming program with RSPCA and other rehoming organisations.</p>

					<p>New animal shelter currently under construction as part of a successful grant application and is expected to be open in the first half of 2022.</p> <p>Animal shelter completed.</p> <p>Council achieved a 72% rehoming/returned to owners for animals that entered the facility during 2021-22.</p>
--	--	--	--	--	---

Outcome 5.4 Community Safety

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
5.4.	Management of Swimming Pools	100% compliance with swimming pool regulations		DIS	Swimming Pool operations continue under contract. Toddler filtration upgrade completed.
5.4.	Management of Drug & Alcohol Issues	Support CDAT initiatives		DCCS	Council provides letters of support for projects. Meetings attended.
5.4.	Mitigation of Crime	Installation of CCTV in Foster Street, Lake Cargelligo.	Approval of funding	DCCS	Funding allocated under the LRCI Program and installation complete.
		Complete a Crime Prevention Plan.	Plan completed.		Not yet started

Outcome 5.5: Celebrating and Preserving our Heritage

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
5.5.	Promote and Celebrate Heritage and Achievements	Complete Heritage walks in Condobolin and Lake Cargelligo.	Walks completed.	DETED/DIS	Stronger Country Communities Grant application in place for Heritage signs in Lake Cargelligo was successful. Further consultation required to ensure the project aligns with community expectations. Heritage signs in Condobolin and Tullibigeal completed.
5.5.	Protect and Manage our Heritage	Update Council's LEP with significant local buildings. Adopt a Heritage Management Plan	Council's LEP updated. Heritage plan adopted and implemented.	DETED	Council was unsuccessful in a grant application to review the European heritage study and update schedule 5 of the Council's LEP. The findings of the Aboriginal Heritage Study will be incorporated into Schedule 5 of the LEP as appropriate. Council officers will continue to seek funding to update the heritage study/Council's LEP listings. Completed
5.5.	Support our Natural and built heritage	Identify significant buildings and apply for grants under the Heritage Near Me Program.	Successful grant applications	DETED	Council is currently seeking funding through other funding streams being offered by NSW Government to support our natural and built heritage. Council was successful in obtaining a grant to undertake an Aboriginal Heritage Study which has now been completed.

Recreation

Outcome 6.1: Increased recreational use of lakes and rivers

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
--------	-------------------------------------	-------------------------	---------------------	---------------------	---------------------------

<p>6.1.1</p>	<p>Complete the Lake Cargelligo and Gum Bend Lake shared paths to improve access.</p>	<p>Reseal shared path to Gum Bend Lake walkway.</p> <p>Extend Gum Bend Lake walkway around the lake.</p> <p>Level camping area and improve stormwater drainage at Gum Bend Lake</p> <p>Construct bushwalks at Mt Tilga, Wagoon and Tallinga.</p> <p>Signage for walkway Mt Tilga and directional signage</p> <p>Finalise Lake Cargelligo foreshore Walkway Stage II design and construct</p> <p>Improve access tracks and signage to bird hides.</p> <p>Implement Gum Bend Lake Committee 6 Year Improvement Plan including additional BBQ's at</p>	<p>Gum Bend Lake walk way reseal completed.</p> <p>Signage erected.</p> <p>Lake Cargelligo Walkway Stage II completed.</p> <p>Survey, investigation, design and costing done and grant program identified for funding. Walkway complete.</p>	<p>DIS</p>	<p>Complete</p> <p>510m of concrete walkway constructed.</p> <p>Camping area drainage has been improved.</p> <p>Feature survey and design done.</p> <p>Multiple grant applications submitted. Funding unsuccessful.</p> <p>Stage II Lake Cargelligo Walkway 1580m of Construction complete. Stage III 806m construction complete</p> <p>Works being done progressively.</p>
---------------------	---	---	--	------------	---

		Gum Bend Lake and Lake Walkway	New signs erected and create a safe path for users. Implement improvement plan.		Gum Bend Lake Play equipment upgrade is complete. 2 new Sheltered BBQ's completed. 4 new seats/shelters installed with Rotary, Donations box and additional signage completed near boat ramp. Dredging and sealing works have been completed while the Lake is dry. Wetland areas created for wading birds. 6 year plan is currently being updated. Funding secured under LRCI for the remaining shared path Construction at Gum Bend Lake.
6.1.2	Secure a reliable water supply for Gum Bend Lake.	Lobby directly and participate in regional group meetings and provide information and submissions as applicable e.g. involvement and advocacy in development of next water sharing plan. Investigate ground water options	Lobbying has been undertaken. Participate in meetings, information is provided and submissions are made as determined.	DIS	Ground water options were not investigated further as they were deemed not viable. Opportunity to purchase a high security licence through the Drought Communities program was rejected by the Grant body. Establishment of a reserve fund for the future purchase of a High Security Water licence. Ongoing lobbying with government officials and agencies.
6.1.3	Develop feasibility study for water themed parks across the shire	Apply for grants for waterparks at Memorial Park, Condobolin and Liberty Park, Lake Cargelligo. Deliver feasibility study Design water themed parks	Groundwater hydrogeological report completed. Design and estimates done for water themed parks Grant program identified and grant	DIS	Proposal put to GM, Directors and Strategic Planning Meeting. Preference was to spend money improving parks and play equipment. Upgrade completed for Toddler pool filter systems including additional water play elements. Not required Not required

			application submitted.		
--	--	--	------------------------	--	--

Outcome 6.2 Upgrade Community Buildings

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
6.2.	Upgrade Lachlan Shire Libraries	<p>Increase the floor area of Condobolin Library to meet NSW State Library guidelines and install disabled toilets</p> <p>Investigate the options and viability of moving Tottenham library.</p> <p>Review opening hours of Lake Cargelligo Library and Customer Service Centre.</p>	<p>Plans Drawn up for Condobolin Library. Investigation re the viability completed. Review Completed.</p> <p>Expand opening hours for Council's office in Lake Cargelligo.</p>	<p>DCCS/ Librarian</p> <p>DCCS/ Librarian.</p>	<p>Complete</p> <p>Evaluation completed and not financially viable. Statistics collected show insufficient numbers. Increasing number of borrowers utilising online services such as Borrow Books and a decrease in patrons coming to the physical site.</p> <p>Draft Library Strategic Plan completed. Undergoing peer review by Penrith City Council before going on public exhibition.</p> <p>Increasing number of borrowers utilising online services such as Borrow Books.</p>

<p>6.2.</p>	<p>Upgrade & Maintain Community Halls and facilities.</p>	<p>Upgrade Burcher with option to relocate museum within hall.</p> <p>Install toilets and showers at Kiacatoo hall.</p> <p>Upgraded and Cleaner Public toilets.</p> <p>Increased maintenance at Memorial Hall, Lake Cargelligo</p> <p>Install curtains and hanging wire at Memorial Hall Lake Cargelligo.</p>	<p>Museum re-located.</p> <p>Evaluation completed. Toilets installed.</p> <p>User satisfaction increased from a 3.5 index to a 3.7 index, according to the Micromex community survey.</p> <p>Usage increased by 10%.</p> <p>Curtains Installed</p>	<p>DETED/MB S/DIS</p>	<p>The Museum Committee decided to move the museum to the hall and works to allow this to occur have now been completed.</p> <p>Toilets installed – Showers are not considered to be a viable option</p> <p>New toilets at Burcher completed. Frogs Hollow toilet installed.</p> <p>Building has been re-roofed. Kitchen has been replaced and a new curtain has been installed. PA system has been provided including a hearing loop. A/C units have been ordered and Installed.</p> <p>Gravel car park constructed.</p>
-------------	---	---	--	-----------------------	---

		Parking on Western Side of Tullibigeal Hall	Car-park constructed.		
		Public toilets in Lake Cargelligo CBD	Evaluation completed. Toilets installed.		Not commenced-Existing toilets next to the VIC. A toilet for the skate park, within the new amenities block for the Lake Cargelligo swimming pool, has now been completed.
		Public toilet in park next door to Lake Depot	Evaluation completed. Toilets installed.		Not commenced –funds not available
6.2.	Provide Swimming Pools in each main town	Effectively operate and maintain pools at each main town Deliver improvement works to meet current Department of Health requirements including filter separation	Effective pool management contracts in place. Customer satisfaction rating to increase from 4.3 to 4.4. Improvement works done	DIS	Leak sealing and liner works completed, saving council around 18ML of water per year. Leaks at Condobolin pool have begun to increase again. Investigated during winter season, with no cost effective long term solution. Tottenham Amenities Block complete. Lake Cargelligo Amenities Block construction complete. Filter separation construction complete. Contract for Pool Operations renewed for 2020-2023 seasons.

Outcome 6.3: New and Visually appealing streetscapes

CSP	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
6.3.1	Programmed a themed street tree	Develop a plan of existing street trees and	Program developed	MREC	Planting complete in Condobolin, Lake Cargelligo, Tottenham, Albert and Tullibigeal and tree replacement planning continue Drought has

	replacement program.	species list and implement a themed street tree replacement program.			caused the death of many street trees, with continued replacements ongoing. 66 new trees planted with the return of favourable weather conditions. Further 162 trees planted throughout the Villages.
6.3.2	Upgrade Foster Street Lake Cargelligo & Bathurst/William St Condobolin.	Design and implement streetscape upgrades.	Masterplan developed. Strategic upgrades implemented over 4 years	DIS/MREC	Foster St, Lake Construction underway. William, Busby & Lachlan Sts, Condobolin detailed design is being reviewed. Partial funding secured through Fixing Local Roads grant announcement. Harding Avenue and Busby Street planned to commence in July 2022. Bathurst Street, Condobolin vision master plan completed and used for BBRF round 5 grant application.
6.3.3	Street tree Plan for all towns	Plant street trees according to streetscape plan. Tree maintenance and watering of all street trees.		MREC	Further tree plantings are being planned, pending suitable conditions. Street tree planning and policy documents are under review.

Outcome 6.4: Improved Parks & Gardens

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
6.4.1	Improved Infrastructure in Parks	Five year strategic plan developed for Parks and Reserves Works program developed including roll out of soft-fall at existing	Strategic plan endorsed by Council	DIS	Crown Lands Management review is underway. New equipment completed at Memorial Park, Condobolin, Apex Park Lake Cargelligo, Recreation ground Lake Cargelligo and Memorial

		<p>and new play equipment and repairs to entry way/gates at memorial Parks</p> <p>Re-new existing soft-fall in playgrounds</p> <p>Install automated underground irrigation to all parks</p>	<p>Works program underway.</p> <p>Soft-fall renewed to required Depths. Irrigation installed to all parks</p>		<p>Park, Tottenham, Lions Park Condobolin Burcher Memorial Park Tottenham Racetrack and Gum Bend Lake</p> <p>Soft fall renewed. Ongoing maintenance continues.</p> <p>Automated irrigation is complete at Maurice O'Connor Park, Buckland Park, Bill Hurley Park, SRA 3 and 4, Lions Park Condobolin, Lake Cargelligo Skate Park, Lake Cargelligo Foreshore and swimming Pool and Wellington Square. Irrigation renewed for Pioneer park Tullibigeal and Memorial Park Tottenham.</p>
6.4.2	Upgrade and Maintain recreational and sporting facilities	<p>Five year strategic plan for parks and reserves</p> <p>Management plans for sporting facilities</p> <p>Replace Pat Timmins Oval change-rooms & upgrade SRA Grounds Rugby League Oval</p> <p>Level car parking and extended areas of SRA grounds</p>	<p>Strategic plan endorsed by council</p> <p>Management plans completed and capital improvement underway.</p>	DIS	<p>Crown Lands Management review is underway.</p> <p>Draft Plans of Management have been developed for all crown reserves.</p> <p>Pat Timmins Oval upgrade complete.</p> <p>Grant Approved for Replacement of SRA change Rooms. Design underway.</p>

		<p>Improvements to Lake Cargelligo sporting facilities.</p> <p>Install watering systems at Lake Cargelligo oval</p> <p>Replace Amenities at Tullibigeal Racetrack</p> <p>Install Cricket nets at Lake Cargelligo Rec Reserve</p>			
--	--	--	--	--	--

Car park levelling complete
 Car park sealing complete

Lake Cargelligo Sporting upgrades complete.
 Additional Grand stand and seating installed.

Stage 1 2 and 3 irrigation works complete

Tullibigeal Amenities replacement complete

Preferred site location has changed, with discussions continuing with the Lake Cargelligo Central School to locate the cricket nets at "the Complex" on Yelkin Street. Discussions with DET on the MOU continue.

Outcome 6.5: The provision of neat, accessible and respectful cemeteries

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
6.5.1	Improvements at Cemeteries	Upgrade toilet at Condobolin Cemetery	Upgrade toilet	DIS	Cemetery Committee removed this from improvement list in the Plan of Management improvements including drainage, paths and kerb & gutter completed. Stage 1 and 2 complete. Irrigation installed at Lake Cargelligo Lawn Cemetery. Irrigation and signage planning underway for Condobolin Cemetery. Plinth extension completed. Row and Section marker installation complete. Discussions commenced with the Condobolin Garden Club regarding the installation of a rotunda and seating.
		Expand footpath network to the Condobolin Cemetery.	Footpath to the cemetery completed.	(DIAP)	
		Install seats at Condobolin cemetery.	Seats installed		

Outcome 6.6: Community Gardens in the towns

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
--------	-------------------------------------	-------------------------	---------------------	---------------------	---------------------------

6.6.1	Develop community Gardens in Lake Cargelligo and Condobolin.	Acquire Sites for community gardens Construct community garden Establish \$355 committees	Investigate location for gardens and engage community interest for committee to manage gardens.	DIS	Potential for excess land within the Lake Cargelligo Swimming Pool Lot could be utilised for a community garden site. Not yet done. Not yet done. Not yet done.
--------------	--	---	---	-----	---

Service Infrastructure

Outcome 7.1: Water, sewer and energy utilities meet best practice standards with up to date technology

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
7.1.1	Complete effluent reuse systems in the shire	Implement agreed option in accordance with grant conditions	Grant monies acquitted	MU	Scope of works has been revised after receipt of concept design, and costing. Additional \$2.65m funding required before proceeding with project in 3 towns. Public Works Advisory have been engaged to Project Manage the Effluent Project. Additional site and water balance investigations completed for Tottenham. Discussions with the DPE, EPA and PWA to confirm scope of works in Tottenham. Then focus will turn to Lake Cargelligo and Condobolin.

7.1.2	Implement the asset maintenance and renewal program for water and sewerage services.	Complete annual maintenance and renewals program. Review Asset Management Plan and link with Long Term Financial Plan.	Kilometres of pipes renewed/ replaced. Number of sites receiving renewal or upgrading.	MU	Maintenance and renewals Ten Year Program being developed Conditional rating completed for Sewer Assets. Revaluation of assets underway in conjunction with CNSWJO. Draft Asset Management Plan completed. 2km of sewer mains renewed Officers Parade, Gum Bend Lake, Moulder Street, SRA Cottage, Lake Cargelligo 1 and Tottenham Caravan Park Sewer Pump Station upgrades complete. Lake Cargelligo STP and SPS 2 & 3 RTU upgraded. Five Sewer vent stacks have been rehabilitated. SCADA upgrades for Tottenham Reservoir, Leg-O-Mutton pump station, Boona Road, Tullibigeal Clear Water Pump, Lake Cargelligo Raw Water Pump station. UF Skid Replacement and Evaporation Pond liner replacement at Lake Cargelligo WTP.
7.1.3	Upgraded power Supplies	Upgrade power at Tullibigeal Caravan Park and Recreation reserve.	Power upgraded	DIS	Power upgraded at caravan park. Upgrade for Recreation Reserve completed.
7.1.4	Plan and undertake a water mains renewal program	Implement a renewal program each year. Review Asset Management Plan and link with Long Term Financial Plan	Nominated renewal program completed.	MU	Ten Year Works Program being developed. 2.25km of water main at Tottenham has been constructed. Fire hydrants & stop valves replaced in Napier, Orange and Molong Sts, Condobolin. Water Hydrants and valves cleaned and exercises in Tullibigeal and Lake Cargelligo. 480m Water Main Replacement in Turner Street (Innes to High St) completed
7.1.5	Encourage the generation of alternate energy in the Shire.	Support & facilitate installation of renewable energy & energy projects within the shire.	Projects supported.	DETED/GM	Participation in OEH Sustainable Councils and Communities Program. Considering PPA proposal through JO.

					Potential for establishment of Micro Grids under review. Fifteen (15) new solar projects are either completed or close to completion on Council's buildings or to power Council's assets.
7.1.6	Council to improve energy efficiency of facilities and plant.	Progressive investigations & implementation of more energy efficient facilities & plant. Implement replacement of street lighting with energy efficient LED	Funded projects completed. Reduction in electricity costs associated with the provision of water and sewer services.	DIS DETED	Variable speed drives installed progressively. Solar power arrays being scoped for large capex projects. . Street lighting LED majority complete. An Energy sustainability plan has been adopted and fifteen (15) solar energy projects are either complete or close to completion which will reduce Council's energy consumption.

Outcome 7.2: Water Security for all towns and villages.

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
7.2.1	Progress the Bore Fields 2 Project	Implement project in stages	Stages are progressing satisfactorily & funding applied for.	MU	Three production bores have been constructed. 27km of Pipeline installed with PWA and Contractor. 1km Underbore project and transfer pump station underway. Negotiations are ongoing with adjacent land owner. WTP upgrade options report done. Scoping study for WTP done. Site selection assessment completed. Waiting for adoption by DPE. Funding commitment has been advised from DPE to progress the WTP upgrade project. Working with DPE to progress Concept Design.
7.2.2	Complete Tottenham water security project	Implement agreed option in accordance with grant conditions	Grant monies acquitted	MU	B-Section Pipeline Collaboration Project underway. Discussion paper completed. Public Works Advisory have been engaged to project manage the Tottenham Water Security Project. Replacement and Upgrade of the Albert Is underway.

					INSW has approved the scope change request as follow: <ul style="list-style-type: none"> • Rectification works at the Leg O Mutton Dam • Construction of 1.18ML Reservoir at Albert • Telemetry upgrades
7.2.3	Upgrade Standpipes	Redesign and install standpipe at Tottenham.	New Standpipe installed.	MU	Upgrades to non-potable standpipes completed in Condobolin & Lake Cargelligo. Albert Standpipe upgraded. Condobolin Potable stand pipe upgrade nearing completion. Installation of New Lake Cargelligo and Tottenham Potable Water Standpipe – underway
7.2.4	Water Availability at Tullibigeal	Up-grade water storage infrastructure to ensure water security for Tullibigeal.	Sufficient water availability for Tullibigeal.	MU	Tullibigeal bore and irrigation project completed. Non-potable water to the Recreation Ground is available.

Outcome 7.3: Adequate town drainage

CSP No	Delivery Program Action (2017/2021)	Operational Plan Action	Performance Measure	Responsible Officer	Status as at 30 June 2022
7.3.1	Ensure that towns have adequate drainage	Design Drainage system for Tullibigeal. Implement Drainage system and Kerb & guttering in Tullibigeal.	Design & Survey completed.	MU	Two options investigated, unaffordable. Kerb & gutter with urban street sealing completed in Wooyeo St. Cargelligo St Construction completed.

To whom it may concern,

I am writing on behalf of the Tottenham Community Christmas Tree committee in regards to our annual event held on the 18th of December in the Tottenham town park. We are writing to ask Council for a \$500 donation to contribute to the successful running of our event again this year. This donation will be shared around our community to organisations such as the Tottenham Lions Club, Tottenham Men's Shed and the Tottenham Youth Club. These organisations provide the food and drink for the community at our event at an affordable price, we like to meet the gap in pricing to help all involved to have a successful night.

The Christmas Tree is a non-for-profit community event run by a volunteer committee. We provide presents to all registered children (newborn to Year 6) from the wider community at a substantial discount. We rely on the help from our local businesses to continue offering these discounted gifts by way of raffle prize donations.

The Christmas Tree is a night enjoyed by all, young and old. After the number of obstacles our district has overcome in the last few years – Drought, Covid and now Flooding. The Christmas Tree is a night enjoyed by all and a great family friendly time to catch up and unwind.

Please let us know if this is something you would consider contributing to.

Many thanks for your time,

Alicia Campbell

172 Strudwicks Road

Tottenham NSW 2873

0457 949 093

andynleash@gmail.com

2022/23 DONATIONS BUDGET
AS AT 19/10/2022

Organisation/Individual	Work order number	Annual Budget for Special Events - in kind	General Ledger- Master/sub account number	Annual Budget for Community Events - specified donations & contributions	Amount paid for Community Events - specified donations & contributions	General donations - elected members	Rates/water - elected members	Community Events - general	Special Events-in kind support only	Donation Purpose
Master.sub					3820.various	3020.0405	3020.0406	3820.0460	3230.509	
Annual Budget						\$ 27,000	\$ 9,000	\$ 30,550		
tham Blue Light (Youth centre)							\$2,274			Rates concession 1023781
na Academy of Sport						\$200				Southern Sports Academy
tham Anglican Church										
nglican Church										
bolin Clay Target Club Inc.										
r Club of Lake Cargelligo						\$1,000				Christmas Carnival 2022
Cargelligo Central School						\$200				NAIDOC celebrations
Kirk - Speak Up										
bolin Sports Club Limited								\$400		Triple Bowls Event - Oct 2022
g Church-Lake Cargelligo										
Rural Doctors Network										
geal Central School										
tham Christmas Tree										
bolin High School										
tham Swimming Club										
Cargelligo Arts & Crafts										
Cargelligo Central School										
Milby Rodeo & Gymkhana						\$1,000				Milby sports event
bolin PAH & I Association										
geal Pool Committee										
tham Central School										
Kids										
r Club of Condobolin Inc							\$761			Rates concession 1003888
tham CWA							\$559			Rates Cconcession 1025830
geal CWA							\$480			50% concession on rates & charges
uri Condobolin Corporation								\$5,000		Skyfest seed funding
CWA										
bolin Chamber of Commerce										
bolin & District Kennel Club						\$2,048				Donation-accommodation for dog show
tions - NAIDOC week			3820.409	\$1,440	\$0					
n Bridge Programs & Events			3820.494	\$0	\$0					
ern Plains Regional Development			3820.476	\$55,530	\$0					
r Lachlan Community Services			3820.477	\$55,530	\$27,765					
nham Welfare Council			3820.478	\$4,240	\$4,000					
igeal Progress Association			3820.479	\$4,240	\$0					
Cargelligo Community Gym			3820.483	\$6,970	\$0					
igeal Pool operations			3720.405	\$45,000	\$0					
ial Event - Condobolin Races	812	\$10,080								
ial Event - Pony Club Condobolin	1,062	\$650								
ial Event - Breast Screen Van Movement	1,081	\$470								
ial Event - Yellow Mountain Cross Country	1,093	\$1,310							\$1,938	in kind support
ial Event - RSL Pipe band Tattoo	1,092	\$4,400							\$6,345	in kind support
ial Event - Milby Sports	1,234	\$2,640								
ial Event - Condo 750	1,071	\$4,890								
ial Event - ANZAC day	1,072	\$4,330								
ial Event - Condobolin B&S	1,138	\$0								
ial Event - Condobolin Show	1,163	\$16,350							\$23,071	In kind support & Lolly Guessing supplies
ial Event - Tottenham Races	813	\$8,020								
ial Event - Tullibigeal Carols	1,365	\$0								
ial Event - Tullibigeal Races	1,061	\$2,720								
ial Event - Tullibigeal Gymkhana	1,232	\$910								
ial Event - Tottenham Gymkhana	1,231	\$3,550								
ial Event - Lake Cargelligo Show	1,221	\$1,720							\$14,061	In kind support & Lolly Guessing supplies
nham Christmas event	1,364	\$0								
ial Event - NAIDOC Week	1,505	\$2,150								
ial Event - Lachlan Christmas Fiesta	1,873	\$3,580								
ial Event - Rotary Christmas event Lake Cargelligo	1,363									
al Event - Rotary Christmas event Condobolin	1,362	\$0								
al Event - White Ribbon march	2,653	\$0								
TOTAL		\$67,770		\$172,950	\$31,765	\$4,448	\$4,073	\$5,400	\$45,415	
Total paid						\$ 4,448	\$ 4,073	\$ 5,400	\$ 45,415	
Annual Budget - General (GL3020.405)						\$ 27,000				
Annual Budget - Rates/water (GL3020.406)							\$ 9,000			
Annual Budget - Special events (GL3230.509)									\$ 67,770	
Annual Budget - Community Events (GL3820.460)								\$ 30,550		
Balance Remaining						\$ 22,553	\$ 4,927	\$ 25,150	\$ 22,355	

Name: Lake Cargelligo Fitness Centre

Date: 29/9/22

September Report

I am writing to report on what has been happening in and around the Lake Cargelligo Fitness Centre for the Month of September.

