LACHLAN SHIRE
COUNCIL
Wiradjuri Country

ATTACHMENTS

Ordinary Council Meeting

13 December 2023

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LACHLAN SHIRE COUNCIL
Wiradjuri Country

Investment Report

01/11/2023 to 30/11/2023

Portfolio Valuation as at 30/11/2023

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
Westpac	AA-	TD	GENERAL	Quarterly	30/11/2021	05/12/2023	1.1900	750,000.00	750,000.00	24.45	24.45
BOQ	BBB+	TD	GENERAL	Annual	07/12/2022	07/12/2023	4.2900	1,500,000.00	1,500,000.00	63,292.19	5,289.04
Bank of Sydney	Unrated	TD	GENERAL	Annual	13/12/2022	12/12/2023	4.6000	500,000.00	500,000.00	22,243.84	1,890.41
Warwick Credit Union	Unrated	TD	GENERAL	At Maturity	28/06/2023	20/12/2023	5.7500	2,000,000.00	2,000,000.00	49,150.68	9,452.05
Commonwealth Bank	AA-	TD	GENERAL	At Maturity	18/01/2023	23/01/2024	4.6500	2,000,000.00	2,000,000.00	80,769.86	7,643.84
NAB	AA-	TD	GENERAL	At Maturity	02/03/2023	06/02/2024	4.9600	2,000,000.00	2,000,000.00	74,467.95	8,153.42
Westpac	AA-	TD	GENERAL	Quarterly	09/02/2022	13/02/2024	1.5800	500,000.00	500,000.00	476.16	476.16
Bendigo and Adelaide	BBB+	TD	GENERAL	Quarterly	22/02/2022	27/02/2024	1.6500	500,000.00	500,000.00	203.42	203.42
Westpac	AA-	TD	GENERAL	Quarterly	23/03/2022	26/03/2024	2.3200	1,000,000.00	1,000,000.00	4,258.63	1,906.85
BOQ	BBB+	TD	GENERAL	Annual	31/03/2022	27/03/2024	2.6000	1,000,000.00	1,000,000.00	17,452.05	2,136.99
MyState Bank	BBB	TD	GENERAL	At Maturity	09/05/2023	09/04/2024	4.7500	1,000,000.00	1,000,000.00	26,808.22	3,904.11
P&N Bank	BBB	TD	GENERAL	Annual	09/05/2023	07/05/2024	4.9500	1,000,000.00	1,000,000.00	27,936.99	4,068.49
ING Direct	A	TD	GENERAL	At Maturity	24/05/2022	28/05/2024	3.7600	1,000,000.00	1,000,000.00	57,275.62	3,090.41
ING Direct	A	TD	GENERAL	At Maturity	06/06/2023	06/06/2024	5.1000	1,000,000.00	1,000,000.00	24,871.23	4,191.78
ING Direct	A	TD	GENERAL	At Maturity	13/06/2023	13/06/2024	5.4100	500,000.00	500,000.00	12,672.74	2,223.29
ING Direct	A	TD	GENERAL	At Maturity	13/06/2023	13/06/2024	5.4100	750,000.00	750,000.00	19,009.11	3,334.93
Westpac	AA-	TD	GENERAL	Quarterly	18/06/2021	18/06/2024	0.8000	1,500,000.00	1,500,000.00	2,432.88	986.30
Warwick Credit Union	Unrated	TD	GENERAL	Annual	28/06/2023	26/06/2024	5.7800	1,000,000.00	1,000,000.00	24,703.56	4,750.68