Total Members: 39

Total Visits:

Total Classes/Bookings: 2

Breakdown of Memberships

Age	Membership Types
16 & Younger: 0	12 Month: 2
16-25: 10	6 Month: 6
25-35: 4	3 Month: 5
36-45: 13	1 Month: 25
46-55: 2	Weekly Passes: 1
56+: 10	

Groups/Organizations: 2

Below is our current schedule with groups from the community:

- Elderly movement class 11 am to 12 pm Monday



*Tottenham
Centre of NSW*

TOTTENHAM WELFARE COUNCIL INC.

PRESIDENT: Geoff Chase

SECRETARY: Catherine Jarvis

25th September, 2022

Ms Karen Pegler
Director of Corporate Services
Lachlan Shire Council
PO Box 216
Condobolin NSW 2877

LACHLAN SHIRE COUNCIL RECEIVED 30 SEP 2022 FILE No. REFERRED TO <i>K. Pegler</i>

Dear Karen

Enclosed is our Invoice for funding for Secretarial Services and Promotion of the Tottenham Community.

I have also enclosed a copy of the Income and Expenses for the last two years for this funding together with a copy of the Welfare Council's annual Income and Expenses.

Yours sincerely

Jenny Attenborough
Honorary Treasurer

PO Box 22
TOTTENHAM NSW 2873
tottenhamwelfarecouncil@gmail.com

**TOTTENHAM WELFARE COUNCIL INC.
P.O. BOX 22
TOTTENHAM NSW 2873**

President: Mr. Geoff Chase
Secretary: Mrs Catherine Jarvis

Phone/Fax: 02 68883169
Phone/Fax: 02 68928210

ABN 56 664 539 828

25th September, 2022

Invoice No: 219

Lachlan Shire Council
P.O. Box 216
CONDOBOLIN NSW 2866



To: Shire Funding for Secretarial Services
and Promotion of the Tottenham Community
for the financial year 2020/21

\$4,000.00

Mrs Jenny Attenborough
Honorary Treasurer
0427130947
jenny.attenborough@bigpond.com

Bank details: Tottenham Welfare Council Inc.
BSB: 082 897
Acc No: 79778 1675

Welfare Council Financial Report - Expences paid from LSC Funds

1/07/2020 - 30/6/2022

Income

Balance c/f 1/7/2020	\$	4,801.43
LSC Funding September, 2021	\$	4,000.00

\$	8,801.43
\$	<u>8,801.43</u>

Expenses

Wages - 30/6/2021	\$	141.90
Wages - 30/6/2022	\$	5,368.00
Internet Expenses 2021	\$	214.01
Internet Expenses 2022	\$	246.90
Admin/Advertising/Promotion 2021	\$	817.93
Admin/Advertising/Promotion 2022	\$	746.70
Postage/Stationary 2021	\$	73.68
Postage/Stationary 2022	\$	120.69

\$	<u>7,729.81</u>	Total Exp
\$	1,071.62	Bal. to c/f

Welfare Council Financial Report 1/7/2021 - 30/6/2022

Income

Rent - Units	\$	30,680.00
Subs	\$	32.00
Reimbursement & Donations	\$	425.00
L S C Funding	\$	4,000.00
B A S Credits	\$	1,659.00
Market Day	\$	-
Sundries	\$	2,030.00
I B D	\$	525.00
Pool Management	\$	2,089.35
Community Units-Rent	\$	9,825.00
Grants	\$	5,500.00
Rent -Tourist Information Centre	\$	2,340.00
GST	\$	-

Total Income	\$	59,105.35
Add prev. year's bal.	\$	26,235.92
	\$	<u>85,341.27</u>

Expenses

Contract Wages	\$	6,405.42
Unit Maintenance	\$	12,031.74
Garden Maintenance	\$	897.77
Insurance	\$	7,020.00
Electricity & Rates	\$	13,730.70
Donations	\$	2,468.17
Tourist Information Centre	\$	5,200.00
Sundries	\$	1,411.64
Wages-Secretarial	\$	5,368.00
Administration	\$	1,114.29
IBD	\$	-
Pool Management	\$	6,333.09
Community Units-Expenses	\$	1,786.76
GST	\$	1,633.11

Total Exp.	\$	65,400.69
Bal. to c/f	\$	<u>19,940.58</u>
	\$	<u>85,341.27</u>

Page 2

Bank Reconciliation - 30/6/2022

<i>Balance c/f 30/6/2021</i>	\$ 26,235.92
<i>Add Income 2021/2022</i>	\$ 59,105.35
	<u>\$ 85,341.27</u>
<i>Less Expenditure 2021/2022</i>	\$ 65,400.69
<i>Balance to c/f 1/7/2023</i>	<u>\$ 19,940.58</u>

Bank Balance 30/6/2022	<u>\$ 19,940.58</u>
-------------------------------	----------------------------

Breakdown of funds

Mental Health	\$ 693.93
Pool Management	\$ 407.51
LSC Funding	\$ 1,071.62
WC Funds	\$ 11,179.52
Grants	\$ 6,588.00
	<u>\$ 19,940.58</u>

Interest Bearing Deposits

<i>Interest Account</i>	\$ 11,222.68	19/02/2023
<i>Dr Rec./Unit Refurbishment</i>	\$ 24,277.93	28/11/2022
<i>Spec Purpose IBD</i>	\$ 25,186.69	2/09/2022
	<u>\$ 60,687.30</u>	

Breakdown of Donations, Sundries & Administration

Donations

Tott Golf Club-Donation	\$	50.00
Tottenham Lions-Mural	\$	1,000.00
TottCentralSchool-Pres.Day	\$	150.00
Tott Hosp-Xmas Gifts Patients	\$	119.95
Seniors Lunch/Patients Lunch	\$	1,048.22
Xmas Light Competition	\$	100.00
	\$	<u>2,468.17</u>

Sundries

Auditor	\$	600.00
Gifts flowers etc	\$	100.00
Dept Fair Trading/Annual Fee	\$	48.00
Fridge Freight	\$	30.00
Purchase Microwave-Tourist Info	\$	180.91
Purchase Fridge-Tourist Info	\$	452.73
	\$	<u>1,411.64</u>

Administration

LCIS-Insurance	\$	569.80
Aust Post-PO Box Rental	\$	126.37
Advertising and promotion	\$	111.99
Post Office-Stationary,Postage Etc	\$	60.13
Internet Expenses,virus etc	\$	246.00
	\$	<u>1,114.29</u>

Revotes from 2022 to 2023

GENERAL FUND

Details

	Revote	
Lawn Cemetery Irrigation	21,100.00	Not commenced in 2022
Cemetery Bollards	4,630.00	Continuing Project
<i>Transfer from - Condobolin Cemetery Reserve</i>	<i>25,730.00</i>	
Website Upgrade	11,563.00	Continuing project
<i>Transfer from - Information Technology Reserve</i>	<i>11,563.00</i>	
Trucks	847,472.00	Ordered prior to EOY 2022 but not yet delivered
Light Plant	85,423.67	Ordered prior to EOY 2022 but not yet delivered
Light Plant - Fleet	350,918.07	Ordered prior to EOY 2022 but not yet delivered
<i>Transfer from - Plant Reserve</i>	<i>1,283,813.74</i>	
Burcher - Waste Depot - new Cell	26,520.00	Not commenced in 2022
<i>Transfer from Waste Management Reserve</i>	<i>26,520.00</i>	
Foothpath - Foster St	68,045.00	Not commenced in 2022
Footpath - School Precinct	288,337.00	Not commenced in 2022
Footpath - Bathurst St	49,500.00	Not commenced in 2022
K&G Gum Bend Lake	50,000.00	Not commenced in 2022
K&G Foster St	82,593.00	Not commenced in 2022
K&G William St	60,000.00	Not commenced in 2022
<i>Transfer from - Uncompleted Works - FAG</i>	<i>578,475.00</i>	
Housing Strategy	32,000.00	Not commence in 2022
<i>Transfer from - Town Planning Reserve</i>	<i>32,000.00</i>	
Local Heritage Fund	14,670.00	Not commenced in 2022
Rural & Industry Land Use Strategy	34,424.00	Not commenced in 2022
Gum Bend Lake BBQ & Shelter	25,000.00	Not commenced in 2022
Condobolin - Wiradjuri Park Irrigation	26,500.00	Not commenced in 2022
Tottenham Caravan - Enhancement - SRV component	35,000.00	Not commenced in 2022
Condobolin - Swimming Pool Electronic Entry	15,000.00	Not commenced in 2022
<i>Transfer from - Unfinished Works Reserve</i>	<i>150,594.00</i>	
Condobolin SRA Power upgrade - Showground Stimulus R2	263,606.37	Continuing project
Condobolin - Community recycling centre	5,061.53	Continuing project
Fixing Local Roads - Merriboogie Rd SR 120 widen & reseal	298,276.00	Continuing project
Fixing Local Roads - Officers Parade	341,479.00	Continuing project
Busby/William Streets Reconstruction - FLR	536,165.98	Continuing project
Primary School Precinct reconstruction - FLR	510,375.35	Continuing project
Stronger Country Communities 4 - Willow Bend gym	40,757.57	Continuing project
Stronger Country Communities 4 - Tottenham Rec Ground	40,000.00	Continuing project
Stronger Country Communities 3	65,800.02	Continuing project
Local Government Planning APP	80,000.00	Not commenced in 2022
Growing Local Economies - VIC	2,576,349.79	Continuing project
Growing Local Economies - Civil Works	2,000,000.00	Continuing project
<i>Transfer from - Unspent Grants</i>	<i>6,757,871.61</i>	
Water Fund		
Details		
Lake Cargelligo WTP Automation and Process Control	15,781.00	Continuing project
Tottenham Water supply Storage Upgrade Augmentation - Restart NSW 841	8,701.00	Continuing project
Tottenham WTP - Replace clear water tanks & upgrade building	140,000.00	Continuing project
Burcher Water filtration - non potable	100,000.00	Continuing project
Tottenham WTP - New turbidity meter x4	65,000.00	Not commenced
Condobolin Potable Water Standpipe Upgrade (Condobolin Depot)	24,585.00	Continuing project
Condobolin WTP - Generator	65,860.00	Not commenced
B-Section pipeline - replacement and additional air stop valves	25,000.00	Not commenced
Goobang Creek raw water pump	54,750.00	Continuing project
Lake Cargelligo - new potable fill station	48,222.00	Not commenced
DWS072 Condobolin Drought Water Security Project	1,311,000.00	Continuing project
Lake Cargelligo - replace PE Liner in chemical evaporation pond	74,624.00	Not commenced
Lake Cargelligo - Amiad Filter Replacement	100,000.00	Not commenced
Lake Cargelligo - Chemical Storage upgrade	137,440.00	Not commenced
Lake Cargelligo - compressed air system upgrade	57,127.00	Not commenced
Lake Cargelligo 4ML Reservoir - Leakage repair	80,000.00	Not commenced
16 Mile Transfer Main - New Flow Meter at Bland Shire Boundary & Connect to	48,279.00	Not commenced
16 Mile Transfer Main - Leakage Repair	100,000.00	Not commenced
Tottenham Potable Water Standpipe Upgrade	23,326.00	Not commenced
B-Section pipeline - rechlorination station	250,000.00	Not commenced
<i>Transfer from - Water Reserve</i>	<i>2,729,695.00</i>	
Sewer Fund		
Details		
Tottenham Sewage Effluent Management System Restart 842	45,787.00	Continuing project
Condobolin Pumping Stations - instal flow meters	50,000.00	Not commenced
Condobolin Sewer main rehabilitation program	250,000.00	Not commenced
Lake Cargelligo sewer main rehabilitation program	150,000.00	Not commenced
Tottenham sewer main rehabilitation program	50,000.00	Not commenced
Shire Strategic Business Plan/IWCM	50,000.00	Not commenced
Condobolin Pumping Station - investigation, concept design, detailed design for Lachlan St SPS upgrade	130,000.00	Not commenced
Condobolin Pumping Station - Mobile Generator	70,000.00	Not commenced
Lake Cargelligo - Pumping Stations - Install flow meters	45,000.00	Not commenced
Lake Cargelligo - STP - new inlet screen	66,946.10	Continuing project
Lake Cargelligo - Sewerage lagoon/ponds rehabilitation	150,000.00	Not commenced
<i>Transfer from - Sewer Reserve</i>	<i>1,057,733.10</i>	
Total Transfers from Reserves	12,653,995.45	

Programs offset by grants to be received in 2023

SRA Ground LED Lighting - BBR Fund	270,000.00	Continuing project
DWS072 Condobolin Drought Water Security Project	1,500,000.00	Continuing project
Apex Pontoon - TfNSW	30,550.00	Continuing project
SCCR 3 - Condo Crew	26,810.00	Continuing project
Stronger Country Communities 4 - Willow Bend gym	10,000.00	Continuing project
Stronger Country Communities 4 - Tottenham Rec Ground	10,000.00	Continuing project
Stronger Country Communities 4 - Lake Junior cricket club toilet	65,000.00	Not commenced
Stronger Country Communities 4 - Lake Memorial Hall	6,974.80	Continuing project
Local Roads & Infrastructure P2 programs	231,809.72	Continuing project
Lake Cargelligo Central School – Prior Street – pedestrian refuge upgrade	20,000.00	Not commenced
<i>Offset by Grants to be received in 2023</i>	-	2,171,144.52

2023 RESERVE MOVEMENTS

Details	Opening Balance 1/07/2022	Approved by Cnl ResIn June 22		Budget Revotes transfers out	Proposed Balance
		2023 Annual Budget transfers in	2023 Annual Budget transfers out		
19550/29550/39550 - Other Reserves					
9550 - Reserve ELE	1,955,000				1,955,000
9551 - Reserve Unexpended Grants	13,106,844			6,757,872	6,348,972
9552 - Reserve Uncompleted Works	1,963,036		80,000	150,594	1,732,442
9553 - Reserve Election	40,245	25,000			65,245
9554 - Reserve Chambres/Computers	80,044		10,000	11,563	58,481
9555 - Reserve Meals on Wheels	65,319				65,319
9556 - Reserve Town Planning	64,653			32,000	32,653
9557 - Reserve Cemetery	32,657			25,730	6,927
9558 - Reserve Plant	7,250,218		587,208	1,283,814	5,379,197
9559 - Reserve Housing & Development	1,966,971				1,966,971
9562 - Reserve Swimming Pools	81,266				81,266
9563 - Reserve Retirement Village Proceeds	955,634				955,634
9568 - Reserve Aerodromes	140,568	5,000	100,000		45,568
9570 - Reserve Gravel Restoration Reserve	713,054		20,000		693,054
9571 - Reserve Gum Bend Lake	63,220				63,220
9572 - Reserve HACC	25,000				25,000
9574 - Reserve Insurance	0				0
9575 - Reserve Domestic Waste Management	105,896				105,896
9576 - Reserve Capital Improvements	1,487,981				1,487,981
9577 - Reserve Tip Restoration	188,168				188,168
9580 - Reserve Stormwater Drainage	641,206	52,525	150,000		543,731
9582 - Reserve Condobolin Main Street Improve	104,261				104,261
9583 - Reserve FAG GP & Road Grant Rec'd in Advance	9,138,465			578,475	8,559,990
9586 - Reserve Waste Management Improvements	277,338	20,000	65,000	26,520	205,818
9587 - Reserve Depot Improvements	5,422,233				5,422,232
9589 - Reserve Section 7.12 Contributions	334,186	22,040	100,000		256,226
9592 - Reserve Revolving Energy Fund	47,449				47,449
29550.9591 - S64 Contributions Water	13,377				13,377
29550.9578 - Water Supply Reserve	9,778,421		1,374,722	2,729,695	5,674,004
39550.9591 - S64 Contributions Sewer	3,955				3,955
39550.9578 - Sewer Supply Reserve	6,564,056		749,218	1,057,733	4,757,105
19550 - Other Reserves Total	62,610,722	124,565	3,236,148	12,653,995	46,845,142

Operational Budget Budget 2022-2023			
Description	Original Annual Budget - Operating Plan 2022/2023	Revotes & additional projects	Proposed Amended Annual Budget as at 30/06/23
CONSOLIDATED RESULTS			
Income			
Rates & Annual Charges	(12,178,278)	-	(12,178,278)
User Charges & Fees	(4,337,963)	-	(4,337,963)
Interest & Investment Revenue	(662,382)	-	(662,382)
Other Revenues	(382,747)	-	(382,747)
Grants & Contributions - Operating	(17,291,615)	(26,810)	(17,318,425)
Grants & Contributions - Capital	(9,898,517)	(2,144,335)	(12,042,852)
Net Gains from the Disposal Of Assets	0		0
Total Income from Continuing Operations	(44,751,502)	(2,171,145)	(46,922,647)
Expenses			
Employee Costs	10,921,307		10,921,307
Borrowing Costs	368,558		368,558
Materials & Contracts	13,307,962	237,904	13,545,866
Depreciation	10,992,691	-	10,992,691
Other Expenses	1,102,620	-	1,102,620
Losses on Disposal of Assets	50,000	-	50,000
Total Expenses from Continuing Operations	36,743,138	237,904	36,981,042
Operating Result from continuing operations - (Gain)/Loss	(8,008,364)	(1,933,241)	(9,941,606)
Operating Result from continuing operations before Capital income (Gain)/Loss	1,890,153	211,094	2,101,247
Capital Expenditure			
Loan Funds Utilised	0	-	0
Loan Principal Repaid	464,518	-	464,518
Transfers to Restricted Assets (Reserves)	124,565	-	124,565
Transfers from Restricted Assets (Reserves)	(3,236,149)	(12,653,995)	(15,890,144)
Depreciation Contra	(10,992,691)	-	(10,992,691)
Net Unrestricted Cash (Surplus)/Deficit	(450,094)	\$ -	(450,095)



Policies, Procedures and Guidelines

SIGNS AS REMOTE SUPERVISION RISK MANAGEMENT POLICY

INF007

BACKGROUND

Council has an obligation to provide safe and enjoyable recreation facilities. These facilities naturally present hazards to the public that can result in harm, and can expose Council to public liability claims. Council has recognised that a duty of care is owed to users of the facilities and is seeking to better inform the facility users of the hazards within the area.

It is recognised that the most appropriate method of informing the public, reducing the risks and reducing the potential for liability claims is for Council to implement a risk management approach, through appropriate, clear and uniform signs as remote supervision.

OBJECTIVE

- To provide a clear process to determine the most appropriate signage for Council facilities, that is simple, systematic and readily useable.
- To establish a complete inventory of its signs as supervision at Council recreational facilities together with evidence of Councils decision making to determine the content of each sign.
- To minimise Council’s exposure to public liability and provide a best value service to the community in relation to provision of signage at Council facilities.
- To ensure the safe and effective management of Council facilities through the provision of appropriate signage.

SCOPE

This Policy applies to all Council staff responsible for the installation, removal and repairs of signs used as remote supervision within the Lachlan Shire Council Local Government Area.

DEFINITIONS

Council Facility – Council property available for use by the general public.

Potential Hazards – a source of potential harm

Risk – the effect of uncertainty

Further Information: Lachlan Shire Council ☎ 0268951900 ✉ Email: council@lachlan.nsw.gov.au				Page 1 of 3
Version: V3.0	Commencement Date: April 2007	Last Review Date: October 2022	Next Review Date: October 2025	TRIM No. D18/9888

SIGNS AS REMOTE SUPERVISION RISK MANAGEMENT POLICY

INF007

POLICY

This policy together with the related documents provide the guidelines for identification of facilities, establishment of usage frequencies, identification of potential hazards, evaluation of risk and determination of appropriate signage for Council’s recreation facilities.

They also cover establishment of inventory, determination of levels of development, visitation or usage frequencies and appropriateness of signs utilised within facilities under the care and control of Council.

The “Statewide Mutual Best Practice Manual – Signs as Remote Supervision” is an integral part of this policy and provides the procedures to be followed.

ASSESSMENT

Council will assess the findings of the inspection program by using the analysis tool set out in the “Signs as Remote Supervision” Procedures. This assessment is the responsibility of the Department of Infrastructure Services, with Manager Urban Works taking the lead.

CONTROLS

Council will endeavour, at all times, to follow the order for risk as set out below by using the techniques set out in the “Signs as Remote Supervision” procedures”;

1. Eliminate the risk
2. Reduce the risk
3. Accept the risk

Implementation of control is the responsibility of the Manager Urban Works.

Council will allocate sufficient human and financial resources to conduct annual inspections, assessments and implement appropriate controls for the implementation of the policy and procedures.

Council will manage its Signs as remote supervision with consideration of Section 42: NSW Civil Liability Act 2002.

MONITORING

Lachlan Shire Council will monitor the results of the program by using the procedure set out in the “Signs as Remote Supervision” procedures. Implementation of control is the responsibility of the Manager Urban Works.

Further Information: Lachlan Shire Council ☎ 0268951900 ✉ Email: council@lachlan.nsw.gov.au				Page 2 of 3
Version: V3.0	Commencement Date: April 2007	Last Review Date: October 2022	Next Review Date: October 2025	TRIM No. D18/9888

**SIGNS AS REMOTE SUPERVISION RISK
MANAGEMENT POLICY**

INF007

REFERENCED DOCUMENTS

The Statewide Mutual Best Practice Manual – Signs as Remote Supervision v11: October 2021

Lachlan Shire Council – Signs As Remote Supervision Procedure

NSW Civil Liability Act 2002

Greg Tory

GENERAL MANAGER

/ /

Further Information: Lachlan Shire Council ☎ 0268951900 ✉ Email: council@lachlan.nsw.gov.au				Page 3 of 3
Version: V3.0	Commencement Date: April 2007	Last Review Date: October 2022	Next Review Date: October 2025	TRIM No. D18/9888



Policies, Procedures and Guidelines

SIGNS AS REMOTE SUPERVISION PROCEDURE

INF007

This procedure establishes how to undertake and assessment of a Council Facility to determine what is to be included on and where to place the sign as remote supervision.

OBJECTIVE

To provide a clear, systematic and practicable process to determine the most appropriate signage for Council facilities, such as Parks, Sporting fields, Reserves, Pools and other recreational facilities which are owned and/or operated by Lachlan Shire Council. This signage has the intention of clearly communicating hazards, prohibited activities, services and amenities at each facility, reducing the risk of an incident to the public and Council.

PROCEDURE

Council has adopted the Statewide Mutual Best Practice Manual – Signs as Remote Supervision (BPM) as its primary procedure document with the following management system and timeframes to use as a part of the procedure:

- Lachlan Shire Council will maintain a register of all facilities (reserves, parks and other public use assets) identified as being owned, operated or under Council’s care and control
- Through a risk assessment process Council will identify each facility by its level of use (high, medium or low). This will determine which facilities will require signage as remote supervision and to what standard.
- As part of Council’s regular maintenance, formal recorded periodic inspections of the signage will ensure they are in acceptable condition and accomplishing their purpose. The timeframe for facility inspections will be determined by the level of use.
 - High use – 1 monthly
 - Medium use – 3 monthly
 - Low use – 6 monthly
- Operational staff will be encouraged to report defects during their usual activity around facilities with signage
- If signage is damaged, missing or the like, Council will replace as soon as practicable
- Annually Council will complete an internal audit on the signs as remote supervision management system

REFERENCED DOCUMENTS

The Statewide Mutual Best Practice Manual – Signs as Remote Supervision

Further Information: Lachlan Shire Council ☎ 0268951900 ✉ Email: council@lachlan.nsw.gov.au				Page 1 of 1
Version: V3.0	Commencement Date: April 2007	Last Review Date: October 2022	Next Review Date: October 2025	TRIM No. D18/9885

**Report from the Chair
Central NSW Joint Organisation Board meeting
12 and 13 October 2022 in Sydney**

Recommendations

That Council note the report from the Mayor on the Central NSW Joint Organisation Board meeting 12 October, the roundtable with Ministers 13 October and provide feedback to CNSWJO on its draft Statement of Strategic Regional Priority.

Please find following advice from the Chair of the Central NSW Joint Organisation Board meeting 12 and 13 October in Sydney.

Wednesday 12 October Board Meeting and advocacy with Shadow Ministers.

The CNSWJO Board met in Sydney in the LGNSW Boardroom and with the following Shadow Ministers joined via zoom:

- Mr Greg Warren, MP, Member for Campbelltown, Shadow Minister for Local Government, Shadow Minister for Veterans, and Shadow Minister for Western Sydney
- Ms Jenny Aitchison, MP, Member for Maitland, Shadow Minister for Regional Transport and Roads
- The Hon. Mick Veitch, MLC, Shadow Minister for Regional NSW, Shadow Minister for Agriculture, and Shadow Minister for Western NSW
- The Hon Rose Jackson, MLC, Shadow Minister for Water, Housing and Homelessness



The day included an address from Mr Scott Phillips Chief Executive of Local Government NSW.

Follow up with the various portfolios is underway with a suggested round table be undertaken in region in preparedness before the State election.

Importantly, given the feedback from the Conference in region 25 August, a familiarisation for Rose Jackson, Shadow Minister for Water is planned for the near future.

Thursday 13th of October Round Table with Ministers.

The JO Board met at Parliament for its eighth round table discussion with State Ministers, hosted by local Member for Bathurst, the Hon Paul Toole Deputy Premier. Ministers included:

- The Hon Bronnie Taylor MLC, Minister for Women, Regional Health and Mental Health
- The Hon Kevin Anderson, Minister for Lands and Water, Hospitality and Racing and Member for Tamworth
- The Hon Paul Toole, Deputy Premier Minister for Regional New South Wales and Police and Member for Bathurst
- The Hon Sam Farrow MLC, Minister for Regional Transport and Roads
- The Hon James Griffin, Minister for Environment and Heritage, Member for Manly
- The Hon Steph Cooke MP, Minister for Emergency Services and Resilience, Flood Recovery and Member for Cootamundra
- The Hon Wendy Tuckerman MP, Minister for Local Government and Member for Goulburn
- The Hon Dugald Saunders, MP, Minister for Agriculture, Western New South Wales and Member for Dubbo

Advocacy over both days was for the Board's policy position leading into the upcoming State election including:

- on the ground help with roads given the consistent and ongoing rain damage;
- flood mitigation, air space and future water security at Wyangala,
- biosecurity offsets and the flow on affect for development in region- General Managers will have a workshop with Departmental representatives
- NSW Treasury Common Plan Assumptions and their negative impacts on building NSW Government hospitals, schools and associated services as the population data is much smaller than actual population in region;
- Essential Energy;
- Red Fleet and other legislation that makes little or no sense but has significant impacts on Local Government;
- Flexibility from government given delays on grant delivery due to skills shortages, escalating costs and supply chains; and
- a safe swift and secure link between Central NSW and Sydney.



Review of the CNSWJO Strategy

Under the Local Government Act, CNSWJO must review its strategy each term. The mandated Statement of Strategic Regional Priority is due in December 2022. The Draft Statement of Strategic Regional Priority was provided for member feedback via email 14 October seeking a response by 17 November. Please find the Draft SSRP on the following two pages. Adoption of the SSRP will be at the meeting of 24 November in Forbes.

The Regional PlaceMat

Members will recall the CSP project with the Regional Leadership Executive seeking better engagement with State agencies including better data to inform Council strategic work. Please request previous reports in this regard. Where an ongoing program making improvements to the successful last round of work has been reported to the Board and recommendations going forward adopted, a component of this project has been "Our PlaceMat."

Our PlaceMats have been designed with and for every member Council with the purpose of having informed, benchmarked conversations with community as Councils progress various strategies, particularly CSPs. Repeating the process every Council term will show trends.

The Regional PlaceMat is benchmarked against NSW data and will be used as advocacy collateral and a data source for key stakeholders. Please find following the Regional PlaceMat the Board approved.

Now that the data sets have been finalised, it is intended that a check-in meeting be held as part of GMAC for a 20 minute session.



**CENTRAL NSW
JOINT ORGANISATION**

Statement of Strategic Regional Priorities

Our Vision for the Central NSW region

Prosperous communities, dynamic local government, a collaborative and strong region – when one Council succeeds, we all succeed.

Principal functions - how we will deliver our priorities

Strategic planning and priority setting
Intergovernmental collaboration
Leadership and advocacy

Who we are

Member councils: Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Lachlan Shire Council, Oberon Council, Orange City Council, Parkes Shire Council, and Weddin Shire Council.

Associate members: Central Tablelands Water, Upper Macquarie County Council, Regional Development Australia – Central West, Regional NSW

Strategic alignment

Our priorities align with the following:

- [Community Strategic Plans](#) and [Local Strategic Planning Statements](#) of member councils
- NSW Government 20 Year Regional Economic Vision and Regional Economic Development Strategies
- Regional Plan: NSW Government Central West and Orana Regional Plan
- Central West and Orana Regional Transport Plan
- The Regional Water Strategies for the Lachlan and Macquarie
- The Central West Destination Management Plan
- The Central West Food and Fibre Strategy

For more detail on strategic alignment please go to www.centraljo.nsw.gov.au/reports-policies/

Please go to <https://www.centraljo.nsw.gov.au/reports-policies/> for more detail on the region's priorities and programs we will be putting in place to implement them.

Our key strategic initiatives

Priority One: Leveraging our successful collaboration
1.1 Driving efficiencies and effectiveness saving Councils money
1.2 Building capacity across our Councils
1.3 Working well with other peak agencies
Priority Two: Regional prosperity through better infrastructure and services
2.1 Initiatives to grow population and increase the visitor economy in the context of locational preference factors
2.2 Regional industry and population growth planning
2.3 Advocacy and initiatives on skills and housing shortages
2.4 Leveraging the region’s endowments and opportunities:
a. Critical minerals and mining
b. Circular economy and net zero
c. Activation precincts including Parkes SAP
d. Inland Rail
e. Pattern of settlement; liveability, proximity to capital cities and ports
f. Agriculture
Priority Three: Advocate for better infrastructure and services in health and ageing
Priority Four: Telecommunications
Priority Five: Regional Transport Planning and Infrastructure Prioritisation
5.1 Transport connectivity planning
5.2 Infrastructure prioritisation including the CNSWJO Matrix
Priority Six: Regional Water Security and Productive Water
6.1 Regional Water network planning and best practice skills development
6.2 Productive Water
Priority Seven: Transition to a sustainable, secure, and affordable energy future
7.1 Energy Efficiency and Emissions Reduction
7.2 Circular Economy
7.3 Environment
7.4 Understanding our energy (fuel and electricity) security, capacity and scalability.

Key Stakeholders
Key regional partners: NSW and National Farmers, Business NSW, Arts OutWest, Destination Network Central West, and Charles Sturt University
Key stakeholders in the other tiers of government we seek to collaborate with in our delivery: Agencies and regulators within the NSW and Federal governments that manage local government, planning, heritage, energy, health, education, regional economic development and tourism, water, infrastructure, and transport. Local members of parliament across the region.
Key Local Government industry stakeholders: Our member councils, Local Government NSW, Country Mayors, Australian Local Government Association, and other JOs.



Photo credit: Geagle Productions - Weddin Mountains Region



CENTRAL NSW REGION OUR STATISTICAL SNAPSHOT 2022

ABOUT THIS SNAPSHOT OF CENTRAL NSW

This Snapshot provides a non-exhaustive summary of information about the Central NSW Region (CNSW) at a point in time. It helps our local community, government and other decision-makers to understand where some of the opportunities and challenges exist in the region.

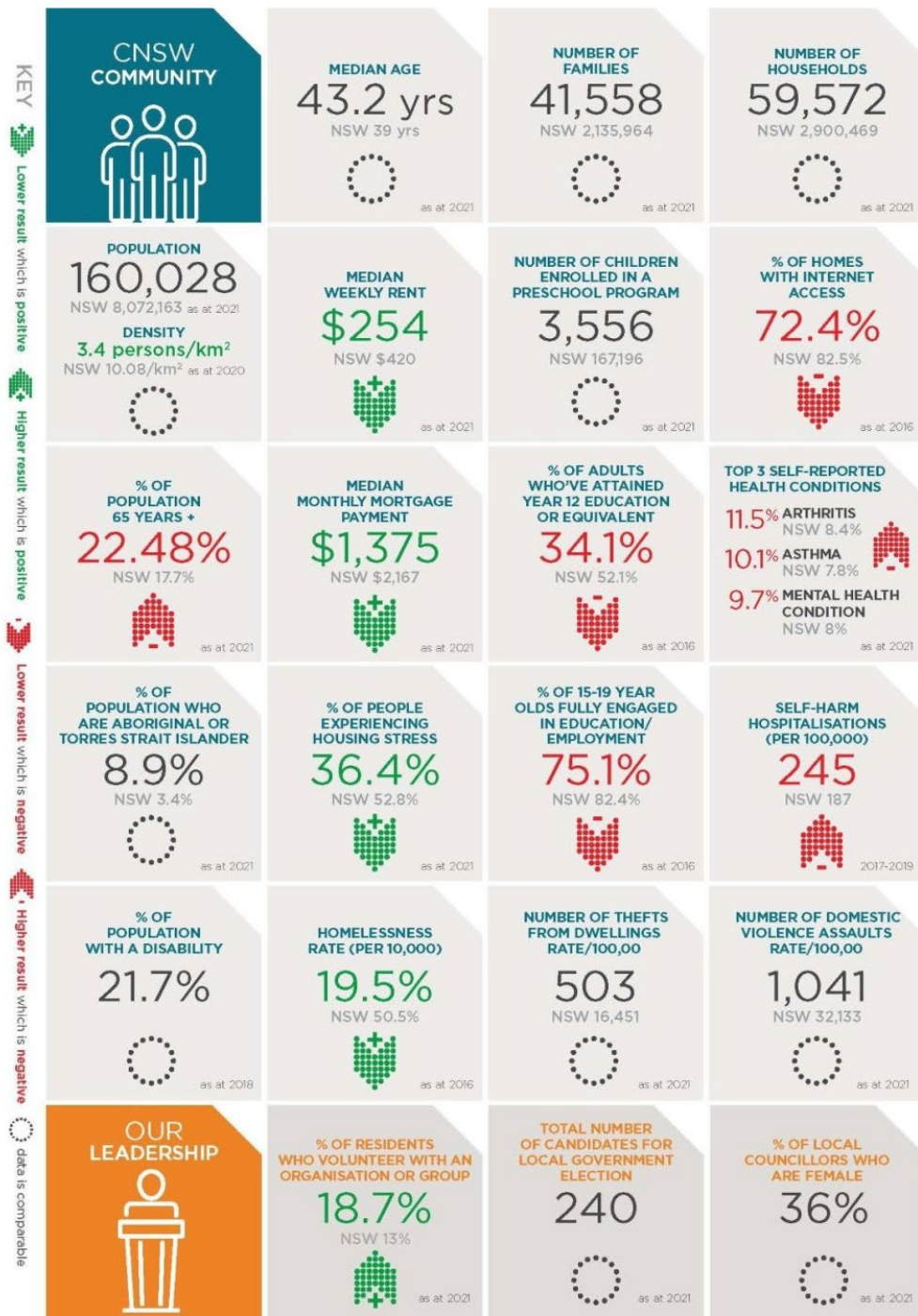
It is intended that this Snapshot will be updated with contemporary data ahead of each local government election (usually every four years) to provide a state comparison and will be available to the region to inform the review of the Statement of Strategic Regional Priority. Information on how to read this document is provided on the back page.

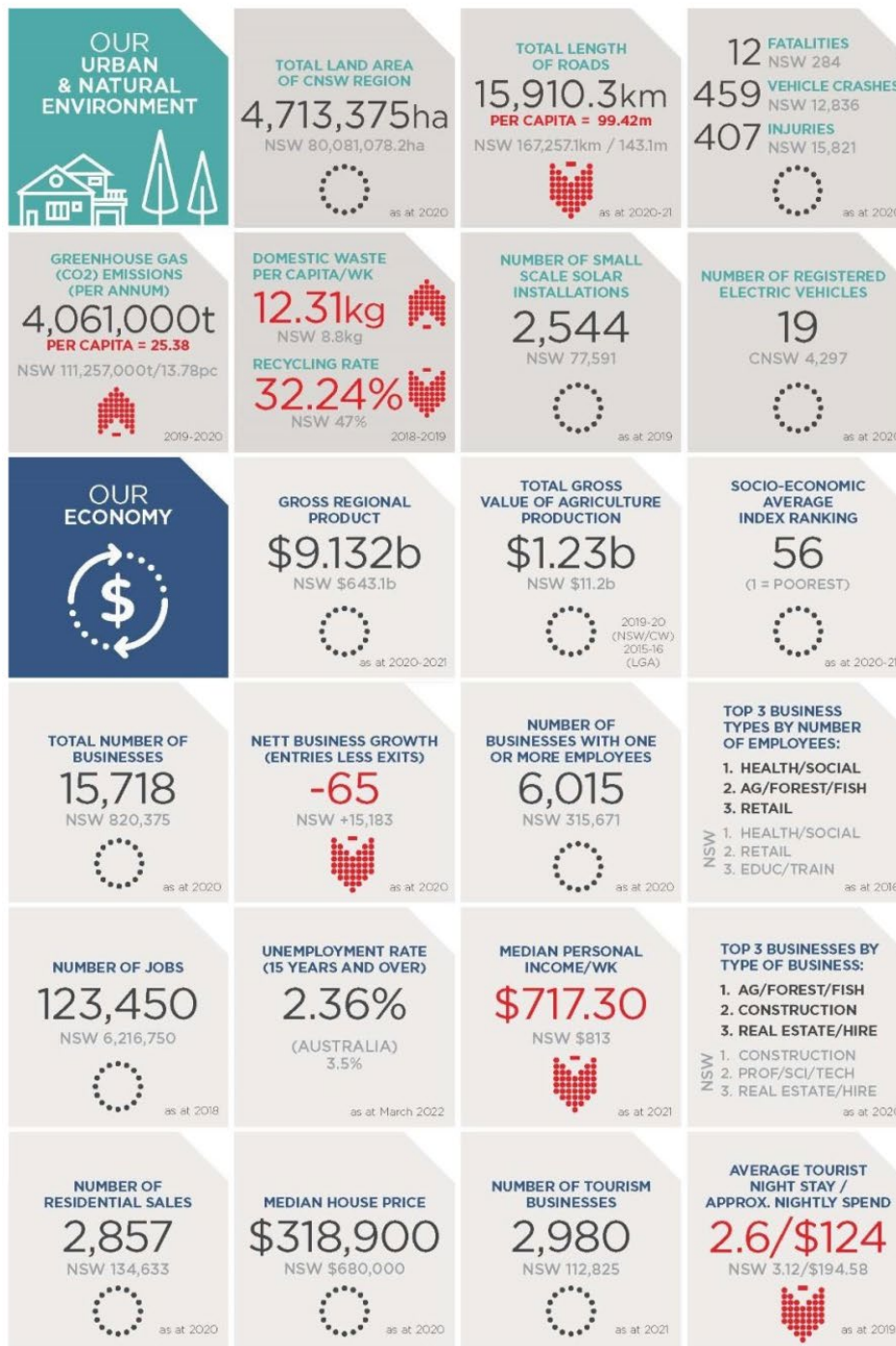
An aerial photograph of a lush green landscape with several colorful hot air balloons floating in the sky. A semi-transparent map of the Central NSW region is overlaid on the left side of the image, with the region's boundaries highlighted in orange. The map shows various local government areas within the region.

**CENTRAL NSW
JOINT ORGANISATION**

Central NSW Joint Organisation (CNSWJO) provides strong cohesive leadership that aligns all tiers of government to deliver our region's community derived strategic priorities. CNSWJO has co-ordinated this project.

Our member councils Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Lachlan Shire Council, Oberon Council, Orange City Council, Parkes Shire Council, and Weddin Shire Council all have unique strengths and weaknesses which shape their individual opportunities and challenges, as does the region.










HOW TO READ THIS DOCUMENT

The data included has been collated under four themes which reflect the quadruple bottom line: community, economy, urban and natural environment, and community leadership.

For the purposes of this analysis the Central NSW region includes the ten local government areas of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Oberon, Orange, Parkes and Weddin has been compared to the same data for NSW.

The data included for CNSW is reflected as follows:

-  Indicates CNSW data is comparable with the state as a whole (or a comparison is not useful).
-  CNSW data shows a **higher result** which is **positive** compared to the state average.
-  CNSW data shows a **lower result** which is **positive** compared to the state average.
-  CNSW data shows a **higher result** which is **negative** compared to the state average.
-  CNSW data shows a **lower result** which is **negative** compared to the state average.

SOURCING THE DATA

This Snapshot relies on data from a number of sources. These data sets are updated with varying frequency. The most recent and up-to-date data is included in the summary (and the date of its publication is provided in each data cell). This means that some data is older than others. The primary sources of data used in this Snapshot include:

- Australian Bureau of Statistics
- NSW Bureau of Crime Statistics and Research
- Transport for NSW road safety statistics
- SnapshotClimate.com.au
- NSW Health
- NSW Electoral Commission
- Destination NSW
- NSW Office of Local Government Comparative Report.



FOR EXAMPLE: This data tile demonstrates there is a much lower rate of homelessness in CNSW which is a **positive** result compared to the rate of homelessness per 100,00 people in NSW.



Water

Please request the full report that provides updates on advocacy by the region across multiple fronts in the strategic water planning and management space, including;

The Town Water Risk Reduction Program (TWRRP) has sought to work in partnership with the Local Water Utility (LWU) sector to reform the regulatory framework and, in response to a report by the NSW Auditor General, its management of this framework in support of LWUs.

As previously reported, the CNSWJO and some member Councils have been actively engaged throughout the course of this 2-year program to try and shape a fit-for-purpose framework that will deliver on the requirements of Councils and their communities as well as the state government and its regulatory agencies in the delivery of local water utility services. There has been a huge amount of work leading up to the release in July of the new Regulatory and Assurance Framework. With this completed, DPE Water are now focusing their efforts on the development of guidance to support the implementation of the new framework and on finalising reports from pilot projects including the CNSWJO pilot to codesign a potential regional approach to local water utility strategic planning.

The CNSWJO, together with Mayor Bill West representing LGNSW, have continued to participate in the TWRRP Stakeholder Advisory Panel and through this, discussions on various aspects of the program including the development of guidance notes, strategies on training and skills and an alternate funding model.

Concurrently, the state government continues to work on its suite of strategic water management plans including the development of the Regional Water Strategies for the Lachlan and Macquarie - Castlereagh catchments and on the rollout of actions from its 20-year State Water Strategy. This includes the release of a public consultation draft NSW Groundwater Strategy and work with the CNSWJO on a regional water loss management program under its Water Efficiency Program and Framework.

The Water report provides advice on submissions made through the Executive on draft guidance notes including for the Quality Assurance Framework and on Incident and Emergency Management for LWUs and seeks their endorsement.

It also sought the Board's endorsement of the submission made through the Executive on the Draft NSW Groundwater Strategy and for the final report on the CNSWJO Town Water Risk Reduction Program pilot to codesign a potential regional approach to local water utility strategic planning approved under the hand of the Chair.

A status update was provided on the CNSWJO Regional Water Loss Management Centres Project to codesign with DPE a JO level Regional Water Loss Management Centres approach to reduce non-revenue water and achieve greater water efficiencies for communities.

A separate Briefing Note No. 13 distributed by email and provided as an attachment to the Board details other consultative processes underway notably with regard to the Lachlan and Macquarie - Castlereagh Regional Water Strategies and the review of the Water Sharing Plan for the Macquarie-Bogan catchment.

Please request any supporting background.

Regional Submissions

Members have forwarded requests for the JO to lodge submissions, where all advice provided is within existing policy. All are available on the CNSWJO website at <https://www.centraljo.nsw.gov.au/submissions/>

The Board has approved and/or endorses submissions for the

- a. Town Water Risk Reduction Program (TWRRP) proposed incident and emergency management framework for local water utilities, the TWRRP Quality Assurance framework for the department’s regulation and assurance of local water and the DPE Water Draft NSW Groundwater Strategy;
- b. Town Water Risk Reduction Program pilot to codesign a potential regional approach to local water utility strategic planning
- c. AEMO on the region’s discontent regarding unaccounted for energy where the current trajectory sees an increase in member councils’ electricity bills of a total close to \$300k per year.

Value to members

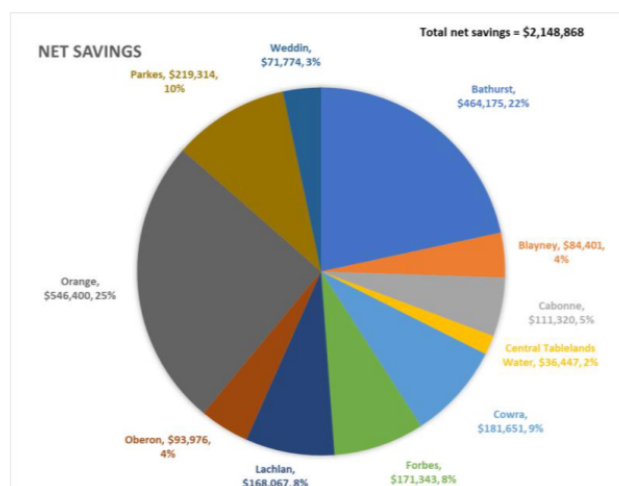
A snapshot of the value to members of the various activities undertaken by the JO for their members in the context of the CNSWJO Strategic Plan follows.

VALUE FOR MEMBERS 2020/2021	FY 19/20	FY 20/21	FY 21/22	FY 22/23
SUBMISSIONS	20	23	16	4
PLANS, STRATEGIES AND COLLATERAL	26	12	3	4
GRANTS SEEKING	3	3	0	
GRANT FUNDING RECEIVED	\$215k	\$736k	0	\$1.7m
COMPLIANCE	13	9	11	1
DATA	6	3	1	11
MEDIA INCLUDING SOCIAL MEDIA	13	18	25	2
COST SAVINGS	\$1.87m	\$2.2m	\$2.1m	
REPRESENTATION	147	159	210	33
OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED	35	102	101	30

Savings

The following chart shows the savings achieved by member councils through aggregated procurement and programming net of JO costs. An explanation of the meaning of each column has been reported previously and is available on request. The chart reflects the total savings for the 21/22 financial year.

Please contact Ms Jennifer Bennett, Executive Officer, 0428690935, with any queries regarding this advice.



Minutes of the CNSWJO Board Meeting 12 October 2022 held in Sydney at LGNSW Board meeting

In Attendance

Cr R Taylor	Bathurst Regional Council	Cr J Medcalf OAM	Lachlan Shire Council
Cr K Beatty	Cabonne Council	Cr A McKibbin	Oberon Council/UMCC
Cr B West	Cowra Shire Council	Cr J Hamling	Orange City Council
Cr C Roylance	Forbes Shire Council	Cr K Keith OAM	Parkes Shire Council

Mr A Cattermole	Bathurst Regional Council	Mr K Boyd	Parkes Shire Council
Mr M Dicker	Blayney Shire Council	Ms N Vu	Weddin Shire Council
Mr B Byrnes	Cabonne Council	Ms R Fagan	RDACW
Mr P Devery	Cowra Shire Council	Ms O West	Regional NSW
Mr S Loane OAM	Forbes Shire Council	Ms J Bennett	CNSWJO
Mr G Tory	Lachlan Shire Council	Ms M Macpherson	CNSWJO
Mr G Wallace	Oberon Council	Ms A Thomas	CNSWJO
Mr D Waddell	Orange City Council	Ms V Page	CNSWJO

Meeting opened at 12.35pm by Chair Cr Kevin Beatty

1. Welcome from the Chair

2. Acknowledgement of Country

3. Apologies applications for a leave of absence by Joint Voting representatives

Cr S Ferguson, Cr M Kellam, Cr P Miller, Cr C Bembrick, Cr D Somerville, Mr D Sherley, Mr B Byrnes, Mr G Rhodes, Mr W Sunderland

Resolved	Cr J Hamling/Cr B West
That the apologies for the Central NSW Joint Organisation Board meeting 12 October 2022 listed above be accepted.	

4. Conflicts of Interest - Nil declared

5. Minutes

Confirmation of the Minutes of the CNSWJO Board Meeting 26 May 2022 held in Sydney at Club York.

Resolved	Cr K Keith/Cr B West
That the Central NSW Joint Organisation Board confirm the Minutes of the CNSWJO Board Meeting 26 May 2022 held in Sydney at Club York.	

6. Business Arising from the Minutes – Matters in Progress

Resolved	Cr J Medcalf/Mr J Hamling
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

7. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

Resolved	Cr K Keith/Cr R Taylor
That the Board note the Financial Report.	

b. Remuneration for the Chair and or other Mayors in their capacity as Board members for the Central NSW JO

Resolved	Cr J Medcalf/Cr J Hamling
That the report on the remuneration for the Chair and or other Mayors in their capacity as Board members for the Central NSW JO be resubbed to next meeting.	

c. Adoption of the draft Review Statement of Strategic Regional Priority for member comment

Resolved	Cr R Taylor/Cr K Keith
That the Board note the report on progress on developing the Statement of Strategic Regional Priority (SSRP) for this term of the JO; and	
<ol style="list-style-type: none"> 1. Adopt the Draft SSRP and provide to members for comment giving 30 days with an amendment adding <ol style="list-style-type: none"> 7.4 Understanding our energy (including fuel and electricity) security, capacity and scalability; 2. Adopt the suite of associated strategies that inform the SSRP those being: <ol style="list-style-type: none"> I. The CNSWJO Strategy to 2025 II. The CNSWJO Strategy Risk Management Plan III. Community Strategic Plans Environmental Scan IV. Local Strategic Planning Statement Environmental Scan V. Report from the CNSWJO Conference 3. Note that a report regarding the JO Structure, EO Performance Review, JO Communications' Plan and all policies including mandatory policy will come to the Board meeting in November; 4. Adopt the "Regional PlaceMat" and commend members they provide representation to quality check-in meeting as part of GMAC for individual LGA PlaceMats; 5. Receive advice on an enduring subcommittee to provide advocacy and strategic support to the Chair between meetings; 6. Receive scoping advice a "Policy Lab" approach in collaboration with Charles Sturt University to growing engagement with key stakeholders including industry, peak bodies and Councillors; and 7. Confirm the small-scale solar installations figure in the regional data. 	

1.00pm suspension of meeting

Resolved	Cr J Hamling/Cr B West
That the meeting be suspended to hear speakers.	

8. Speakers

Mr Scott Phillips Chief Executive Local Government NSW

Actions:

- Scott to circulate to the Board the LGNSW submission to IPART on rate peg methodology.
- JO Board to write to follow up regarding Cr Keith's suggestion the Old Shires Association model be used with the JO Boundaries.
- JO Board to follow up with LGNSW regarding the advocacy for more cadetships with the State.

Ms Jenny Aitchison, MP Member for Maitland Shadow Minister for Regional Transport and Roads

Mr Greg Warren, MP Member for Campbelltown Shadow Minister for Local Government, Shadow Minister for Veterans, and Shadow Minister for Western Sydney

The Hon. Mick Veitch, MLC Shadow Minister for Regional NSW, Shadow Minister for Agriculture, and Shadow Minister for Western NSW

The Hon Rose Jackson, MLC Shadow Minister for Water, Housing and Homelessness

Actions:

- Follow up with Micks Offer to arrange a roundtable in region in November. Include Paul Scully re common planning assumptions.
- JO to coordinate a tour in the region

3.10pm resumption of meeting

Resolved	Cr B West/Cr R Taylor
That the meeting resume.	

d. Health and Building Surveyors Skills Shortages Working Group

Resolved	Cr J Hamling/Cr R Taylor
That the Board note the Health and Building Surveyors Skills Shortages report and	
<ol style="list-style-type: none"> a. adopt the Terms of Reference for the Health and Building Surveyors Skills Shortages Working Group; b. send a joint delegation to meet with Minister Roberts; and c. seek advice on insurance to enable cross Council activity. 	

e. Audit Risk and Improvement in Councils Report

Resolved	Cr K Keith/Cr A McKibbin
That the Board note the report from the Audit Risk and Improvement in Councils Working Group on assurance mapping and	
<ol style="list-style-type: none"> 1. write to Statewide both thanking them for their advice and support to date and seeking advice and support for an affordable response to the draft OLG Guidelines on assurance mapping; 2. advocate to the OLG that potential costs for assurance mapping are too high and to ensure that this is not mandatory; and 3. write to all ARICs in the region providing advice on the Audit Risk and Improvement in Councils Working Group' TOR and current program welcoming any feedback. 	

f. Energy Program

Resolved	Cr J Medcalf/Cr K Keith
That the Board notes the report on the Energy Program and	
<ol style="list-style-type: none"> 1. note the current RACE for 2030 application has been stopped due to Essential Energy's withdrawal from the project at the last moment prior to project approval, and that other options are being explored to complete the work without Essential Energy; 2. endorse the correspondence and submission to AEMO on the region's discontent regarding unaccounted for energy where the current trajectory sees an increase in member councils' electricity bills of a total close to \$300k per year; 3. note the AER Regulatory Proposal Process is underway, with Southern Lights Group providing significant involvement in the public lighting aspects; 4. adopt the CNSWJO Emissions Reduction Plan: Regional Opportunities and receive advice on implementing its recommendations; 5. follow up on the LED lights roll out for Parkes; and 6. invite David Wilson, Manager Distribution Connections, Essential Energy to the next Board meeting. 	

Priority Two: Regional Prosperity

g. Report of Regional Australia Institute event Regions Rising Canberra

Resolved	Cr B West/Cr J Medcalf
That the Board note the report on the Regions Rising event and continue to advocate in collaboration with RDA Central West for shared priorities including:	
<ol style="list-style-type: none"> 1. co-hosting events and familiarisations in region for Federal representatives and bureaucrats; 2. progressing the alignment between this region and precincts commitments by the Federal Government including ongoing engagement with the National Farmers' Federation; 3. engaging with the Regional Australia Institute in progressing these ambitions; 4. receive a report on opportunities afforded to the region from the Rebalance the Nation Framework; and 5. seek a time to meet with Minister Kings Office and provide advice on the Dutch Model. 	

Priority Four: Regional Water Security

h. Water Update

Resolved	Cr B West/Cr A McKibbin
That the Board note the Regional Water report and:	
<ol style="list-style-type: none"> 1. endorse the submissions made through the Executive to the Town Water Risk Reduction Program (TWRRP) proposed incident and emergency management framework for local water utilities, the TWRRP Quality Assurance framework for the department's regulation and assurance of local water and the DPE Water Draft NSW Groundwater Strategy; 2. endorse the final report on the CNSWJO Town Water Risk Reduction Program pilot to codesign a potential regional approach to local water utility strategic planning approved under the hand of the Chair; and 3. seek to bring forward the work on Wyangala Business case. 	

i. Upper Macquarie County Council (UMCC) Biosecurity Prosecution Fund Report

Resolved	Cr A McKibbin/Cr R Taylor
That the Board note the report on the Biosecurity Prosecution Fund Report and	
<ol style="list-style-type: none"> 1. support UMCC seeking NSW Government support for the establishment of a Biosecurity Prosecution Fund where this decision not impact any existing State funding; and 2. include this advice to LGNSW. 	

j. Report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2019/2021

Resolved	Cr K Keith/Cr J Medcalf
That the Board note the report to the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority.	

9. Support for the Housing Plus Proposal for more affordable housing in the region.

Jenny to send through the Confidential report to Olivia West.

10. Regional NSW Update by Oliva West.

- Will be developing a quarterly update of Liveability in Region and seeking support from Councils on data.
- RLE will hold a workshop on regional development/liveability meet biannually
- 27 October Chris Hanger Deputy Secretary to attend GMAC
- There will be regional NSW tours with senior bureaucrats
- REDS – make sure your comments are captured
- Stay on top of funding deeds in the lead up to the election

11. Late Reports – Nil**12. Matters raised by Members**

Cr Keith is on the NSW Advisory Health Committee- if anyone has any thoughts please contact him.

13. Speakers to next meeting

- Essential Energy - Mr David Wilson
- IPART Workshop
- With support of MLC Mick Veitch - Shadows Round Table end of November/early December

14. Next meeting

GMAC – 27 October 2022 – Orange

Board – 24 November 2022 – Forbes

Board – 1 December 2022 – Tentative (Administration online)

Meeting closed 4.40pm

Page 5 is the last page of the Central NSW Joint Organisation meeting 12 October 2022



MR03122

Friday 7 October 2022

Record regional job vacancies; skills shortages widen city-country divide and put a handbrake on growth

Almost one third of advertised job vacancies are in regional Australia, according to this week's National Skills Commission (NSC) data.

Regional Australia Institute (RAI) CEO Liz Ritchie said August data shows 309,000 job advertisements nationally of which 91,000 are in the regions.

"When accounting for unadvertised jobs, which are often low-skilled, temporary positions, we know this number could be doubled or even tripled," Liz Ritchie said.

The NSC's Skills Priority List identifies national shortages across 286 occupations, up from 153 in 2021. The most pronounced national shortages are in the areas of health care, trades; machinery operators and personal services such as aged care and childcare workers.

The shortages in these skills are biting hard in regional Australia and if left unaddressed threaten to widen the gap between city and country and see the regions miss out on valuable opportunities.

Two thirds of the regional vacancies are for managerial, professional, and qualified trades positions. The impact of the lack of skilled workers makes for stark reading.

About 3.7 million regional Australians live in a regional childcare desert. When it comes to access to a doctor, there are about 328 full time equivalent GPs for every 100,000 people in the regions compared to an average of 465 FTE GPs in our capital cities.

Ms Ritchie said a shortage of builders, plumbers, electricians, machinery operators and labourers was constraining badly needed developments such as new housing projects and putting a handbrake on productivity growth.

Addressing regional Australia's unprecedented jobs and skills gap is a key aim of the RAI's *Regionalisation Ambition 2032 – A Framework to Rebalance the Nation*, launched last month.

The Framework includes a goal to reduce recruitment difficulty to below 40 percent, down from 70 percent today and to increase the share of skilled workers employed in regional Australia to 80 percent up from 73 percent in 2022.

"The key to addressing the region's labour difficulties is to increase the overall number of people making a living in the regions," Ms Ritchie said.

The RAI wants to see a doubling of the proportion of new migrants settling in regional Australia by 2032, and a national population plan to chart a pathway to lift the regions overall population to 11 million, up from 9.5 million today.



The RAI's most recent *More Jobs; More Opportunities* campaign is promoting the career opportunities outside city bounds to urban Australians who might be considering a regional move.

"Now more than ever, Australians moving to the regions can not only benefit from an improved lifestyle with more time and more value but also enjoy a rewarding regionally-based career.

"We welcome today's meeting of federal, state and territory skills and training ministers and hope the plight of jobs and skills in regional Australia is given adequate attention," Ms Ritchie said.

For media enquiries contact:

Alexandra Macaulay

Ph: 0409 652 465

E: Alexandra.Macaulay@regionalaustralia.org.au

Greg Tory

From: Allan Burgess <alkanat@bigpond.com>
Sent: Friday, 14 October 2022 12:07 PM
To: 'Kiama Council'; 'Kiama Council EA'; 'Kiama Council Mayor'; Council; Councillor John Medcalf OAM; Greg Tory; 'Leeton GM'; 'Leeton PA'; 'Leeton Shire Mayor'; 'LGNSW CEO'; 'LGNSW President'; 'Lithgow Council'; 'Lithgow Council GM'; 'Lithgow Council Mayor'; 'Lithgow Council PA'; 'Liverpool Council GM'; 'Liverpool Plains Council'; 'Liverpool Plains Mayor'; 'Local Gov NSW Executive Assistant'; 'Lockhart Council Mayor'; 'Lockhart GM'; 'Midwestern Council Mayor'; 'Miswestern Council GM'; 'Moree Plains Council'; 'Moree Plains Council PA'; 'Moree Plains Shire Mayor'; 'Murray River Council Mayor'; 'Murray River GM'; 'Murray River PA'; 'Murrumbidgee Council GM'; 'Murrumbidgee Council Mayor'; 'Murrumbidgee PA'; 'Narrabri Council'; 'Narrabri Shire GM'; 'Narrabri Shire Mayor'; 'Narrandera Council PA'; 'Narrandera Shire Mayor'; 'Narromine Council GM'; 'Narromine Council PA'; 'Narromine Shire Council'; 'Narromine Shire Mayor'; 'Oberon GM'; 'Oberon PA'; 'Oberon Shire Council'; 'Oberon Shire Mayor'; 'OLG Executive Director'; 'OLG PA'; 'Orange Council'; 'Orange Council Mayor'; 'Parkes Council'; 'Parkes GM'; 'Parkes Mayor'; 'Parkes PA'; 'Paul Hickey'; 'Port Stephens GM'; 'Port Stephens Mayor'; 'Port Stephens PA'; 'Queanbeyan- Palerang Council PA'; 'Queanbeyan-Palerang Council GM'; 'Queanbeyan-Palerang Mayor'; 'Richmond Valley Council'; 'Richmond Valley Mayor'; 'Richmond Valley PA'; 'Shellharbour Council EA'; 'Shellharbour Council GM'; 'Shellharbour Council Mayor'; 'Shoalhaven City Council PA'; 'Shoalhaven Council'; 'Shoalhaven Mayor'; 'Singleton Council Mayor'; 'Singleton Council PA'; 'Snowy Monaro Council'; 'Snowy Monaro Mayor'; 'Snowy Monaro PA'; 'Snowy Valleys Council Cr Support'; 'SVC Council'; 'SVC Mayor'; 'Tamworth Council'; 'Tamworth Council Mayor'; 'Temora Council'; 'Temora Shire Mayor'; 'Tenterfield Council'; 'Tenterfield Shire Mayor'; 'Upper Lachlan Council'; 'Upper Lachlan Mayor'; 'Uralla Council'; 'Uralla Council Mayor'; 'Uralla Council PA'; 'Wagga Wagga Mayor'; 'Wagga Wagga PA GM'; 'Walcha Mayor'; 'Walcha Shire Council'; 'Walcha Shire GM'; 'Walgett Shire Council'; 'Walgett Shire Council GM'; 'Walgett Shire Mayor'; 'Warren Shire GM'; 'Warren Shire Mayor'; 'Warren Shire PA'; 'Warrumbungle Council'; 'Warrumbungle GM'; 'Warrumbungle Mayor'; 'Warrumbungle PA'; 'Weddin Shire Mayor'; 'Wentworth Shire GM'; 'Wentworth Shire Mayor'; 'Wentworth Shire PA'; 'Wingecarribee Shire Council'; 'Wingecarribee Shire Council PA'; 'Wingecarribee Shire Council Administrator'; 'Yass Council'; 'Yass Mayor'; 'Yass Mayors PA'

Subject: FW: report of Sydney meetings

Attention Mayors and General Managers

Please see information below regarding the Bio Diversity Offset Scheme also some additional information viz

Hi Cr Davies

Thanks for your call yesterday regarding the Biodiversity Offset Scheme and your meeting with the Minister for the Environment.

As promised, I contacted the Department of Planning and Environment (DPE) and asked about the composition of the independent review panel for the Biodiversity Conservation Act statutory review.

DPE confirmed the panel had been announced (quietly) the other week. Details of panel members and the ToR for the Act review are on the DPE website

<https://www.environment.nsw.gov.au/topics/animals-and-plants/biodiversity/overview-of-biodiversity-reform/statutory-review-of-the-biodiversity-conservation-act-2016>

The review will be led by independent experts appointed by the government - Dr Ken Henry AC, supported by Mr Mike Mrdak AO, Dr John Keniry AM and Professor Michelle Leishman. LGNSW was not consulted or approached with regards to local government representation on the Review Panel, and none of the members appear to have direct local government experience. We will follow up with the Minister about this on behalf of councils.

The website refers to an upcoming public consultation process on the review, so we will definitely be engaging in that on behalf of local government and also supporting councils to engage wherever possible.

regards

Susy Cenedese

Strategy Manager Environment

T 02 9242 4080 | M 0413 334 092

Susy.Cenedese@lgnsw.org.au

lgnsw.org.au

Cheers,

Allan Burgess

Secretariat

Country Mayors Association of NSW

Ph: 0418 249 147

Email: alkanat@bigpond.com

From: Craig Davies <cr.cdavies@narromine.nsw.gov.au>

Sent: Wednesday, 12 October 2022 10:55 AM

To: Allan Burgess <alkanat@bigpond.com>

Cc: Sally McDonnell <smcdonnell@narromine.nsw.gov.au>; Alliance of Western Councils <AWC@narromine.nsw.gov.au>

Subject: report of Sydney meetings

Can this be forwarded to the members of the CMA please Allan.

Fellow CMA members ,

Following up on the meetings Brad Cam, GM Mid-Western Regional Council and I have had with politicians in Sydney regarding the Bio Diversity Offset Scheme yesterday I wish to report the following. Having Brad Cam made this lobbying so much more effective and I am very grateful that he gave his time for it.

Meeting 1.

Shooters, Fishers and Farmers Party

Very sympathetic to our cause , understand the situation very well and will campaign against the current legislation for the March election. They believe they have novel ways of overcoming the cost to developers in Rural and Regional NSW. We met with their entire membership and they expressed confidence in being able to potentially pick up Nat seats in March. I'm not sure if the Nats will become more vocal in supporting their constituency regarding this matter but it would be very timely.

2) Meeting Minister Griffin , Minister for the Environment and responsible for this legislation and current review. Again, a positive response and acknowledgement that the Act is causing issues that are unintended. I put forward a list of nine examples and made it abundantly clear that it was unacceptable for those of us in regional NSW to have to put up with senseless legislation . I think he was possibly embarrassed that he had inherited this Act and gave assurances that the current Review would remedy as much of it as possible. There is apparently an LGNSW

representative on this review committee but who that may be is a mystery . We have been invited now to have a member of CMA involved before they bring in another lot of legislation that won't work. We have also been given the opportunity to have all previously assessed projects reassessed due to the inconsistency of previous assessments. That in itself is reassuring as long as the outcomes are better. I will contact as many of the previous applicants as I can and give them this news. The minister was understanding and we appreciated both his time and understanding of the predicament this legislation has left many developers including councils across rural and regional NSW.

3) Penny Sharpe , Opposition Environment spokesperson.

Again , an understanding that the legislation is achieving poor outcomes . Clearly Labour have a different agenda but I believe they would wish to introduce better legislation for the environment than this. They are happy to discuss further should they become the Government knowing that the whole community need to support whatever is proposed. Finally, Brad and I proposed to all that as a maximum, a cap of 10% of the capital cost of any project be the limit on costs associated with BDOS IN Rural and Regional areas. We still have work to do but have started positively and an election will add the impetus behind reform that will lead to better outcomes. I suggest all members lobby their local member and have him advocate on behalf of his constituency.

Regards

Craig

The trip has been very much worthwhile and I will thank all involved for their time and understanding during our meetings. I will also ensure that CMA have representation from the CMA rather than a city based council with no understanding of the situation

Regards

Craig Davies

Mayor

Narromine Shire Council

Chair Alliance of Western Councils

P.O. Box 115 Narromine NSW 2821

M: 0429887707

E: cr.cdavies@narromine.nsw.gov.au

W: www.narromine.nsw.gov.au | www.narromineregion.com.au



EMAIL DISCLAIMER: This e-mail and any attachment to it are intended only to be read or used by the named addressee. It is confidential and may contain legally privileged information. No confidentiality or privilege is waived or lost by any mistaken transmission to you. If you receive this e-mail in error, please immediately delete it from your system and notify the sender. You must not disclose copy or use any part of this e-mail if you are not the intended recipient. Narromine Shire Council (NSC) is not responsible for any unauthorised alterations to this e-mail or attachment to it. Views expressed in this message are those of the individual sender and are not necessarily the views of Narromine Shire Council. If correspondence includes personal information, please refer to [Council's Privacy Management Plan](#). This email may be made available to third parties in accordance with the Government Information (Public Access) Act 2009.



Country Mayors Association of NEW SOUTH WALES Inc.

Chairperson: Cr Ken Keith OAM
PO Box 337, Parkes NSW 2870
02 6861 2333
ABN 92 803 490 533

10 October 2022

Country Mayors members have been adversely affected by the State Governments requirements for the accounting of Rural Fire Services Assets. Leeton Shire Council through their consultant discovered that the Office of Local Government had received advice that these assets did not form part of a council's accounts and as a result it was resolved at the Country Mayors meeting of the 11 March 2022 that the Country Mayors Association writes to the NSW OLG to request a copy of any opinion (legal or accounting or other) in relation to the accounting treatment of RFS assets by NSW Councils, respectfully requesting such opinion/s be furnished by 31 March 2022.

No response was received and Leeton Shire Council requested that the CMA Executive submit a Government Information Public Access (GIPA) request to obtain any advice received by the Office of Local Government. This was agreed to at the Executive Committee meeting held the 25 July 2022 but was deferred until the results of a joint meeting with CMA, LGNSW and State Government representatives was known.

This meeting held in early September and attended by Treasurer Kean, Minister Cooke, Minister Tuckerman, the Auditor General and their staffs, LGNSW President Turley and myself.

The results of that meeting were unsatisfactory, we being told that there was no impact on council's recording red fleet assets on council's statements, and that there would be dire circumstances for council's that do not record red fleet on those financial statements.

Each Council needs to make their own decision about what it records but the Executive would encourage member Councils to hold firm and not capitulate under the Auditor General's threats of a qualified audit opinion.

As a result of the GIPA application the attached information has been received

Cr Ken Keith OAM
Chairman

Cheers,

Greg Tory

From: Cr Darriea Turley AM - LGNSW President <lgnsw@lgnsw.org.au>
Sent: Thursday, 6 October 2022 7:39 PM
To: Greg Tory
Subject: Important Red Fleet Update
Attachments: Red_Fleet_Letter.pdf



Important Red Fleet Update

Dear Mr Tory,

The Minister for Local Government has today sent all of you a letter (attached) regarding Rural Fire Service (RFS) mobile assets (the Red Fleet) which includes a Treasury summary attempting to:

- Set out accounting entries to demonstrate that councils bear no profitability or cash impact from recognising Red Fleet assets
- Elaborate on the TCorp assessment of credit for councils that proposes to mitigate any impact from including Red Fleet assets in financial statements
- Provide a short summary of the key arguments for its positions.

In addition, the letter includes advice that the Office of Local Government will make appropriate adjustments to the assessment of performance for councils that record Red Fleet assets in their financial statements.

While we appreciate the Government's delayed recognition that this is a real issue for councils, what is clear, is that the Government is taking a range of elaborate steps to circumvent the logical and rational step of simply recognising that RFS mobile assets should be sensibly vested in the RFS – in line with the case for all other emergency services.

The core issue here remains that the NSW Government is trying to shift state assets onto local government books.

If it is indeed the case that these various accounting solutions will have zero impact on financial statements, then it logically follows that the NSW Government should have no concerns recognising these assets in its own financial statements.

The notion of councils being deemed to control assets over which they have no control, also poses serious issues in terms of the controlling legal liability for these assets.

LGNSW is encouraged by the many councils who continue to recognise that it is not the responsibility of local government to recognise depreciating State Government assets, notwithstanding the NSW Government's menacing statements regarding qualified audits. I

encourage all councils to consider what action is appropriate in your circumstances.

Multiple councils have submitted motions on this matter for consideration at the LGNSW Annual Conference later this month, demonstrating the breadth of support across the local government sector to have this matter suitably resolved.

We will continue our advocacy on this matter in the lead up to the State Election and continue to seek legislative amendments to sensibly resolve the NSW Government's unjustifiable position.

Yours sincerely

Cr Darriea Turley AM

President LGNSW

Questions?

Feel free to send us an enquiry regarding this member message.

[Contact us today](#)

Follow Us





OFFICIAL

6 October 2022
Ref: A833480

Cr Darriea Turley AM
President
Local Government NSW
L8, 28 Margaret Street
SYDNEY NSW 2000

By email: President@lgnsw.org.au

Dear Cr Turley

The NSW Government is committed to working constructively with the local government sector regarding the accounting treatment of rural fire assets.

To support councils to undertake the recommended stocktake of vested assets, I understand that Treasury wrote to Local Government NSW (LGNSW) on 4 August 2022 providing a current list of red fleet assets compiled by the Rural Fire Service (RFS), as well as standard costing information for these assets, also prepared by RFS.

I am advised that on 6 September 2022 the RFS Commissioner wrote to all RFS Area Commanders and District Managers highlighting the importance of working with councils to provide information that they require in relation to the assets. The Commissioner indicated that RFS District Offices should support councils where they require access to inspect or maintain these assets.

As you will be aware, some councils have expressed concern that recognising the assets has, or would have, an adverse impact on their financial position. To assist in clarifying this matter, I have attached a short summary prepared by officers in Treasury that attempts to:

- set out simply the practical accounting entries that demonstrate that over time councils bear no profitability impact and have no direct cash impact from recognising the assets;
- elaborate on the amended Treasury Corporation assessment of credit for councils that mitigates any impact from including these assets in financial statements; and
- provide a short summary of the key technical accounting arguments.

In addition, I am aware councils are currently working with the Audit Office to finalise their 2021-22 financial statements. We understand that councils have raised potential concerns about the impact of reporting depreciation for RFS assets on local government performance measures. The Office of Local Government (OLG) is aware of these concerns and will take this into account when it undertakes sector monitoring and make appropriate adjustments to the assessment of performance.

OFFICIAL

GPO Box 5341 Sydney NSW 2001 ▪ P: (02) 8574 5280 ▪ W: nsw.gov.au/ministertuckerman

OFFICIAL

The Office of Local Government will be in contact shortly to issue invitations to online workshops to enable Treasury to explain the financial arrangements for the recognition of the red fleet assets, including the information attached. Officers from RFS will support Treasury with these discussions.

I trust this information is of assistance and if you require any further information please contact Stewart Walters at stewartwalters@treasury.nsw.gov.au or Ally Dench at ally.dench@olg.nsw.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Wendy Tuckerman', followed by two dots.

The Hon. Wendy Tuckerman MP
Minister for Local Government

Encl: Summary of financial implications Rural Fire Assets

CC:

The Hon. Matt Kean MP, Treasurer, Minister for Energy

The Hon. Step Cooke MP, Minister for Emergency Services and Resilience, Minister for Flood Recovery

NSW Local Government Councils

OFFICIAL

2



OFFICIAL

Treatment of Red Fleet Assets (RFA) by councils – summary of expected impacts (September 2022)

Assumptions

1. RFA are purchased predominantly using funds from the Rural Firefighting Fund (RFFF) by the Rural Fire Service (RFS) and provided to (and formally vested at that time in) Councils
2. Councils are not required to pay for these assets (so no cash or funding impact)
3. Operating expenses associated with the RFA are predominantly funded from the RFFF
4. Typically, the RFA will be replaced by RFS after the assets are no longer fit for purpose or if it is decided appropriate and agreed to provide a new asset (and sometimes repurpose the asset to another council)

Expected Accounting treatment

Assumes the example of a firefighting vehicle costing \$450,000 with a notional useful life of 25 years.

	Transaction	Impact on Operating Statement	\$	Impact on Balance Sheet and Net Worth of the Council	\$
1	RFA provided to Council	Increases Income Year 1	+450,000	Increases Asset base and Net Worth	+450,000
2	Year 1 of ownership	Depreciation of RFA (\$450,000 / 25 years)	(18,000)	Written Down Value of Asset (WDV) and Net Worth reduced by the depreciation	(18,000)
3	End of Year 1 position		(18,000)		\$432,000
4	Each year thereafter	Annual depreciation to Year 25, cumulative	(450,000)	Annual decrement of WDV of asset and Net Worth of the Council	(450,000)
5	Net Position at Year 25		0		0

Thus, in year 1 the council reflects a \$450,000 income and a \$450,000 increase in its assets and Net Worth that reverses year by year until year 25 at which point it is back to a net zero impact.

Throughout the 25 years, all these entries are non-cash so there is no impact on the cash or funding available for other council operations.

OFFICIAL



OFFICIAL

Credit Worthiness and Borrowings status as a result of the RFA being brought into the Operating Statement and Balance Sheet of the Council

1. TCorp has communicated that they have recently amended their credit methodology relating to the assessment of councils' operating performance to exclude depreciation (as a non-cash item) from operating expenses whilst including scheduled principal repayments to give a more accurate view of councils' ability to contain operating expenditure within operating revenue
2. Hence were depreciation to be included in the operating statement of a council when recognising the RFA, this should have no adverse impact on a council's ability to borrow from TCorp
3. Further, it is noted that from a debt service coverage and interest coverage perspective, TCorp's ratios are based on an EBITDA calculation which adds back depreciation (as a non-cash item) to earnings and therefore does not impact council's ability to borrow if they were to seek to a loan from TCorp.

Accounting Assessment of Control of Red Fleet Assets

1. Under Australian Accounting Standard AASB 116 *Property, Plant and Equipment*, issued by the Australian Accounting Standards Board (AASB) an entity recognises items of property, plant and equipment **in its financial statements**. Therefore, who controls an item is important.
2. AASB 15 (Revenue from Contracts with Customers) defines control as; '*the ability to direct the use of, and obtain substantially all of the remaining benefits from, the asset. **Control includes the ability to prevent other entities from directing the use of, and obtaining the benefits from, an asset***'
3. AASB 16 also includes in the right to control **the right to direct the use of the identified asset** (paras B24-B30)
4. *Framework for the Preparation and Presentation of Financial Statements* (para Aus49.1) states that '*An asset is a resource controlled by the entity as a result of past events and from which future economic benefits are expected to flow to the entity.*' and that '*In respect of not-for-profit entities in the public or private sector Future economic benefits is synonymous with the notion of service potential.*'
5. *AASB Conceptual Framework for Financial Reporting* in para 4.21 states that '*An entity has the present ability to direct the use of an economic resource if it has the right to deploy that economic resource in its activities, or to allow another party to deploy the economic resource in that other party's activities*'

OFFICIAL



OFFICIAL

Key technical arguments that, taken together, conclude control by councils

Ability to direct the use of RFA	Councils are the legal owners of the assets when vested from RFS under S119(2) of the Act
	Under the Service Level Agreements, councils have the ability to allow or prevent RFS from directing the use of and obtaining the benefits from RFA
Obtaining economic benefit from the RFA	Councils have responsibility under the Rural Fires Act (Part 4 – <i>Bush Fire Prevention</i>), to take practicable steps to prevent occurrence of bush fires. Therefore, councils receive the most benefit from the RFA in fulfilment of their statutory obligations. (In practice, brigades carry out this work on behalf of councils)
Preventing other entities from obtaining the benefits from an asset	Councils can prevent RFS from obtaining benefits from the RFA by not entering into service agreements with the RFS
	The Rural Fires Act requires councils to maintain RFA and if lost or destroyed, funds within the RFFF are used to replace RFA, which are again vested in councils

OFFICIAL

Greg Tory

Subject: FW: Infrastructure Contributions update

From: Wendy Banos <wendy.banos@dpi.e.nsw.gov.au> **On Behalf Of** DPIE PA Stakeholder Engagement Mailbox
Sent: Thursday, 29 September 2022 10:35 AM
To:
Cc: Jonathon Schipp <jonathon.schipp@dpi.e.nsw.gov.au>
Subject: Infrastructure Contributions update

Dear Stakeholders,

In October 2021, the Department of Planning and Environment exhibited a package of reforms to implement recommendations made by the Productivity Commission, following its review into infrastructure contributions.

We received 831 submissions from stakeholders and are working with stakeholders to try to resolve issues which include possible changes to the policies.

At this stage we will not be progressing the legislation that is before Parliament.

The Government is still committed to development contribution system improvements. We can still enhance and optimise how the infrastructure contributions system operates.

We will continue to work with stakeholders on the improvements, including planning and funding practices, and build the digital service which will modernise and digitise how infrastructure contributions are managed. This digital service will give councils confidence that funds will be collected and improve transparency for all users.

We will work with stakeholders to on-board users onto the digital service, and ensure appropriate training and support is available throughout this period.

We are now preparing a program of work for improvements for consultation which we will share shortly, along with the exhibition summary. We will keep you up to date on progress and timeframes.

We thank all community members, councils, and industry stakeholders for their valuable input throughout this period.

Jonathon Schipp (*he/him*)
Executive Director, Infrastructure Policy
Planning Policy
Department of Planning and Environment

E jonathon.schipp@planning.nsw.gov.au

dpi.e.nsw.gov.au



Greg Tory

From: Lisa Almond <lisa.almond@olg.nsw.gov.au> on behalf of Ally Dench <ally.dench@olg.nsw.gov.au>
Sent: Tuesday, 11 October 2022 3:34 PM
Subject: Implementation of the recommendations of JO review
Attachments: FINAL ToR - JO Review Implementation Inter-Agency Working Group 2022 (A815650).pdf; DRAFT FOR CO-DESIGN - JO Review Implementation Plan (003) (002).pdf

Dear Mayor and General Manager

As you are aware, the Office of Local Government commissioned a review of the joint organisations network to ensure that the framework is effective and that JOs can deliver their core functions of advocacy, strategic leadership, and better outcomes for regional communities. I am writing to provide you with an update on progress towards implementation of the recommendations of the JO review.

Shortly after the release of the review report, the Office of Local Government convened an Inter-Agency Working Group to consider the review recommendations and deliver an implementation plan. The overall objective of the working group is to support JOs to be an effective, strategic partner for Government, and to deliver their core functions. The working group's terms of reference are to:

1. Consider the extent to which each recommendation contained in the JO review report can be delivered, and which agency should lead that implementation work.
2. Develop a plan, with timeframes, milestones, and deliverables, for implementing each recommendation.
3. Make recommendations about actions needed to implement recommendations and gain support from agencies responsible for implementing the recommendations.
4. Collaborate with JOs and communicate the plan to JOs.
5. Report to each agency's executive leadership team and the network of JOs on progress.

The terms of reference are attached to this email.

Since establishment, members of the Inter-Agency Working Group have worked together to develop a draft JO review implementation plan. The draft implementation plan is attached. The draft plan has been shared with executive officers of JOs, and OLG, the Inter-Agency Working Group and JO executive officers are working together to finalise the plan and prioritise actions. The group met earlier this month to identify the three key big ideas to take forward as the first steps in delivering the JO implementation plan. These are:

Theme - Governance, promotion and communication

Project - Develop a JO communications strategy to promote JOs to member councils and provide a mechanism to engage JOs with agencies.

Theme - Accountability and performance

Project - Develop a list of key performance indicators for JOs to report against

Theme - Financial sustainability and boundaries

Project - Removing barriers to investment in JOs

We will come together again in 6 weeks to share progress and look at draft projects.

Please don't hesitate to get in touch with if you would like to contribute to the implementation actions.

Regards
Ally

Ally Dench

Executive Director, Local Government

Office of Local Government | Department of Planning and Environment

M 0408 651 923 | E ally.dench@olg.nsw.gov.au

Level 2, 5 O'Keefe Ave, Nowra NSW 2541

www.dpie.nsw.gov.au



Our Vision: Together, we create thriving environments, communities and economies.



The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically

This message is intended for the addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of the Office of Local Government, unless otherwise stated.

For the purposes of the Copyright Act, the permission of the holder of copyright in this communication may be taken to have been granted, unless stated otherwise, for the copying or forwarding of this message, as long as both the content of this communication and the purposes for which it is copied or forwarded are work-related.

Joint organisations review implementation inter-agency working group

When joint organisations (JOs) were proclaimed in regional NSW in 2018, the Government committed to monitor and evaluate the JO initiative

Joint organisations (JOs) are statutory bodies established under the *Local Government Act 1993*

JOs were established to:

- improve regional collaboration between local councils and
- strengthen intergovernmental relationships between councils and state agencies.

When JOs were formed in 2018, the NSW Government gave a commitment to monitor and evaluate the JO initiative

The Office of Local Government (OLG) commissioned ARTD to undertake the review of the JO model

The objective of the JO review was to ensure that the JO framework is effective and that JOs can deliver their core functions of advocacy, strategic leadership, and better outcomes for regional communities

Specifically, the objectives of the review included to:

- Assess the effectiveness of the JO operational model in facilitating the delivery of core functions and statutory obligations and increasing collaboration with external partners.
- Assess the outcomes of the JOs in delivering their core functions — advocacy, strategic leadership, delivery of regional priorities and better outcomes for regional communities

The capacity of JOs to deliver their core functions is extremely variable, and for some, financial sustainability is challenging.

JOs were widely consulted on the terms of reference for the review

Under the terms of reference, the review considered:

- Analysis of what has worked in the establishment of the JOs, and what barriers exist to good governance.
- How effective the JO model has been in supporting JOs to deliver against the core objectives of advocacy, strategic leadership and better outcomes for regional communities.
- How the delivery of core objectives can be measured.

Joint organisations review implementation inter-agency working group



- How other NSW and Commonwealth agencies work with the JO network and value the contribution of the JO network.
- Overview of JO achievements and opportunities to share learnings from those achievements.
- How the capacity building funding has been used and the value of that funding program to the ongoing sustainability of JOs.
- Identification of barriers to success of the JO model.
- What a successful JO network looks like and how it can be realised.

Following extensive consultation with JOs and stakeholder ARTD delivered a set of recommendations, which were accepted by the Government.

OLG has established a Joint Organisation review implementation inter-agency working group to consider how best to deliver those recommendations.

Working Group Purpose:

The overall objective of the working group is to support JOs to be an effective, strategic partner for Government, and to deliver their core functions.

Terms of reference

The working group has as its terms of reference, to:

1. Consider the extent to which each recommendation contained in the JO review report can be delivered, and which agency should lead that implementation work.
2. Develop a plan, with timeframes, milestones, and deliverables, for implementing each recommendation.
3. Make recommendations about actions needed to implement recommendations and gain support from agencies responsible for implementing the recommendations.
4. Collaborate with JOs and communicate the plan to JOs.
5. Report to each agency's executive leadership team and the network of JOs on progress.

Responsibilities

Members of the working Group will be required to:

- Attend meetings prepared and having familiarised themselves with briefing documents.
- Be able to make decisions based on this preparation.
- Provide input on behalf of their agency / organisation to the development and implementation of the plan
- Coordinate and liaise with their tier of government to ensure appropriate dissemination of information and inputs for the Implementation plan.
- Establish sub-working groups to collaborate on initiatives and actions;

Joint organisations review implementation inter-agency working group



- Proactively share information that is relevant to the Implementation plan; and
- Make recommendations to the committee on required funding, policies and resources to deliver and implement the actions

Membership and Structure

The working group is chaired by the OLG Executive Director Local Government and has membership at Executive Director level from:

- Office of Local Government
- Department of Regional NSW
- Department of Planning and Environment (DPE) Planning
- DPE Water
- Transport for NSW

Other agencies will be invited to participate in the working group as required.

Governance

The working group will report to the Deputy Secretary Crown Lands and Local Government

The sub-working groups will drive work outcomes for specific actions. These groups will be governed and report to and through to the Joint Organisations Review Implementation Inter-agency working group

Meeting Schedule

The working group meets monthly or as determined by a quorum of members (50%)

Meeting locations will be determined by the members and video conference capacity will be established for all meetings.

Papers

An agenda will be circulated with any papers at least three working days in advance of the meeting.

Papers and documents will also be circulated out of session for input and feedback as required.

Actions will be recorded at each meeting and will be circulated within five working days of the meeting.

Secretariat

Secretariat support is provided by the Office of Local Government

Contact: Melissa Gibbs

Joint organisations review implementation inter-agency
working group



Email: melissa.gibbs@olg.nsw.gov.au

Phone: (02) 4428 4100

Web: www.olg.nsw.gov.au

14th October 2022

The Mayor
Lachlan Shire Council
PO Box 216
CONDOBOLIN NSW 2877

By your side



Dear Sir/Madam,

Re Rate Capping Report and Recommendations as prepared by Professor Brian Dollery

The United Services Union is pleased to provide you with a report regarding the important issue of the current IPART Review of Rate Peg Methodology.

This is an independent report that the USU commissioned and the USU supports as we believe that the crucial matter of NSW Local Government Financial Sustainability must be addressed.

We ask that General Managers and Mayors read and consider this report and indicate in writing if they support the report and which of the two proposed solutions they prefer and would support.

A copy of this report has also been provided to the other Industry Stakeholders including LGNSW, the Local Government Engineers Association and DEPA.

We believe that if a significant and preferably a majority level of support can be submitted to IPART and the NSW Government by November 4, 2022, that we may finally achieve a better outcome for the financial sustainability of Councils no matter their size or where they are located or if their population is increasing, remaining static or declining.

NSW residents and ratepayers deserve fair and reasonable access to the services that Local Government provides.

We ask you to join with us in seeking industry consensus in rectifying this matter in a timely manner.

Yours faithfully,

Graeme Kelly OAM
General Secretary

UNITED SERVICES UNION

**NSW LOCAL GOVERNMENT, CLERICAL,
ADMINISTRATIVE, ENERGY, AIRLINES
AND UTILITIES UNION**

T 1300 136 604
F 02 9261 2265
E united@usu.org.au
www.usu.org.au
ABN 95 571 805 442

Sydney Head Office
Level 7, 321 Pitt St
Sydney NSW 2000
Regional Offices
Newcastle (Rutherford)
Wollongong

Satellite Offices
Bathurst, Canberra, Dubbo,
Grafton, Hay, Port Macquarie,
Tamworth, Wagga Wagga

To be copied and pasted onto letterhead or returned via email

To Mr Graeme Kelly OAM
General Secretary of the United Services Union

Dear Graeme

I, *(insert name and title)*.....

of*(Insert Council)* wish to confirm that I have read the report and recommendations on Rate Capping in NSW Local Government and support the report from Professor Brian Dollery .

I do not believe that the current system and methodology for rate revenue is fair or is financially sustainable. **YES or NO** *(please circle one of the options).*

I support recommendation number 1..... or 2 *(please circle one of the options).*

I also would support the other option if my first choice is not achieved
Yes or No *(please indicate).*

Please return your response to the USU by either email to:
united@usu.org.au
or by written correspondence to:
United Services Union
Attn: Daniel Papps
Level 7, 321 Pitt Street
SYDNEY NSW 2000

by no later than Tuesday November 1, 2022

UNITED SERVICES UNION

NSW LOCAL GOVERNMENT, CLERICAL,
ADMINISTRATIVE, ENERGY, AIRLINES
AND UTILITIES UNION

T 1300 136 604
F 02 9261 2265
E united@usu.org.au
www.usu.org.au
ABN 95 571 805 442

Sydney Head Office
Level 7, 321 Pitt St
Sydney NSW 2000
Regional Offices
Newcastle (Rutherford)
Wollongong

Satellite Offices
Bathurst, Canberra, Dubbo,
Grafton, Hay, Port Macquarie,
Tamworth, Wagga Wagga

14th October 2022

The General Manager
Lachlan Shire Council
PO Box 216
CONDOBOLIN NSW 2877

By your side



Dear Sir/Madam,

Re Rate Capping Report and Recommendations as prepared by Professor Brian Dollery

The United Services Union is pleased to provide you with a report regarding the important issue of the current IPART Review of Rate Peg Methodology.

This is an independent report that the USU commissioned and the USU supports as we believe that the crucial matter of NSW Local Government Financial Sustainability must be addressed.

We ask that General Managers and Mayors read and consider this report and indicate in writing if they support the report and which of the two proposed solutions they prefer and would support.

A copy of this report has also been provided to the other Industry Stakeholders including LGNSW, the Local Government Engineers Association and DEPA.

We believe that if a significant and preferably a majority level of support can be submitted to IPART and the NSW Government by November 4, 2022, that we may finally achieve a better outcome for the financial sustainability of Councils no matter their size or where they are located or if their population is increasing, remaining static or declining.

NSW residents and ratepayers deserve fair and reasonable access to the services that Local Government provides.

We ask you to join with us in seeking industry consensus in rectifying this matter in a timely manner.

Yours faithfully,

Graeme Kelly OAM
General Secretary

UNITED SERVICES UNION

**NSW LOCAL GOVERNMENT, CLERICAL,
ADMINISTRATIVE, ENERGY, AIRLINES
AND UTILITIES UNION**

T 1300 136 604
F 02 9261 2265
E united@usu.org.au
www.usu.org.au
ABN 95 571 805 442

Sydney Head Office
Level 7, 321 Pitt St
Sydney NSW 2000
Regional Offices
Newcastle (Rutherford)
Wollongong

Satellite Offices
Bathurst, Canberra, Dubbo,
Grafton, Hay, Port Macquarie,
Tamworth, Wagga Wagga

To be copied and pasted onto letterhead or returned via email

To Mr Graeme Kelly OAM
General Secretary of the United Services Union

Dear Graeme

I, *(insert name and title)*.....

of*(Insert Council)* wish to confirm that I have read the report and recommendations on Rate Capping in NSW Local Government and support the report from Professor Brian Dollery .

I do not believe that the current system and methodology for rate revenue is fair or is financially sustainable. **YES or NO** *(please circle one of the options).*

I support recommendation number 1..... or 2 *(please circle one of the options).*

I also would support the other option if my first choice is not achieved

Yes or No *(please indicate).*

Please return your response to the USU by either email to:
united@usu.org.au
or by written correspondence to:
United Services Union
Attn: Daniel Papps
Level 7, 321 Pitt Street
SYDNEY NSW 2000

by no later than Tuesday November 1, 2022

UNITED SERVICES UNION

NSW LOCAL GOVERNMENT, CLERICAL,
ADMINISTRATIVE, ENERGY, AIRLINES
AND UTILITIES UNION

T 1300 136 604
F 02 9261 2265
E united@usu.org.au
www.usu.org.au
ABN 95 571 805 442

Sydney Head Office
Level 7, 321 Pitt St
Sydney NSW 2000
Regional Offices
Newcastle (Rutherford)
Wollongong

Satellite Offices
Bathurst, Canberra, Dubbo,
Grafton, Hay, Port Macquarie,
Tamworth, Wagga Wagga

**RATE CAPPING IN NEW SOUTH
WALES LOCAL GOVERNMENT:
ADDRESSING THE QUESTIONS
RAISED IN THE IPART (2022)
*REVIEW OF RATE PEG
METHODOLOGY: ISSUES PAPER*
AND FURTHER
RECOMMENDATIONS FOR
IMPROVEMENT**

Contacts

Emeritus Professor Brian Dollery

Telephone: 02 6773 2500

Email: bdollery@une.edu.au

Disclaimer

This Report was prepared by Brian Dollery on behalf of New England Education and Research Proprietary Limited for the United Services Union (USU). The author is grateful for the assistance of Professor Joseph Drew. This Report was produced for the USU as a strictly independent Report. The opinions expressed in the Report are thus exclusively the views of its author and do not necessarily coincide with the views of the USU or any other body. The information provided in this Report may be reproduced in whole or in part for media review, quotation in literature, or non-commercial purposes, subject to the inclusion of acknowledgement of the source and provided no commercial use or sale of the material occurs.

Table of Contents

1. Introduction
2. Genesis and Evolution of Rate Capping in NSW
3. Conceptual Foundations of Rate Capping
4. International Empirical Evidence on Property Tax Limitations
5. Australian Empirical Evidence on Rate Capping
6. Official Findings on Rate Capping
7. IPART Rate Peg Methodology
8. Problems with the IPART Rate Peg Methodology
9. Twenty Questions in the IPART *Review of Rate Peg Methodology: Issues Paper*
10. Recommendations

1. Introduction

Under section 9 of the *Independent Pricing and Regulatory Tribunal Act 1992*, the NSW Minister for Local Government Wendy Tuckerman asked the Independent Pricing and Regulatory Tribunal (IPART) to investigate and report on the current NSW rate peg methodology. In particular, the Minister for Local Government sought IPART to investigate and make recommendations on the following six matters:

1. 'Possible approaches to set the rate peg methodology to ensure it is reflective of inflation and costs of providing local government goods and services';
2. 'Possible approaches to stabilizing volatility in the rate peg, and options for better capturing more timely changes in both councils' costs and inflation movements';
3. 'Alternate data sources to measure changes in councils' costs';
4. 'Options for capturing external changes, outside of councils' control, which are reflected in councils' costs';
5. 'The effectiveness of the current LGCI approach'; and
6. 'Whether the population growth factor is achieving its intended purpose'.

In reviewing these matters, the Minister for Local Government required IPART to have regard for the following factors:

- (a) 'The Government's commitment to protect ratepayers from excessive rate increases and to independently set a rate peg that is reflective of inflation and cost and enabling financial sustainability for councils.
- (b) The differing needs and circumstances of councils and communities in metropolitan, regional and rural areas of the State.
- (c) Ensuring the rate peg is simple to understand and administer'.

Following this request, IPART (2022) published its *Review of Rate Peg Methodology: Issues Paper* on 29 September 2022. In the *Issues Paper*, IPART (2022) identified twenty matters on which it sought input from both the NSW local government sector and the broader general public by 4 November 2022:

1. To what extent does the Local Government Cost Index reflect changes in councils' costs and inflation? Is there a better approach?
2. What is the best way to measure changes in councils' costs and inflation, and how can this be done in a timely way?
3. What alternate data sources could be used to measure the changes in council costs?
4. Last year we included a population factor in our rate peg methodology. Do you have any feedback on how it is operating? What improvements could be made?
5. How can the rate peg methodology best reflect improvements in productivity and the efficient delivery of services by councils?
6. What other external factors should the rate peg methodology make adjustments for? How should this be done?
7. Has the rate peg protected ratepayers from unnecessary rate increases?
8. Has the rate peg provided councils with sufficient income to deliver services to their communities?
9. How has the rate peg impacted the financial performance and sustainability of councils?
10. In what ways could the rate peg methodology better reflect how councils differ from each other?
11. What are the benefits of introducing different cost indexes for different council types?
12. Is volatility in the rate peg a problem? How could it be stabilised?
13. Would councils prefer more certainty about the future rate peg, or better alignment with changes in costs?
14. Are there benefits in setting a longer term rate peg, say over multiple years?
15. Should the rate peg be released later in the year if this reduced the lag?
16. How should we account for the change in efficient labour costs?
17. Should external costs be reflected in the rate peg methodology and if so, how?
18. Are council-specific adjustments for external costs needed, and if so, how could this be achieved?
19. What types of costs which are outside councils' control should be included in the rate peg methodology?
20. How can we simplify the rate peg calculation and ensure it reflects, as far as possible, inflation and changes in costs of providing services?

The present Report was prepared in response to the IPART request for comment on its *Review of Rate Peg Methodology: Issues Paper*. By way of background, the Report presents existing international and Australian conceptual and empirical work on municipal property tax limitations, as well as the findings of a number of recent official inquiries and reports into rate-capping in NSW. Drawing on this material, the Report then addresses the twenty questions posed by IPART (2022) in its *Review of Rate Peg Methodology: Issues Paper*.

The Report consists of ten main parts:

- Section 2 briefly summarises the main arguments that have been employed in the debate over rate-pegging in NSW local government by way of institutional background.
- Section 3 provides a synoptic outline of the theoretical literature on property tax limitations, including rate-pegging.
- Section 4 offers a succinct account of the international empirical literature on property tax limitations.
- Section 5 summarizes the extant Australian empirical literature on rate-capping.
- Section 6 considers the findings of a number of recent official reports on the operation of rate-pegging on NSW local government.
- Section 7 briefly outlines the new IPART rate-pegging methodology.
- Section 8 describes the numerous problems with the IPART methodology.
- Section 9 addresses the twenty questions raised by IPART in its *Review of Rate Peg Methodology: Issues Paper*.
- Section 10 concludes the Report by offering two alternative generic recommendations for dealing with the manifold problems besetting the current NSW rate-pegging regime.

2. Genesis and Evolution of Rate Capping in NSW

Legally enforced constraints on increases in property taxes – colloquially known as ‘rate capping’ or ‘rate pegging’ in Australia – form part of a broader category of state government imposed limitations on the expenditure and taxation by local government, including property taxation (Dollery and Wijeweera, 2010). Under its longstanding rate capping regime, the NSW Government determines the maximum annual percentage amount by which a local council can increase its rates income for a given financial year. The rate peg does not apply to stormwater, waste collection, water and sewerage charges. Moreover, local authorities enjoy

discretion to determine how to allocate the stipulated rate peg rise between different categories of ratepayer in their respective local government areas.

A rate cap was first introduced in NSW local government in 1901 and it lasted until 1952 (Dollery, Crase and Johnson, 2006), when it was discontinued due to its 'impracticality' (NSW Local Government and Shires Association, 2008, p.16). The modern NSW rate-pegging regime began with the adoption of the 1977 *Local Government (Rating) Further Amendment Bill*, which was subsequently amended to its contemporary form in 1978. The initial motivation for the imposition of the rate peg legislation derived from the period of high inflation in the 1970s. For example, over the period 1973 to 1976, property taxes rose by an average of 188 per cent, while average weekly earnings over the same period increased by only 75 per cent, with the inflation rate at 56 per cent (Johnson, 2001, p.5).

Rate pegging has been controversial in NSW since its inception and it has generated considerable debate (Johnson, 2001). IPART (2008, p.55) has summarised four major arguments that have been proposed in support of the NSW rate-capping regime. Firstly, it has been claimed that municipal revenue regulation through rate pegging prevents the exploitation of monopoly power by local authorities in the provision of local services. Secondly, advocates of rate pegging have argued that it assists in preventing 'cross-subsidisation' and imposes restrictions on the 'provision of non-core services and infrastructure that might prove unsustainable to ratepayers'. Thirdly, proponents contend that rate capping manages governance risk in the local government sector by constraining council income and thereby limiting council expenditure. Finally, it has been argued that rate pegging reduces the ability of local councils to divert funds from essential infrastructure to other projects as well as expenditure on 'marginal services' that are better provided by the private sector or the voluntary sector.

Opponents of rate pegging have contested all of these arguments (Dollery and Wijeweera, 2010). For instance, the claim that rate capping restrains monopoly power and thus increases the supply of municipal services is problematic since rate pegging curtails municipal output by restricting funding. Moreover, the rate peg does not apply to several sources of municipal income, such as water and sewage charges, where monopoly power could also be exploited. Along analogous lines, it is difficult to see how rate capping will dampen cross-subsidisation, given that municipal fees and charges are likely to rise to counteract the negative impact of

rate pegging on municipal revenue. Furthermore, rate pegging has not constrained the provision of 'non-core' local services.

In this regard, Dollery, Wallis and Allan (2006) have demonstrated that an ongoing shift in all Australian state and territory local government systems away from a traditional emphasis on 'services to property' towards 'services to people' has occurred, including in NSW local government. This finding also undermines the claim that rate pegging limits the ability of councils to divert funds from essential infrastructure to other projects as well as the argument that expenditure on local services is better delivered by the private sector and the voluntary sector.

IPART (2008, p.55) has also identified four main arguments against rate capping in the NSW debate. Firstly, it has been claimed that rate pegging constrains the ability of local authorities to provide local services by limiting their financial capacity. Secondly, opponents of rate capping have argued that it has generated a sizeable infrastructure backlog in NSW local government. Thirdly, it is claimed that rate pegging has obliged local councils to impose higher user pays charges to compensate for their loss of revenue from limitations on rate increases. Finally, foes of rate capping have claimed more broadly that the imposition of rate pegging is an attack on local autonomy and the accountability of local government.

Some of these arguments are convincing (Dollery and Wijeweera, 2010). For example, rate pegging clearly constrains the capacity of local councils to provide local services. If the net effect of rate pegging has been to constrain aggregate municipal income, then it must have limited local service provision to some degree. Similarly, the argument that rate capping has stimulated an increase in fees and charges is especially convincing. Indeed, the NSW Treasury (2008, p.14) has itself noted that 'constraints on general revenue distort revenue raising sources and result in higher user charges'.

However, the claim that rate pegging has spawned a local infrastructure backlog is less convincing because it seems that the problem is endemic to the entire country. In its National Financial Sustainability Study of Local Government, PriceWaterhouseCoopers (2006) established that not only was a large number of local councils in all Australian local government jurisdictions financially unsustainable in the long run, but that most local authorities faced a massive local infrastructure backlog, regardless of the rate setting regime in their state. Since this problem is endemic to all Australian jurisdictions and it does not

seem to be more acute in NSW, the NSW local infrastructure backlog cannot thus be solely ascribed to rate pegging.

In addition to these arguments against rate capping in NSW local government, the Local Government and Shires Associations of NSW (2008) proposed a more general argument against rate capping embedded in broader political terms. It claimed that rate pegging has a wider unintended 'dampening' effect on rates than simply the pegged limit. Along these lines, the Association (2008, p.14) contended that 'one likely explanation for the dampening effect is that rate pegging provides a public framework and creates public expectations about maximum rate increases, placing political pressure on councils to stay within the limit and not seek special variations'.

A second element of this argument is that rate capping provides an avenue for local councils to engage in politically expedient 'blame shifting' onto the NSW state government. This phenomenon has also been described as 'learned helplessness' by Drew (2021). The Association (2008, p.15) argued that rate capping 'provides an easy default option from both a political and managerial perspective' since (a) all rate increases can be attributed to the state government; (b) the need for community consultation to justify rate increases is weakened; (c) adhering to the rate peg limit avoids the problems contingent on Special Rate Variation applications; (d) 'councils can blame the state government for their financial deficiencies'; and (e) the existence of rate capping enables councils to avoid long-term planning. The net result of these factors has been the 'under-provision of community infrastructure and services', the emergence of a local infrastructure backlog and an 'undermining' of both the financial sustainability of councils and democratic accountability at the local level.

3. Conceptual Foundations of Rate Capping

A voluminous theoretical and empirical literature has examined central and state government limitations imposed on municipal expenditure and revenue-raising activities, including property taxation or rating (see, for instance, Florestano, 1981; Temple, 1996; Mullins and Wallin, 2004; Anderson, 2006; McCubbins and Moule, 2010). Although the majority of this scholarly effort has focused on American local government, where state-imposed constraints on local fees, charges and taxes are common (Figlio and O'Sullivan, 2001), researchers have also studied other local government systems, including European local government systems (Boadway and Shah, 2009; Blom-Hansen *et al.*, 2014) and Australian state and territory local

government systems (Dollery and Wijeweera, 2010; Drew and Dollery, 2015; Dollery and McQuestin, 2017; Yarram, Tran and Dollery, 2021).

The economic foundations for rate pegging derive from the normative prescriptions of standard neoclassical economic theory: local government enjoys a monopoly in essential local service provision. Consequently, in line with other monopoly suppliers, local government will offer these local services at excessive prices and/or in an inefficient manner. This provides the justification for regulation by higher tiers of government to ensure efficient and equitable outcomes (Bailey, 1999). However, in accordance with economic theory, regulation must be judiciously employed since badly designed and implemented regulation can generate worse outcomes than an absence of any regulation (Hillman, 2005).

To maximise economic efficiency, optimal regulation should seek to achieve (a) allocative efficiency, whereby the composition of local services delivered must correspond with local community preferences, and (b) productive efficiency, where local services must be produced at the lowest possible cost. In addition, optimal regulation should attempt to ensure that equity objectives are achieved. For example, essential local services should be delivered to low income households by local authorities at reasonable prices.

It should be stressed that the effective application of regulation is notoriously difficult in all spheres of economic activity, including in local government systems (Bos, 1994). Moreover, regulation is further complicated in local government since local councils enjoy the legal authority to tax, which is a monopoly power lacking in both the private sector and in most public utilities. In addition, in local municipal revenue regulation through rate pegging, regulatory agencies face additional problems since they cannot regulate the specific prices of particular local services but rather must regulate the 'tax-price' of a whole genre of municipal goods and services that are mostly unpriced.

In the theoretical literature, two conceptual models have attempted to explain property tax limitations, such as rate capping (Drew and Dollery, 2015). In the first place, agency theory (Jensen and Meckling, 1976) holds that local citizens (as principals) fear that 'agency failure' by local councils (as agents) can induce excessive local government outlays. Accordingly, local residents thus seek state government intervention through rate pegging to limit excessive expenditure by local authorities.

Municipal councillors are typically elected every four years in NSW local government and local residents can remove elected representatives who do not embody their best interests.

However, the effectiveness of local elections for minimising ‘agency failure’ is limited in at least three ways: (a) high information costs mean that local citizens are often ignorant of excessive and/or unwarranted municipal expenditure (hence the suggestion by Drew (2021) for compulsory short financial sustainability statements to be posted to voters prior to elections); (b) the long period between elections allows extensive ‘agency failure’ to develop; and (c) Cutler *et al.* (1999, p. 320) have argued that ‘candidates come as bundles, so that incumbents might be able to spend more and maintain their position if they satisfy people’s views along other dimensions’. Dollery *et al.* (2006) have gathered these arguments to develop a public choice approach to rate pegging based on voter scepticism over their ability to exercise control of municipal outlays, which gives rise to a desire for state government intervention.

Secondly, personal finance theory (Cutler *et al.*, 1999) holds that local citizens evaluate the value of the local services they receive from their local authorities relative to their municipal tax burden. Thus, the higher the perceived rate of property tax, the more likely it is that a local resident will support rate pegging. Furthermore, significant rises in property taxes predispose local citizens to support property tax limitations. This argument is especially relevant in NSW local government since municipal rates are highly visible as a result of regular rate bills being sent on a quarterly basis to local residents by local councils (Drew and Dollery, 2015).

4. International Empirical Evidence on Property Tax Limitations

Notwithstanding the substantial empirical literature on the impact of revenue and expenditure limitations on local government, a degree of uncertainty exists over their likely consequences (Dollery and McQuestin, 2017). However, extant empirical evidence has shown that important unanticipated and unintended effects frequently occur (Skidmore, 1999; Mullins and Wallin, 2004). For instance, Temple (1996) demonstrated that rate pegging reduced outlays on local services more than on local administration.

From an Australian local government perspective, the international empirical literature has illuminated two relevant aspects of rate pegging (Dollery and McQuestin, 2010; Yarram, Tran and Dollery, 2021). Firstly, limitations on property tax increases can encourage local authorities to raise income from revenue sources other than property taxes. For instance, in his study of 29 American states, Shadbegian (1999) demonstrated that many local governments substituted foregone property tax income with monies raised under

'miscellaneous revenue'. Along analogous lines, Skidmore (1999) found similar outcomes for 49 American states. In a more recent study, Kousser *et al.* (2008) demonstrated that most US state local government systems increased fees and charges following the application of property tax limitations. Moreover, Mullins and Joyce (1996) examined 48 American states over the period 1970 to 1990 and established that while property tax limitations constrained local taxes, this foregone revenue was replaced by increases in fees and charges. In their study of 1,400 American local governments, Preston and Ichniowski (1991) showed that property tax limitations decreased tax revenue but boosted 'other revenue'.

Secondly, international empirical evidence has demonstrated that property tax limitations do not have a uniform impact across all local councils in a given local government system. By contrast, the impact of rate pegging hinges largely on the characteristics of local authorities. For instance, Brown (2000) showed that in the Colorado local government system the effects of property tax limitations depended on council size by population, with their impact more pronounced in small local authorities. In an analogous study, Mullins (2004) demonstrated that property tax limitations were more potent in poor local authorities.

5. Australian Empirical Evidence on Rate Capping

To date, five scholarly studies have examined the impact of rate pegging in Australian local government. Firstly, Dollery and Wijeweera (2010) investigated rate capping in NSW local government, the conceptual basis for rate capping and the controversy over its desirability, as well as its economic impact on NSW local government financial sustainability compared to other Australian local government systems. Dollery and Wijeweera (2010, p.74) drew two major conclusions from their empirical analysis. Firstly, 'rate-pegging has achieved its basic objective of slowing increases in NSW council rates over time relative to other Australian jurisdictions'. Secondly, 'rate-pegging has enjoyed ongoing and strong public support' that suggests 'the operation of an efficient "political market" in NSW' (Dollery, Crase and Byrnes 2006, p. 397).

Secondly, Drew and Dollery (2015) examined NSW local government with its rate peg compared with (then) uncapped Victorian local government to determine the probable impact of rate capping on Victorian local government. Three dimensions of municipal performance were considered. First, Drew and Dollery (2015) evaluated inter-municipal revenue effort equity by assessing residential tax effort. Residential tax effort measures the proportion of residential rates paid with respect to the total annual incomes accruing to local residents in a

given local government area. Drew and Dollery (2015) found that rate pegging in NSW had significantly *decreased* inter-municipal equity, possibly due to the compounding impact of a rate-cap where initial residential tax effort differed between local councils.

Second, Drew and Dollery (2015) considered the effects of rate capping on financial sustainability by considering local government liabilities per household for NSW and Victorian councils over the period 2009 to 2013. They found that NSW had much greater levels of council debt per household. They also considered the average infrastructure renewal ratio in NSW and Victoria as a measure of the infrastructure backlog and found that NSW had a much larger local infrastructure backlog.

Finally, Drew and Dollery (2015) investigated the claim that rate pegging forced local councils to become more efficient. Using data envelopment analysis (DEA) to study the relationship between inputs and outputs, Drew and Dollery (2015, p. 145) found empirical evidence indicating a 'slightly higher average municipal efficiency for Victorian councils' – a finding starkly at odds with the claims of rate cap proponents.

In a third study, following the approach used by Drew and Dollery (2015), Dollery and McQuestin (2017) empirically investigated the likely impact of the imposition of a rate cap in South Australian (SA) local government by comparing the performance of SA local government with its NSW counterpart using three separate performance indicators (revenue effort, financial sustainability and operational efficiency) for the period 2013 to 2016. Dollery and McQuestin (2017, p.84) found that for revenue effort 'the results from our stratified sample show that rate-capping in NSW has not served to reduce inter-municipal revenue effort inequities'. Furthermore, rate capping is thus 'most unlikely to minimise these inequities in SA local government'. Secondly, they established that the 'claims made by advocates of rate-pegging that it improves financial sustainability are rebutted by our findings'. Employing council debt per capita as a proxy for financial sustainability, Dollery and McQuestin (2017) showed that 'NSW local authorities have much higher debt than their SA counterparts despite the four decade long rate-pegging regime in NSW'. Dollery and McQuestin (2017, p.84) found that the operational efficiency of local councils did not increase under rate capping. Using council expenditure per capita as a measure of the operational efficiency of local authorities, Dollery and McQuestin (2017, p.84) showed that 'rate-pegging does not increase the efficiency of local councils: for each year in our sample, the efficiency of NSW councils falls well below SA councils'.

Dollery and McQuestin (2017, p.84) determined that 'on all three dimensions of local government examined in our empirical analysis, we find SA councils performance better than NSW local government notwithstanding the latter's longstanding rate-pegging policy'. Moreover, relative to NSW, 'SA municipalities exhibit superior performance'. Given these findings, Dollery and McQuestin (2017, p.84) argued that 'the empirical evidence presented in the paper demonstrates that rate-pegging should not be imposed on SA local government and instead other more promising policies [should be] considered'.

In the fourth study, Yarram, Tran and Dollery (2021) employed expenditure data covering the period 2014/15 to 2017/18 to empirically investigate the short-term effects of rate capping on municipal expenditure in the Victorian local government system to determine whether it had differential effects on expenditure by different categories of local council. Yarram, Tran and Dollery (2021, p.11) determined that 'it is clear that the impact of rate capping varies between urban and rural councils'. Moreover, 'rural councils that generally rely more on assessment rates are unsurprisingly unable to incur higher expenditure following a rate-capping'. This contrasts sharply with urban councils 'that are able to increase total expenditure, perhaps through other sources of funding'. Moreover, with respect to the impact of rate capping on different kinds of municipal expenditure, Yarram, Tran and Dollery (2021, p.11) found that 'rate-capping reduces outlays, especially on aged and disabled services, in both rural and urban councils'. Furthermore, they found that 'there is a reduction in expenditure on family and community services in urban councils'.

Yarram, Tran and Dollery (2021, p.17) concluded their study by considering it in the context of the earlier empirical studies on the impact of rate capping on Australian local government. They noted that 'the findings of this study are broadly consistent with previous results of Drew and Dollery (2015) who found that rate-capping in NSW made its local councils more constrained compared to councils in Victoria before the rate-capping'. They noted further that 'our findings are also consistent with Dollery and McQuestin (2017) who established that NSW councils under a rate-capping regime suffered in terms of unsustainable financing and lower operational efficiency compared to councils in SA, which did not have any rate limitations'.

In terms of the international empirical literature on the impact of property tax limitations, Yarram, Tran and Dollery (2021, p.17) noted that 'the findings of this study are also consistent with the findings of Skidmore (1999) and Kousser *et al.* (2008), who established

that limitations on tax and expenditure at the state level are often frustrated by increased user charges’.

Finally, Nahum (2021) considered the impact of the imposition of a rate cap on Victorian local government. Nahum (2021, p.5) argued that ‘far from “protecting” ratepayers (that is, residents), rate caps hurt them, in several different ways’, including ‘compromised service delivery’, lower employment levels and/or lower employee wages amongst those local residents employed in local government, higher fees and charges by local councils and ‘lower expenditures flowing back into the private sector’.

Nahum (2021) examined the empirical magnitude of some of these negative effects. He found that rate capping reduced aggregate Victorian employment by 7,425 jobs in the 2021/22 financial year. This comprised both local government jobs *per se* and indirect private sector positions. Moreover, rate pegging also reduced state gross income by \$890 million in 2021/22. Nahum (2021, p.5) concluded that ‘the costs of suppressed local government revenues, and corresponding austerity in the delivery of local government services, will continue to grow with each passing year if the policy is maintained’.

6. New South Wales Official Reports on Rate Pegging

Numerous official inquiries and reports have considered the impact of rate capping on local government in Australia. Given that NSW local government has had a rate cap continuously since 1977, unsurprisingly most of these official documents have focussed on rate capping in NSW local government. In section 6, we briefly consider recent important official reports and their findings on rate capping in NSW.

In May 2006, the Independent Inquiry into the Financial Sustainability of NSW Local Government published its *Are Councils Sustainable? Final Report: Findings and Recommendations* (sometimes known as the Allan Report) that was prepared for the (then) Local Government and Shires Associations of NSW (LGSA). The Allan Report (2006, p.29) adopted Recommendation 21: Rate Pegging which held that ‘the State Government free councils to determine their own income by removing statutory limitations on their rates (i.e. rate-pegging) and certain fees (e.g. development application processing fees) in return for councils adopting longer term strategic and financial planning with outcome targets’. The Allan Report (2006, p.29) argued that rate deregulation of this kind would ‘bring NSW into line with all other states and territories’ and make each local authority ‘answerable to its local constituency rather than the state for its taxation policy’.

In support of Recommendation 21, the Allan Report (2006, p.202) argued that ‘a sound local government rating system should ideally exhibit four traits; it should be financially adequate, administratively simple, vertically and horizontally equitable and economically efficient’. However, the Allan Report (2006, p.2007) argued that in NSW local government ‘rate-pegging had been a major constraint on councils’ revenue raising capacity causing it to fall behind other states, notwithstanding NSW’s relatively strong property market’. Consequently, in NSW the rating system did not deliver a financially adequate stream of income and hence numerous NSW local authorities could not sustainably finance service provision as well as local infrastructure maintenance and renewal.

In 2015, the NSW Government charged the Independent Pricing and Regulation Tribunal (IPART) with critically examining the municipal rating system in NSW and offering recommendations on how to improve the equity and efficiency of the rating system in order to enhance the financial sustainability of NSW local government in the long-run. IPART examined the valuation method used to calculate rates in NSW, exemptions and rating categories, the impact of population growth on council revenue, the distribution of rates across different ratepayers, as well as rate exemptions and concessions. IPART made various recommendations that sought to maintain average rates paid by current ratepayers, but make rate revenue collection more efficient and equitable.

In its 2016 *IPART Review of the Local Government Rating System: Final Report*, IPART offered various recommendations for improving the NSW local government rating system. These recommendations targeted six main aspects of the rating system. Firstly, IPART called for the adoption of the Capital Improved Value (CIV) valuation method to levy local council rates. Secondly, IPART recommended that the rate cap calculation methodology be modified to include population as part of its formula. Thirdly, IPART proposed that local authorities should be accorded greater flexibility in rate setting in their residential areas. Fourthly, IPART argued that rate exemption eligibility should be revised and based on land use rather than land ownership. Fifthly, IPART called for greater rate relief assistance for pensioners. Finally, IPART recommended that local councils enjoy a greater range of options with regard to setting rates within rating categories. These recommendations were designed to mesh with the existing *Local Government Act 1993 (NSW)*. Indeed, IPART specified in detail how changes to the Act should be framed to embody its recommendations.

In November 2020, the NSW Productivity Commission published its *Review of Infrastructure Contributions in New South Wales: Final Report*. The NSW Productivity Commission (2020, p.39) argued that in NSW ‘local government is constrained in its ability to service growing communities due to the long-standing practice of rate-pegging’, especially since the rate capping formula ‘does not allow councils to increase their rates revenue with population’. A consequence of this constraint has been ‘declining per capita revenue for high growth councils’ that has acted as a ‘disincentive for councils to accept development’. The NSW Productivity Commission (2020, p.39) argued that reform of the rate cap methodology was required to allow for the inclusion of population growth. It argued that rate cap reform along these lines would increase aggregate council revenue by \$18.5 billion over 20 years. This additional revenue could be employed to ‘fund local operating and maintenance costs of providing services to a growing population’, as well as ‘service debt to forward fund infrastructure’, thereby enabling local authorities ‘to better coordinate infrastructure with development’. It thus recommended that subject to review by IPART, the NSW Government should ‘reform the local government rate peg to allow councils’ general income to increase with population’.

In December 2020, the NSW Productivity Commission released its *Final Report: Evaluation of Infrastructure Contributions Reform in New South Wales* prepared by the Centre for International Economics. The *Final Report: Evaluation of Infrastructure Contributions Reform in New South Wales* (2020, p.2) held that there should be ‘reform of the local government rate peg to enable rates revenue to grow in line with population, removing the existing financial disincentive councils face with respect to growth’. The resultant growth in rates revenue would ‘enable councils to recoup the operating and maintenance costs associated with providing services to a larger population’. Moreover, ‘extra revenue can help service debt to forward fund infrastructure, improving the coordination of service delivery with development’.

The *Final Report: Evaluation of Infrastructure Contributions Reform in New South Wales* (2020, p.3) further argued that if this was done, then ‘we estimate that rates revenue would be around \$925 million per year higher’. This additional income could fund ‘the operating and maintenance costs of a growing population, to increase borrowing capacity and help finance debt’.

The *Final Report: Evaluation of Infrastructure Contributions Reform in New South Wales* (2020, p.51) argued that the impact of rate capping on NSW local government had been deleterious, particularly on local authorities with high population growth rates. This sub-category of council had experienced 'slower growth in revenue per capita', 'slower growth in expenses per capita' and 'less improvement in their net operating balance'.

Flowing from the earlier reports by IPART and the NSW Productivity Commission, the NSW Government asked IPART to investigate methods of improving the NSW rate cap regime, including explicit incorporation of population growth. On 25 March 2021, IPART released *Issues Paper - Review of the rate peg to include population growth*, followed by its *Draft Report - IPART Review of the rate peg to include population growth* on 29 June 2021 and its *Final Report - Review of the rate peg to include population growth* on 5 October. In these reports, IPART developed a new methodology to enable local councils to maintain per capita general income over time as their local populations grew. This was done on the assumption that maintaining per capita general income would assist local councils to maintain existing service levels, as well as provide those local services their growing local communities required.

On 9 October 2021, (then) Minister for Local Government Shelley Hancock announced that the NSW Government had accepted IPART's recommended rate peg methodology that incorporated population growth. She argued that the new methodology would generate at least \$250 million in additional municipal revenue (Hancock, 2021). The new rate peg calculation methodology would operate from July 2022 onwards.

7. IPART Rate Peg Methodology

In its *Review of the Rate Peg to include Population Growth: Final Report*, IPART (2021) outlined its new methodology and then applied it to each NSW local council for the 2022/23 financial year to determine the rate cap for each council. The new formula included a population factor that varied for each local council depending on its rate of population growth (IPART, 2021):

Rate peg=change in LGCI-productivity factor+other adjustments +population factor

The new formula employs four independent variables as the basis for calculating the annual rate cap for each council:

- (a) *Change in LGCI* comprises the annual change in the Local Government Cost Index (LGCI). The LGCI measures price changes over a given year for goods, materials and labour employed by an 'average council'. In particular, the LGCI computes the average change in prices of a fixed 'basket' of goods and services used by councils relative to the prices of the same basket in a base period. The LGCI has 26 cost components, containing *inter alia* employee benefits and on-costs, as well as building materials for bridges, footpaths and roads. These cost components embody the purchases made by an average council to pursue its 'typical activities'. IPART employs ABS price indexes for wage costs, producer prices and consumer prices. In calculating these price indexes, the ABS includes quality adjustments in its price measures to accommodate increases in capital and labour productivity.
- (b) *Productivity factor* is included in the formula since productivity increases offset changes in the LGCI. For example, if labour productivity rises, then this will decrease the net price of labour by the extent of the productivity increase. However, as we have seen, since the ABS price index data has already been adjusted for productivity, in practice IPART sets the productivity factor at zero in the formula.
- (c) *Other adjustments* is included in the formula to make provision any additional payments or transfers to local government that may have occurred. For instance, in its 2022/23 rate peg calculations IPART (2021, p.2) included a downward adjustment of 0.2% to remove the additional revenue that was included in the 2021-22 rate peg to meet the costs of the 2021 local government elections.
- (d) *Population factor* is calculated for each local council. The population factor is equal to the annual change in residential population adjusted for revenue derived from supplementary valuations. In particular, the population factor equals the maximum change in the residential population less the supplementary valuations percentage or zero. Local authorities with negative population growth receive a population factor of zero. This means that no local council accrues a smaller increase in general income, relative to a rate peg calculated using the LGCI, a productivity factor and any adjustments. Those local councils that accrued more from supplementary valuations than required to maintain per capita general income as their population grows will also have a population factor of zero. The population factor is computed employing the following formula: $Population\ factor = \max(0, change\ in\ population - supplementary\ valuations\ percentage)$

The change in population is calculated using the *Estimated Residential Population* (ERP; emphasis added) published by the ABS.

IPART calculated the rate peg for the financial year 2022/23 using the new formula embodying LGCI change, a population factor and an adjustment to remove the costs of the 2021 local government elections that were included in the 2021-22 rate peg. This generated a 2022/23 rate peg for each NSW local authority at between 0.7% and 5.0%, contingent on its population factor. The population factor ranged between 0% and 4.3% (IPART, 2021, p.1).

8. Problems with the IPART Rate Peg Methodology

In addition to the myriad of conceptual and empirical problems with property tax limitations, such as the NSW rate capping regime, identified in the scholarly literature that we considered in sections 2, 3, 4 and 5 of this Report, several analysts have found significant flaws in the new IPART rate peg methodology with its population factor approach. In particular, while acknowledging that the introduction of different rate caps for different local councils represented a significant improvement in NSW rate pegging, Drew (2021; 2022) recognized three major problems with the new IPART rate cap formula.

Firstly, the use of population size in the IPART rate peg methodology is highly problematic for at least three reasons (Drew (2021; 2022)). Firstly, given the composition and range of services provided by NSW local councils, which concentrate on ‘services to property’ rather than ‘services to people’ (Dollery, Wallis and Allan, 2006), the number of rateable assessments in a given local government area is a much more accurate proxy variable for municipal size than absolute population size (Drew and Dollery, 2014). Secondly, it is universally recognized that population estimates of intercensal years contain significant errors, ranging from 2.4% in large councils to 15.6% in small local authorities (Drew, 2022). Thirdly, given the potential magnitudes involved, annual population changes can generate significant changes in rates under the IPART methodology, which can be highly destabilising to municipal financial planning. It follows that *if*¹ we incorporate a population factor into the rate cap, then it is best to employ a five-year moving average to reduce volatility and partially mitigate the large intercensal errors (give that censuses only take place every five years).

Secondly, the LGCI is plagued by a number of problems that render it entirely inappropriate as a reliable index of municipal costs. Drew (2022) has identified six main problems with the

¹ As we will show, there are much more appropriate ways of compensating councils for growth rather than by using a population number known to be both inaccurate and irrelevant.

LGCI. Firstly, the LGCI contains too few items and thus cannot accurately represent the typical 'basket of goods and services' purchased by NSW local councils. Secondly, given the fact that the composition of municipal input consumption changes over time, the weightings embodied in the LGCI should be calculated as a three-year moving average rather than a fixed ratio recalculated every four years (IPART, 2021). The current approach of altering the weightings is too infrequent and accordingly exacerbates volatility. Thirdly, given that the LGCI data employed to calculate rate caps in the forthcoming financial year reflects the previous annual price data, it is 'rearward facing'. This is particularly problematic when cost inflation occurs, as it is at present with all the various supply shocks escalating prices. Fourthly, the LGCI represents a composite of cost indexes derived from different tiers of government - as IPART (2021) itself has conceded - rather than a cost index of NSW local government *per se*. Fifth, the LGCI has no regional weightings for NSW local government despite significant regional cost disparities across NSW (arising from the very disparate municipal service profile between various regions). Finally, the LGCI ignores the operating environment in which local authorities operate, even though this represents a major cost factor for local councils.

Finally, the IPART methodology for annual rate cap determination places two important categories of NSW local council at greater financial risk: rural local authorities and retirement community councils. For example, many rural councils have experienced ongoing population declines, together with an ageing population profile. This not only diminishes their rateable base, but also generates a higher proportion of pensioner rate rebates, which are not fully funded by NSW government grants (Dollery, Johnson and Byrnes, 2008). Similarly, for local councils with growing populations substantially comprised largely of retirees, like Port Stephens Council, a high proportion of older residents typically impose substantial additional service demands on local councils. A rate cap calculation formula that does not recognise the differential demands on different kinds of local council will thus place more councils at risk.

9. Twenty Questions in the IPART Review of Rate Peg Methodology: Issues Paper

Before embarking on the journey of answering IPART's twenty questions, it is apposite that we first pose a question of our own:

What is the goal of the NSW Rate Cap regime?

Until IPART and the NSW Government are able to clearly articulate the basic aim of their rate cap regime, it is hard to believe that they will ever experience any success in achieving its unstipulated aim.

Official documentation implies various objectives, including: (a) reduced rates, (b) maintain financial sustainability, (c) simplicity and (d) accuracy. However, most of these implied goals contradict with one another. For instance, it is difficult to see how reducing rates might be expected to result in financial sustainability (without additional measures being implemented). In similar vein, it is clear that a myopic pursuit of simplicity must result in concomitant loss of accuracy (and hence also financial sustainability).

Thus, the most important question that ought to have been posed at the outset has been sadly eschewed and this will likely prove to be the Achilles heel of any review of the rate cap.

1. To what extent does the Local Government Cost Index reflect changes in councils' costs and inflation? Is there a better approach?

As we have seen in section 8 of this Report, the Local Government Cost Index (LGCI) is highly problematic and it is entirely inappropriate as a reliable index of municipal costs in NSW local government. Drew (2022) pinpointed six major deficiencies the IPART LGCI. In the first place, the LGCI comprises too few items and thus does not accurately depict the typical 'basket of goods and services' purchased by NSW local councils. Secondly, given the fact that the composition of municipal input purchases evolves through time, the weightings embodied in the LGCI should be calculated as a three-year moving average rather than a fixed ratio recalculated every four years (IPART, 2021). The present method of changing the weightings is too infrequent and thereby exacerbates the volatility of the LGCI. Thirdly, since the LGCI data employed to calculate rate caps in the forthcoming financial year reflects the previous annual price data, it is 'rearward facing'. This is particularly problematical when cost inflation arises, as it presently has, with various supply shocks escalating prices. Fourthly, the LGCI represents a composite of cost indexes derived from different tiers of government - as IPART (2021) itself has conceded - rather than a cost index of NSW local government *per se*. Fifth, the LGCI has no regional weightings for NSW local government despite significant regional cost disparities across NSW. Finally, the LGCI disregards the operating environment in which local authorities operate, even though this represents a major cost factor for local councils. In other words, the local government taxes in each council area are the price for quite disparate baskets of goods and services: it thus follows that changes to

these prices should vary in response to the different goods and services that make up the particular baskets.

A much better approach can easily be identified. As we have seen, the current LGCI employed by IPART is awash with problems that render it unsuitable as a basis for determining cost increases in operation of NSW local government. Given the spatial variation in municipal costs and municipal resource use across NSW, especially between metropolitan councils and their regional, rural and remote counterparts, Drew (2021) has argued that different cost indexes should be employed for – at a minimum – the four main categories of council (i.e. metropolitan, regional, rural and remote councils). The construction of these indexes should include the use of three-year moving averages of the mix and weighting of the basket of items in the index, a price increase projection for the forthcoming financial year and consideration of the operating environment of the four different categories of council. In particular, the environmental cost factor could be calculated in a precise manner by using econometric techniques on a three-year panel of socio-demographic data along with publicly available financial information. Moreover, using moving averages as suggested would considerably reduce volatility and thereby partially mitigate the problem whereby some local councils find it difficult to predict future rate caps for budgeting purposes.

It is also important to take into account the macro-economic challenges and trends that might face councils in the forthcoming financial year in determining the final rate cap. Put differently, the rate cap cannot entirely comprise an empirical exercise, since judgement must be exercised on future inflationary pressures.

2. What is the best way to measure changes in councils' costs and inflation, and how can this be done in a timely way?

As we have noted under question 1 above, much better approach exists. Given the geographical variation in municipal costs and municipal resource employment across NSW, particularly between metropolitan councils and their regional, rural and remote counterparts, Drew (2021) contended that different cost indexes should be employed for metropolitan, regional, rural and remote councils. These indexes should be constructed on the basis of three-year moving averages of the mix and weighting of the basket of items in the index, a price increase projection for the forthcoming financial year and an assessment of the operating environment of the four different types of council. Moreover, the environmental cost factor could be computed with precision by using econometric techniques and a three-

year panel of socio-demographic data together with publicly available financial information. Furthermore, employing moving averages would substantially reduce volatility and thereby partially mitigate the problem whereby some local councils find it difficult to predict future rate caps for budgeting purposes.

Moreover, if we are truly interested in accuracy then a number of changes to extant practice must follow. First, the rate cap needs to be issued far more precisely – to at least three decimal places – which would be reasonable given that it is multiplied through to millions of dollars of revenue². It is simply not acceptable to have material and avoidable rounding errors given that much more precise figures could easily be generated from index numbers and the like. Second, we need to use far more inputs to mitigate extant extreme synecdoche. We also need to use more precise inputs, rather than relying on known inaccurate proxies (such as wage price indexes³, CPI, or population estimates that we can be certain do not reflect actual costs). Third, this considerably expanded basket of goods and services purchased by local councils need to be re-priced at least annually and at a time more proximate to the use of the LGCI.

In addition, as we noted under question 1 above, it critical to consider the main macro-economic trends that might face local authorities in the forthcoming financial year in determining the final rate cap. In essence, the rate cap cannot entirely consist of an empirical exercise; judgement must be exercised on future inflationary pressures.

3. What alternate data sources could be used to measure the changes in council costs?

There is a wide range of actual and accurate data that ought to be used in place of the proxies that are currently heavily relied upon. This includes: (i) actual wage increase data for local government employees, (ii) actual auditing costs, (iii) actual audit committee costs, (iv) number of assessment data (that is both more closely related to the cost of local government provision and also far more accurate and timely), (iv) actual remuneration rulings for councillors, (v) the actual costs for hundreds of major items used by local governments on a regular basis, (vi) precise operating environment factors generated econometrically, (vi)

² Moreover, it would seem a relatively straight-forward matter to ensure that any rounding error in a given year was mitigated in the next year.

³ The use of the WPI is particularly perplexing given both the ease of using actual local government wage cost data and the size of this component (about a third of most NSW local council costs).

reevaluation adjustment data⁴, (vii) precise costs for holding elections and (viii) precise compliance costs.

4. Last year we included a population factor in our rate peg methodology. Do you have any feedback on how it is operating? What improvements could be made?

As we demonstrated in section 8 of this Report, the adoption of population size in the IPART rate peg methodology is highly problematical for three main reasons. In the first place, if we consider the mix of municipal services provided by NSW local authorities, which comprise mainly ‘services to property’ rather than ‘services to people’, the number of rateable assessments in a given local government area represents a much more accurate proxy variable for local government size than absolute population size, as demonstrated by Drew and Dollery (2014). Secondly, it is widely agreed that population estimates of intercensal years typically contain substantial errors, ranging from 2.4% in large councils to 15.6% in small local councils (Drew, 2022). Moreover, the ABS population data is often lagged by one or two years. Thus it is known to be inaccurate and irrelevant at the time of its use in the construction of the rate cap. Third, given the population magnitudes involved, annual population changes can produce significant changes in rates under the IPART methodology, which can be highly destabilising to local government financial planning. As we showed in section 8 of this Report, if we incorporate a population factor into the rate cap, then we should use a five-year moving average to reduce rate income volatility and partially alleviate the large intercensal errors (given that censuses only take place every five years).

The simplest and most effective way to compensate councils for growth in the local government area – consistent with one of the stated goals of the rate cap (to reduce pressure on the tax liability for the average ratepayer) – is to apply the cap to the average rate for each of the categories. As we have already described in previous submissions, this automatically adjusts for growth in a way that uses reliable and timely data (number of assessments⁵). It also has the benefit of discouraging the use of minimum and base rates that are clearly contrary to another purported goal of the rate cap (distributive justice (Drew (2021))).

⁴ The aggressive revaluation of assets by the Auditor-General is significantly affecting the income statements of Councils – if we want local governments to aspire to balanced budgets then these costs ought to be recognised (because it can’t be reliably assumed that previous rate caps recognised the costs of these long-lived assets in earlier periods of cost-allocation).

⁵ Notably organic growth (for instance births in an existing household) exert very limited cost pressures on councils compared to the subdivision of properties and establishment of new developments. Thus, responding to new assessments is likely to be much more important than responding to additional people.

However, the fact remains that a factor for growth disadvantages most rural and remote communities in a relative sense. These rural and remote councils are the most financially unsustainable category of local governments in NSW. Thus, a factor to compensate for operating environment (as we outlined earlier) is an absolutely essential element of any new rate cap methodology if we are to avoid further financial collapses in NSW local government.

5. How can the rate peg methodology best reflect improvements in productivity and the efficient delivery of services by councils?

If the NSW Government wishes to reflect improvements to efficiency and productivity, then it will be necessary to first accurately measure these constructs. Extant measures – such as operational expenditure per capita – are woefully inadequate as proxies for efficiency (Drew and Dollery, 2015). Instead, intertemporal data envelopment analysis (with appropriate adjustments) would need to be employed. Moreover, it would be essential to have an annual consistent survey of citizen satisfaction (or another reliable proxy for service quality) to ensure that supposed efficiencies were indeed the case (rather than merely reductions to service quality).

However, there is significant potential that policy adjustments to reflect efficiency would have serious, undesirable and unintended consequences. First, it would entirely remove the incentive for local councils to improve efficiency, because doing so would reduce their revenue. Accordingly, an efficiency dividend could well run contrary to the long-run interests of ratepayers. Second, it would further exacerbate the financial sustainability crisis that already grips around two-thirds of NSW local councils. At present, most councils actively seek out efficiencies as a way to partially-mitigate perceived inadequacies in rate cap dictates. If IPART or the NSW Government were to reduce the rate cap according to efficiencies achieved, then this would likely bring forward the time for a looming local government financial crises.

Most councils in NSW are active in pursuing efficiencies to try to maintain a semblance of financial sustainability. It would thus be a grave mistake to do anything to dissuade or punish them for these efforts (especially if we were to use inaccurate measures of efficiency as is currently the case).

6. What other external factors should the rate peg methodology make adjustments for? How should this be done?

As we have noted earlier, any rate peg calculation method must embody ‘forward facing’ elements, especially with respect to inflationary pressures. This means *inter alia* that the computation of the rate cap will embody forecasts of future cost increases and price rises that NSW local councils will experience. As we have suggested under section 10 of this Report, a rate cap setting panel should be established comprising *bona fide* experts on local government economics who can offer informed judgements on future cost increases and price rises in NSW local government.

Moreover, as the RBA (Lowe, 2021) has graphically illustrated in recent times, making predictions regarding likely inflation outcomes is thwart with danger. For this reason, it is essential that our recommendation for a rate cap range, made in earlier submissions, be adopted. Specifically, offering councils a rate cap range reflective of the uncertainty in both future predictions and past data⁶ allows local decision-makers to better tailor their tax increases to their local knowledge regarding the specific challenges emerging in their council area. It also improves democratic accountability and reduces the problem of learned helplessness that has been noted in the literature (Drew, 2021).

7. Has the rate peg protected ratepayers from unnecessary rate increases?

In the short-run a rate peg might protect ratepayers from increases to their tax liability. However, this protection currently comes at significant costs especially to the most vulnerable in the community.

What typically occurs is that councils delay required tax increases because of the expense and political controversy likely to be engendered by a Special Rate Variation (SRV). However, ultimately matters come to a crisis point and then ratepayers are confronted with an extraordinarily large rate increase. It is not hard to find evidence of hefty local rate increases in the IPART determinations, such as 94.787% for Balranald in 2018-19 and 53.5% for Cootamundra-Gundagai in 2021-22. Indeed, there are dozens of SRVs of thirty percent or more. It is hard to believe that residents in these areas would agree that the rate cap saved them from unnecessary rate increases! It is much more likely that they would contend that the rate cap merely spared them a little bit of pain over many years that metastasized into a great burden later because it had been left un-checked.

⁶ Able to be precisely quantified using relatively rudimentary statistical measures.

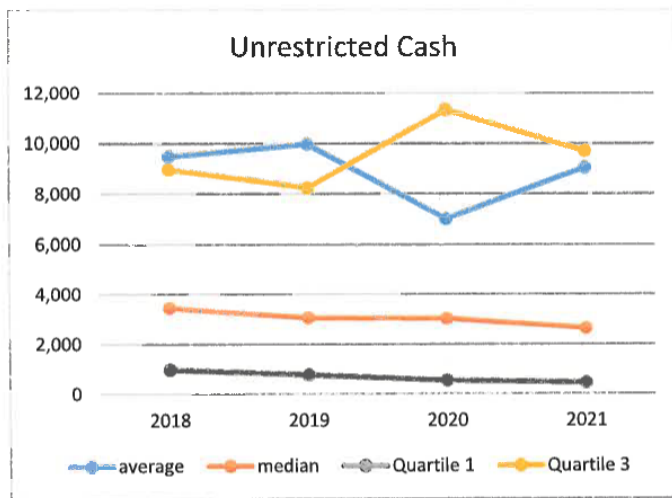
Moreover, deferral of needed rate increases, which is a prominent feature of the rate cap regime, also presents significant intergenerational equity risks. This occurs because existing residents may avoid needed rate increases for a decade or more which are ultimately forced onto contemporary ratepayers who may not have been beneficiaries of past expenditure (for instance if they only recently became homeowners in the local government area).

Furthermore, large and unexpected SRVs needed to mitigate inadequate rate caps over many years tend to disproportionately hurt the most disadvantaged in our communities. These people are the least likely to have savings to draw on to mitigate unexpected rate shocks that accompany SRVs. In addition, the services most likely to be cut by councils to cope with constraints on rate revenue tend to be discretionary projects such as programs tailored to the aged, unemployed, disabled or culturally diverse groups. This is the stark consequence of less-than-competent execution of seeking to reduce 'unnecessary' tax increases.

For all these reasons, in our previous work, we have strongly advocated for automatic triggers linked to a competent financial sustainability monitoring system (which sadly is not our current system). Automatic triggers would force councils to apply for a SRV when data demonstrated that financial sustainability had waned significantly, thus avoiding inappropriate delays to adjust rates which ultimately result in unacceptable large rate shocks.

8. Has the rate peg provided councils with sufficient income to deliver services to their communities?

Financial failures in NSW local government, together with dwindling cash reserves (that have now reached critical levels for median and quartile 1 councils) clearly demonstrate that the rate peg has not delivered sufficient income for councils and their communities. Indeed, frequent approvals of hefty SRVs to address 'financial sustainability' submissions to the IPART, also underline the inadequacy of current practice.



It is unlikely that a ‘one-size-fits-all’ rate cap will ever be able to provide the disparate NSW cohort of councils and communities with sufficient income to deliver needed services. In accordance with the decentralization theorem, each council provides a different set of goods and services tailored to the particular tastes and preferences of their citizens. This is the whole point of decentralized local government. Furthermore, each community faces different challenges, operating and economic environments. Thus, it follows that each local council needs the flexibility to set the particular rate of the increase to their specific basket of goods provided according to their superior local appreciation of local conditions. This can best be achieved by providing a short range of rate cap for each major category of local government and trusting the democratic accountability and high professionalism of local government decision-makers to make appropriate decisions about the precise price rise required for their specific councils.

9. How has the rate peg impacted the financial performance and sustainability of councils?

As we have seen in section 5 of this Report, Dollery and McQuestin (2017) empirically investigated the likely effects of a rate cap on South Australian (SA) local government by comparing the performance of SA local government with NSW local government employing three performance indicators (revenue effort, financial sustainability and operational efficiency) over the period 2013 to 2016. Dollery and McQuestin (2017, p.84) established that ‘rate-capping in NSW has not served to reduce inter-municipal revenue effort inequities’. Moreover, rate capping is thus ‘most unlikely to minimise these inequities in SA local government’. In addition, Dollery and McQuestin (2017) found that the ‘claims made by proponents of rate-pegging that it improved financial sustainability’ were falsified by their

findings. For example, comparing council debt per capita as a proxy for financial sustainability, Dollery and McQuestin (2017) found that 'NSW local authorities have much higher debt than their SA counterparts despite the four decade long rate-pegging regime in NSW'. Furthermore, Dollery and McQuestin (2017, p.84) established that the operational efficiency of local councils did not increase under rate capping. Using council expenditure per capita as a measure of the operational efficiency of local councils, Dollery and McQuestin (2017, p.84) demonstrated that 'rate-pegging does not increase the efficiency of local councils: for each year in our sample, the efficiency of NSW councils falls well below SA councils'.

In sum, Dollery and McQuestin (2017, p.84) found that 'on all three dimensions of local government examined in our empirical analysis, we find SA councils performance better than NSW local government notwithstanding the latter's longstanding rate-pegging policy'. Furthermore, compared to NSW, 'SA municipalities exhibit superior performance'. In light of their findings, Dollery and McQuestin (2017, p.84) concluded that 'the empirical evidence presented in the paper demonstrates that rate-pegging should not be imposed on SA local government and instead other more promising policies [should be] considered'.

10. In what ways could the rate peg methodology better reflect how councils differ from each other?

Following from our observations under question 1 above on regional variations in the LGCI, different rate caps should be calculated for councils falling in (at least) the four main municipal categories in NSW local government (metropolitan, regional, rural and remote councils). This will not only more accurately reflect the different operating environments facing these categories of council, but also facilitate comparisons between the performance of local councils in each category. As a consequence, there will be greater transparency for local residents and more accountability for local councillors.

As noted in this Report as well as in our earlier submission, the rate cap should also be provided as a range for these four main categories of councils. This will allow local government decision-makers to use their superior knowledge of local conditions to set a precise price increase for the basket of goods and services that best reflects their community's specific needs and circumstances. It will also promote democratic accountability and combat learned helplessness.

People outside of Sydney rarely understand the importance of rural councils having the flexibility to tax at higher rates in good agricultural seasons to build up reserves against local economic shocks arising from poor agricultural seasons at other times. Rural economies are very dependent on weather conditions, as well as commodity prices, and a failure to provide the flexibility to properly respond to prevailing conditions has caused much harm to rural communities. Accordingly, a flexible range of rate caps is especially important in rural areas.

11. What are the benefits of introducing different cost indexes for different council types?

As we have observed, given the spatial variation in municipal costs and municipal resource use across NSW local government, especially between metropolitan councils and their regional, rural and remote counterparts, Drew (2021) and others have argued that different cost indexes should be employed for (at a minimum) four main categories of council (metropolitan, regional, rural and remote councils). The construction of these indexes should include the use of three-year moving averages of the mix and weighting of the basket of items in the index, a price increase projection for the forthcoming financial year and consideration of the operating environment of the four different categories of council. In essence, using moving averages as suggested would considerably reduce volatility and thereby partially mitigate the problem whereby some local governments find it difficult to predict future caps for budgeting purposes.

However, if we truly wished a rate cap to be responsive to the particular needs and circumstances of different communities then it would either be: (a) necessary to have a much more carefully assembled LGCI constructed for each individual council, or (b) a rate cap range provided to each category of local government so that relevant decision-makers might use their superior local knowledge of the precise circumstances faced by their communities to set an appropriate price increase.

12. Is volatility in the rate peg a problem? How could it be stabilized?

A certain degree of volatility in the rate cap is to be expected. However, what is problematic is when the volatility is *unanticipated* and out of line with official Australian Bureau of Statistics (ABS) CPI and PPI data. Put differently, it is the volatility between the expected rate cap and the actual rate cap proclaimed that is the real problem for local government. Indeed, current instructions for councils to assume a rate cap of 2.5% (which does not seem to have changed for well over a decade) should be reviewed far more regularly to avoid significant errors creeping into LTFP and thereby exposing communities to fiscal risk.

As we have already detailed, the rate cap can be stabilized by using moving averages. However, it is also important that far more up-to-date data is used in the calculation of the rate cap. Moreover, the gap between expected rate cap and actual rate cap can be redressed by also considering forward-looking indicators when determining the rate, as well as issuing a final cap at a time much closer to when councils might reasonably be expected to be incorporating it into their decision making (i.e. March-May each financial year). In this regard it would seem prudent to provide an indicative rate cap early on for the drafting of budgets, but only proclaim the final rate cap proximate to its final use.

13. Would councils prefer more certainty about the future rate peg, or better alignment with changes in costs?

It should go without saying that local councils and local communities alike would prefer a rate cap that was accurate and adequately met the demands of financial sustainability. Certainty that the rate cap would be appropriate and responsive to actual economic conditions is much preferred to certainty about it being a particular number. At present, there is little confidence in the NSW local government community that future rate caps will be appropriate for the economic conditions that actually prevail at the relevant time. This represents a substantial problem that IPART and the NSW government must respond to.

14. Are there benefits in setting a longer term rate peg, say over multiple years?

Given that the RBA informed us in November 2021 that inflation would be transitory (Lowe, 2021), it is hard to imagine how IPART might think that an accurate long-term rate cap could possibly be divined. As we have already stressed, it is not certainty in a particular number that is at stake here. Rather local councils simply need to be certain that the rate cap will be appropriate for the specific conditions that they face at the relevant time.

15. Should the rate peg be released later in the year if this reduced the lag?

As we have already outlined, an indicative rate cap should be released at around the same time as occurs at present to assist with forward budgeting. However, the final rate cap should certainly be proclaimed as late as practical (i.e. April-May each financial year) in order to ensure that it is sufficiently responsive to prevailing macro-economic conditions. This is particularly important in a high inflation environment where macro-economic forces are volatile and unpredictable. Indeed, had this practice been adopted in the past, local councils

and local communities would have been spared the unnecessary cost and time involved in the recent ASV.

16. How should we account for the change in efficient labour costs?

As we detailed in our response to question 5 it would be a grave mistake to penalize councils for efficiency improvements. First, it would be necessary to measure efficiency correctly (which is presently not done owing to methodological and data problems). Second, it would likely result in deleterious unanticipated consequences.

17. Should external costs be reflected in the rate peg methodology and if so, how?

It is not quite clear what IPART means by 'external costs'. However, certainly all costs must be considered as part of the compilation of a competent rate cap.

At present it appears that many important costs are not considered, such as new compliance costs (like the ARIC committees and the significantly higher audit costs after central auditing), cost-shifting and aggressive revaluations of existing assets pursued by auditors (that should have been reflected in past rate caps but certainly have a large bearing on current bottom lines).

Moreover, sensible adjustments need to be made to the permissible general income calculation to account for the portion of the pensioner rebates *not* refunded by the NSW Government (i.e. the notional general income should be increased by the amount of the rebates *not* received back as a subsidy). This simple change would mean that rural and fringe councils, which are often in the most precarious financial position, would no longer be penalised by the higher and increasing proportion of pensioners that choose to live in their areas.

In addition to calculating the rate cap so as to minimise uncertainty and reduce income volatility, it is also important to take into account the macro-economic challenges and trends that might face councils in the forthcoming financial year(s) under the stipulated rate cap. Put differently, the rate cap cannot be a purely empirical exercise; judgements must also be made about future inflationary pressures and other external forces that will impinge upon council costs.

18. Are council-specific adjustments for external costs needed, and if so, how could this be achieved? Please see our response to question 17.

19. What types of costs which are outside councils' control should be included in the rate peg methodology?

As detailed in our response to previous questions, adjustments must be made for a range of compliance, audit revaluation, cost-shifting and pensioner-discount costs. Indeed, adjustments should have been made for the substantial direct and indirect costs associated with COVID requirements and it would be appropriate to include a catch-up factor for this in the next rate cap.

Given the problem with sourcing appropriately trained staff, especially in rural and remote areas, it would also be appropriate to adjust rate caps for staff training and relocation expenses (or alternatively these costs could be reflected in the notional general income calculation).

In addition, it is absolutely essential that costs associated with local economic shocks are reflected in rates. This is particularly important in rural areas where climatic conditions and changes to commodity prices can have large effects on both 'capacity to pay' and 'need' for local government services (and hardship provisions).

As we have suggested a number of times, a rate cap range will often be the best way to reflect external costs that are specific to particular councils. Often it would not be possible for IPART to understand or quantify the myriad of specific external costs faced by various local communities at particular times. We need to trust to the superior local knowledge of local decision-makers to do so. Moreover, the democratic process has a built-in accountability mechanism to ensure that a rate cap range would not be exploited (although we note that simple reporting by IPART, along with pre-election fiscal statements long championed by scholars such as Drew (2021), could also act as an effective check on opportunistic behavior).

20. How can we simplify the rate peg calculation and ensure it reflects, as far as possible, inflation and changes in costs of providing services?

As we laid bare at the outset, a competent rate cap needs to have a clearly articulated purpose. We do not believe that simplicity ought to be the primary purpose of a rate cap. Indeed, most of the inaccuracy and subsequent fiscal damage caused by the rate cap has come about because of a desire to make things simple (often through the inappropriate use of indexes).

The costs of getting rate caps wrong are substantial, both in terms of financial sustainability as well as the broader social costs to the most vulnerable in our communities. We suspect that simplicity is a goal motivated in part by the desire to keep IPART/NSW government costs down. However, there is clearly a multiplier effect on the costs of inaccurate rate caps. Thus, it should be clear that the prudent course of action would be to invest more adequately in an accurate rate cap, better tailored to the needs of particular communities. To borrow a phrase from Bird et al. (2015): ‘to buy cheap methodology is to buy dear in the longer term’.

10. Recommendations

In this Report, we have (a) considered the major arguments in the ongoing debate in NSW local government over the impact of rate capping; (b) we examined the various theoretical considerations on the nature of property tax limitations and their regulation; (c) we surveyed the international empirical literature on the impact of property tax limitations; (d) we discussed the Australian empirical literature on the impact of rate pegging in local government; (e) we considered the findings of recent inquiries and official reports on rate capping in NSW local government; (f) we outlined the new IPART methodology for calculating the annual rate cap that includes a population growth factor; (g) we examined various problems inherent in the IPART methodology; and (h) we provided answers to the twenty questions provided by IPART (2022) in its *Issues Paper*. We now offer several recommendations for improving the municipal rating system in NSW local government.

As we have demonstrated in this Report, the longstanding rate cap regime in NSW local government has had a damaging impact on municipal performance, especially the continuing inadequacy of income from rates, related ongoing problems with the financial sustainability of NSW local government and associated inadequate infrastructure maintenance and renewal (Dollery, Johnson and Crase, 2006). Moreover, as we have shown in the Report, the new IPART rate cap methodology is seriously deficient and it will accordingly further damage the financial sustainability of NSW local government (Drew 2021; 2022).

Two alternative generic approaches of improving the NSW local government rating system exist:

RECOMMENDATION 1: ‘FIRST-BEST’ APPROACH ABOLISH RATE CAPPING

A ‘first-best’ approach would be for the NSW Government to simply abolish rate pegging and grant local councils the freedom to strike their own rates and be held accountable by their

own local residents. As we have demonstrated in this Report, this approach accords with both economic theory on optimal municipal property taxation and local democratic accountability, as well as the weight of international and Australian empirical evidence on property tax limitations.

However, this optimal approach involving the abolition of the rate cap in NSW local government faces the harsh political reality that it is politically extremely difficult to remove rate pegging from NSW local government. In this regard, Drew (2021, p.111) observed that ‘no political party is likely to voluntarily remove existing tax limitation regimes because there is a considerable risk that taxes would be increased soon after, and the party facilitating this would be greeted with the displeasure of voters at the next higher tier election’. Moreover, ‘because taxation limitations are a politically popular way of responding to cost of living pressures – at no immediate cost to the instigator – their incidence is only likely to increase in future’.

RECOMMENDATION 2: ‘SECOND-BEST’ APPROACH REDESIGN RATE CAPPING

A ‘second-best’ pragmatic approach must accept that rate capping will remain an unassailable feature of NSW local government, regardless of the political complexion of the state government. We thus contend that reform should instead focus on removing the worst features of the NSW local government rate pegging regime. Put differently, a ‘second-best’ approach should concentrate on improving the IPART rate cap methodology.

Drew (2021, pp.111-114; 2022) has advanced several recommendations for reforming rate caps which we have augmented with additional suggestions. Firstly, as noted earlier, we recommend different cost indexes be employed for metropolitan, regional, rural and remote councils. As we have seen, the current LGCI employed by IPART is awash with problems that render it unsuitable as a basis for determining cost increases in operation of NSW local government. Given the spatial variation in municipal costs and municipal resource use across NSW, especially between metropolitan councils and their regional, rural and remote counterparts, Drew (2021) argues that different cost indexes should be employed for – at a minimum – the four main categories of council (metropolitan, regional, rural and remote councils). The construction of these indexes should include the use of three-year moving averages of the mix and weighting of the basket of items in the index, a price increase projection for the forthcoming financial year and consideration of the operating environment

of the four different categories of council. In essence, using moving averages as suggested would considerably reduce volatility and thereby partially mitigate the problem whereby some local governments find it difficult to predict future caps for budgeting purposes.

It is also important to take into account the macro-economic challenges and trends that might face councils in the next year when determining the final cap. Put differently, the rate cap cannot be a purely empirical exercise; judgements must also be made about future inflationary pressures and the like.

Secondly – and following from our first recommendation - we contend that different rate caps be calculated for councils falling in the four main municipal categories in NSW local government (metropolitan, regional, rural and remote councils). This will not only more accurately reflect the different operating environments facing these categories of council, but it will also facilitate comparisons between local council outcomes in each category. Accordingly, there will be greater transparency for local residents and more accountability for local councillors.

Thirdly, we recommend that a rate cap setting panel, as well as the SRV assessment panel, should include at least one scholarly local government expert. Scholarly knowledge of rate cap theory and sophisticated empirical techniques are clearly important for the development of a sound cap. Moreover, scholars are perceived to have greater independence (thus strengthening perceptions for a range of rate cap stakeholders) and can bring new insights to deliberations. Many of the problems associated with the recent changes would have been avoided if a suitably credentialed person was on the deliberative panels. It is thus wise to address this gap to avoid problems in the future.

Fourthly, we recommend that the rate cap should be based on the average rate for each category of property. As we have seen, the IPART rate cap methodology calculates the annual rate cap for each council based on its total property tax revenue from the previous financial year. Changing to a calculation based on typical (mean) rate impost will have significant benefits for local authorities. For instance, it will mean that the construction of new dwellings and businesses in a given local government area will increase the total tax intake. This will better enable local councils to absorb the costs of growth, including the need for additional local infrastructure investment. It would also mean that the inaccurate and controversial population growth factor would be rendered redundant.

To calculate the cap, the average of each category (from the previous period) would need to be inflated by the specific cap for the particular type of council, then multiplied by the number of assessments in the given category as at the most recent record date. The total tax take would then be equal to the sum of the various category calculations.

A rate cap based on the averages for each category will also encourage more prudent use of minimum rates and base rates. This implies that it will thus contribute to greater distributive justice. Furthermore, an approach based on averages is more consistent with the objectives of a rate cap; that is, to avoid rate shock for the typical resident. By setting rate caps on the foundation of the typical rate imposed on each category of ratepayer we are much more likely to avoid rate shock for the typical ratepayer.

Fifthly, we recommend that the rate cap should be provided within a small range rather than as a single set number. A rate cap should not be a single figure for each council, but instead encompass a small range of potential rate increases (thus, for instance, a rate cap can be expressed as 2.4 to 3.0% rather than simply 2.7%). This would have a number of advantages. Firstly, it would diminish much of the 'learned helplessness' and 'blame shifting' inherent in the current rate cap regime. Second, it would enable councillors to lessen any error in the calculation or calculation methodology. Third, it would allow for local councils to adjust to changes in conditions that occur in the long time-span between promulgation of the rate cap and the start of the new financial year. Fourth, it would empower regulators to explicitly include the statistical error term associated with any empirical calculation. Fifth, it would reassert democratic accountability and would give councillors greater opportunity to respond to community circumstances and community preferences. A rate cap incorporating a small range would still reduce the potential for monopolistic excesses, but it would do so in a manner that respects both the uncertainty of the rate cap construction as well as local democratic principles.

Sixthly, we recommend more sensible timelines should be established for SRV nominations and applications. The current timeline for SRVs in NSW could hardly be worse and contribute to a range of avoidable costs (see Table 1 below). In practice, it often means that local councils are breaking bad news to their local communities immediately prior to Christmas. In the most recent year of delayed elections, the early nomination date meant that

many councils delayed their SRV by an additional year which may well have caused serious financial sustainability problems. Moreover, it increases stress on council staff who often have to give up customary extended periods of leave typically taken over the festive season. In addition, it adds to consultant costs because companies are often forced to pay premiums to staff to work over the festive season.

In Victoria much more reasonable date are employed, as we can see from Table 1. Intent to apply is purely optional, as it should be. Moreover, the applications roll in over a long period which allows for much better assessment turnaround times. In addition, it also makes it much more likely that applications get assessed on their own merits rather than being sub-consciously compared to other applications.

Table 1: Special Rate Variation Key Dates for NSW and Victoria

Event	NSW Date	Victorian Date	Recommendation
Notification of Intent to apply for a SRV	26 November	31 January*	End of January (optional)
SRV application due date	7 February	1 February until 31 March	Should be submitted any time prior to mid-April
Determinations announced	May 2022	Within two months of receiving the application	Within six weeks of application

* Note this is only an option in Victoria. It is not mandatory to give notice of intent.

Our seventh recommendation suggests automatic triggers should be employed. One of the significant problems associated with a rate cap regime is that it is associated with steep political costs. This explains why many local councils are hesitant to indicate intent to apply for an SRV in election years. The problem with delaying SRVs is that a council may fail financially in the interim. Moreover, it also tends to mean that increases need to be higher to make up for foregone rate revenue for the year(s) deferred.

Political costs could be reduced substantially by making SRVs mandatory when certain triggers are met. This would indicate that the local community in question would perceive the SRV as an act required from fiscal prudence rather than political choice. It would also mean

that the rate cap regime would not add further to the already deplorable record of local government financial failures in the NSW local government system (Drew et al., 2021).

Triggers should include standard ratios already in use. However, they would require the NSW OLG to employ more reasonable benchmarks based on empirical evidence (rather than the current apparently arbitrary numbers). In particular, the following ratios represent excellent candidates:

- Operating ratio (over *three* years)
- Unrestricted Current ratio (with a more appropriate benchmark)
- Debt ratio (with more suitable benchmark)
- Cash expense ratio (using a more appropriate benchmark)
- Rates outstanding (currently there is no benchmark and it should be noted that a ceiling - rather than a floor - would be most appropriate here to protect ratepayers).

We have specifically excluded the asset maintenance ratios because they are typically too unreliable at present. Moreover, their use may exacerbate the already high levels of distortion to these numbers.

Regulators might also consider introducing a trigger whereby a certain turnover in councillors following elections would establish a presumption that a new rating policy should be constructed, where a new rating policy might result in a reduction to total tax take, different categories, changes to minimum and base rates and hence greater distributive justice (Drew, 2021). This would be consistent with calls for greater political accountability with respect to municipal finance.

In addition, given the extreme fiscal distress currently experienced by forcibly amalgamated councils as a result of the disastrous NSW local government *Fit for the Future Program* (Drew et al., 2021), it should be considered essential that all compulsorily consolidated councils submit an SRV application as a matter of urgency.

Our eighth and final recommendation prescribes that the burden of proof should rest with the assessing panel or those who object to the proposed rate cap to offer sound reasons for why it should be rejected or reduced. Given that SRV applications are publicly available, and should also be based on thorough and robust proof of need according to prescribed criteria, the burden of proof should rest with the SRV assessment panel or those who object to the proposal to provide compelling reasons for why the SRV should be rejected or reduced. This

is especially the case when local councils have availed themselves of suitably qualified experts to assist in the preparation of the SRV and where they have provided robust empirical evidence in support their claims. In essence, reversing the burden of proof along the lines we suggest would more appropriately respect the efforts of council staff and the deliberations of politically accountable councillors.

References

- Anderson, N. (2006), 'Property tax limitations: An interpretive review', *National Tax Journal*, 59 (3), 685–694.
- Bailey, S. J. (1999), *Local Government Economics: Principles and Practice*, Macmillan, London.
- Bird, S., D. Cox, V. Farewell, H. Goldstein, T. Holt and P. Smith. 2005. 'Performance Indicators: Good, Bad, and Ugly'. *Journal of Royal Statistical Society* 168(1):1–27.
- Blom-Hansen, J., Baekgaard, M., Serritzlew, S. (2014), 'Tax limitations and revenue shifting strategies in local government', *Public Budgeting and Finance*, 64–84.
- Boadway, R. and Shah, A., (2009), *Fiscal Federalism: Principles and Practice of Multi-Order Governance*, Cambridge University Press, London.
- Bos, D. (1994), *Pricing and Price Regulation*, Elsevier North Holland, Amsterdam.
- Brown, T., (2000), 'Constitutional tax and expenditure limitation in Colorado: The impact on municipal governments', *Public Budgeting and Finance*, 20 (3), 29–50.
- Cutler, D., Elmendorf, D. and Zeckhauser, R., (1999), 'Restraining the Leviathan: Property tax limitation in Massachusetts', *Journal of Public Economics*, 71, 313–334.
- Dollery, B. E., Crase, L. and Johnson, A. K. (2006), *Australian Local Government Economics*, UNSW Press, Sydney.
- Dollery, B.E. and Drew, J.D. (2016), 'An assessment of the New South Wales Government's post-amalgamation rate path freeze policy', *Journal of Australian Taxation*, 18, 143–162.
- Dollery, B. E. and McQuestin, D. (2017), 'No Panacea: Rate-Capping in South Australian Local Government', *Economic Analysis and Policy*, 56(4), 79-85.
- Dollery, B. E., Wallis, J. L. and Allan, P. (2006), 'The Debate That Had to Happen But Never Did: The Changing Role of Australian Local Government', *Australian Journal of Political Science*, 41(4), 553-567.
- Dollery, B. E. and Wijeweera, A. (2010), 'Time for Change? An Assessment of Rate-Pegging in New South Wales Local Government', *Commonwealth Journal of Local Governance*, 6, 56-76.
- Drew, J. and Dollery, B.E. (2015), 'Careful what you wish for: Rate-capping in Victorian local government', *Journal of Australian Taxation*, 17 (1), 139–163.

- Figlio, D. and O'Sullivan, A., (2001), 'The local response to tax limitation measures: Do local government manipulate voters to increase revenues?' *Journal of Law and Economics*, 44 (1), 233–257.
- Florestano, P., (1981), 'Revenue-raising limitations on local government: A focus on alternative responses', *Public Administration Review*, 41, 122–131.
- Hillman, A. L. (2005), *Public Finance and Public Policy*, Cambridge University Press, Cambridge.
- Independent Pricing and Regulatory Tribunal (IPART) (2008), *Revenue Framework for Local Government: Issues Paper*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2016), *IPART Review of the Local Government Rating System: Final Report*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2016), *IPART Review of the Local Government Rating System: Government Response*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2021), *Issues Paper - Review of the rate peg to include population growth*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2021), *Draft Report - IPART Review of the Rate Peg to include Population Growth*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2021), *Review of the Rate Peg to include Population Growth: Final Report*, IPART, Sydney.
- Independent Pricing and Regulatory Tribunal (IPART) (2022), *Review of Rate Peg Methodology: Issues Paper*, IPART, Sydney.
- Jensen, M. and Meckling, W. (1976), 'Theory of the firm: Managerial behaviour, agency costs and ownership structure', *Journal of Financial Economics*, 3(4), 305–360.
- Johnson, A. K. (2001), *Beyond the Three R's: Financing Local Government*, Centre for Local Government, University of New England.
- Kousser, T., McCubbins, M., and Moule, E. (2008), 'For whom the bell tolls: Can state tax and expenditure limits effectively reduce spending?' *State Politics and Policy Quarterly*, 331–361.
- Local Government and Shires Associations of NSW (2008), *Submission to the Independent Pricing and Regulatory Tribunal of NSW's Review of Revenue Framework for Local Government*, Local Government and Shires Associations of NSW, Sydney.
- Lowe, P. (2021). Recent Trends in Inflation. RBA. Accessed 7th October, 2022. Available at: <https://www.rba.gov.au/speeches/2021/sp-gov-2021-11-16.html>
- McCubbins, M. and Moule, E. (2010), 'Making mountains of debt out of molehills: The pro-cyclical implications of tax and expenditure limitations', *National Tax Journal*, 63(3), 603–621.

- Mullins, D. (2004), 'Tax and expenditure limitations and the fiscal response of local government: Asymmetric intra-local fiscal effects', *Public Budgeting and Finance*, 24(4), 111–147.
- 75–101.
- Mullins, D. and Joyce, P. (1996), 'Tax and expenditure limitations and state and local fiscal structure: An empirical assessment', *Public Budgeting and Finance*, 16 (1), 75–101.
- Mullins, D. and Wallin, B. (2004), 'Tax and expenditure limitation: Introduction and overview', *Public Budgeting and Finance*, 24 (4), 2–15.
- Nahum, D. (2021), *Putting a Cap on Community: The economic and social consequences of Victoria's local government rate caps policy*. Centre for Future Work, Melbourne.
- NSW Government (2020), *IPART Review of the Local Government Rating System: Final Response*. Office of Local Government, Sydney.
- NSW Productivity Commission (2020), *Review of Infrastructure Contributions in New South Wales: Final Report*, NSW Productivity Commission, Sydney.
- NSW Productivity Commission (2020), *Final Report: Evaluation of infrastructure contributions reform in New South Wales*, NSW Productivity Commission, Sydney.
- NSW Treasury (2008), *Submission to the NSW Independent Pricing and Regulatory Tribunal*, NSW Treasury, Sydney.
- Preston, A. and Ichniowski, C. (1991), 'A national perspective on the nature and effects of the local property tax revolt, 1976–1966', *National Tax Journal*, 44 (2), 123–145.
- PriceWaterhouseCoopers (2006), *National Financial Sustainability Study of Local Government*, Australian Local Government Association, Canberra.
- Shadbegian, R., 1999. The effect of tax and expenditure limitation on the revenue structure of local government, 1962–87. *Natl. Tax J.* 55 (2), 221–237.
- Skidmore, M., 1999. Tax and expenditure limitations and the fiscal relationships between state and local governments. *Public Choice* 99 (1/2), 77–102.
- Temple, J. (1996), 'Community composition and voter support for tax limitations: Evidence from home-rule elections', *Southern Economic Journal*, 62 (4), 1002–1016.
- Yarram, S., Tran, C. and Dollery, B. E. (2021), 'The Impact of Rate Capping on Local Government Expenditure', *Policy and Politics* (in print).

Greg Tory

Subject: FW: Agnes Burns 100th birthday celebrations

Note:

Mr Burns advised that Mrs Burns 100th birthday falls on 22 November 2022 and a private family celebration will be held on 26 November.

From: ronaldaburns ronaldaburns <ronaldaburns@bigpond.com>

Sent: Tuesday, 18 October 2022 4:25 PM

To: Council <council@lachlan.nsw.gov.au>

Subject: Agnes Burns 100th birthday celebrations

To Whom this concerns

Re; Agnes Burns' 100th birthday

Hi

I was wondering if the Lachlan Council recognised locals who celebrated their 100th birthdays

She was presented with an Australia Day Award in 2014 for Community Services, as a long serving volunteer at Condobolin's ST Vincent De Paul shop and personal emergency help service, until she entered the village in Feb 2021

She was still driving at her 95th birthday and handed her drivers licence in at the age of 97
Although she has moved into the village, she is still in good health and enjoying these facilities.

Yours Ron.A. Burns