IMPERIUM MARKETS

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
ING Direct	A	TD	GENERAL	Annual	28/06/2023	27/06/2024	5.6200	2,000,000.00	2,000,000.00	48,039.45	9,238.36
BOQ	BBB+	TD	GENERAL	Annual	28/06/2023	27/06/2024	5.5800	1,000,000.00	1,000,000.00	23,848.77	4,586.30
Westpac	AA-	TD	GENERAL	Quarterly	06/07/2021	09/07/2024	0.8000	1,000,000.00	1,000,000.00	1,227.40	657.53
Commonwealth Bank	AA-	TD	GENERAL	Semi-Annual	20/07/2022	23/07/2024	4.3700	1,000,000.00	1,000,000.00	16,043.29	3,591.78
Heritage and Peoples Choice Limited	BBB+	TD	GENERAL	Annual	25/07/2023	24/07/2024	5.7000	1,000,000.00	1,000,000.00	20,145.21	4,684.93
NAB	AA-	TD	GENERAL	Annual	26/07/2023	30/07/2024	5.5000	600,000.00	600,000.00	11,572.60	2,712.33
AMP Bank	BBB	TD	GENERAL	Annual	08/08/2023	13/08/2024	5.4500	1,000,000.00	1,000,000.00	17,171.23	4,479.45
AMP Bank	BBB	TD	GENERAL	Annual	15/08/2023	20/08/2024	5.3000	1,000,000.00	1,000,000.00	15,682.19	4,356.16
Westpac	AA-	TD	GENERAL	Quarterly	23/08/2022	23/08/2024	4.3800	500,000.00	500,000.00	480.00	480.00
Australian Military Bank	BBB+	TD	GENERAL	Quarterly	29/08/2022	29/08/2024	4.4500	1,000,000.00	1,000,000.00	243.84	243.84
NAB	AA-	TD	GENERAL	At Maturity	31/08/2023	03/09/2024	5.2200	1,000,000.00	1,000,000.00	13,157.26	4,290.41
Westpac	AA-	TD	GENERAL	Quarterly	30/08/2022	03/09/2024	4.4400	1,000,000.00	1,000,000.00	121.64	121.64
BOQ	BBB+	TD	GENERAL	At Maturity	30/08/2022	03/09/2024	4.4000	1,000,000.00	1,000,000.00	55,210.96	3,616.44
NAB	AA-	TD	GENERAL	Quarterly	05/09/2023	10/09/2024	5.2000	1,000,000.00	1,000,000.00	12,394.52	4,273.97
P&N Bank	BBB	TD	GENERAL	Quarterly	08/09/2022	10/09/2024	4.4000	1,500,000.00	1,500,000.00	15,189.04	5,424.66
P&N Bank	BBB	TD	GENERAL	Annual	13/09/2022	13/09/2024	4.4500	500,000.00	500,000.00	4,815.75	1,828.77
NAB	AA-	TD	GENERAL	Annual	13/09/2023	17/09/2024	5.2400	1,500,000.00	1,500,000.00	17,012.05	6,460.27
AMP Bank	BBB	TD	GENERAL	Annual	20/10/2022	21/10/2024	4.9000	1,000,000.00	1,000,000.00	5,638.36	4,027.40
ING Direct	A	TD	GENERAL	Annual	07/11/2023	05/11/2024	5.4800	1,000,000.00	1,000,000.00	3,603.29	3,603.29
AMP Bank	BBB	TD	GENERAL	Annual	22/11/2022	19/11/2024	4.7000	750,000.00	750,000.00	869.18	869.18

IMPERIUM MARKETS

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
AMP Bank	BBB	TD	GENERAL	Annual	29/11/2022	03/12/2024	4.6500	1,000,000.00	1,000,000.00	254.79	254.79
P&N Bank	BBB	TD	GENERAL	Annual	21/02/2023	25/02/2025	5.0000	1,000,000.00	1,000,000.00	38,767.12	4,109.59
ING Direct	A	TD	GENERAL	Annual	02/03/2023	04/03/2025	5.1000	500,000.00	500,000.00	19,142.47	2,095.89
Police Credit Union SA	Unrated	TD	GENERAL	At Maturity	14/03/2023	18/03/2025	4.9400	1,000,000.00	1,000,000.00	35,459.73	4,060.27
Summerland Bank	Unrated	TD	GENERAL	Annual	29/03/2023	01/04/2025	4.8700	1,000,000.00	1,000,000.00	32,955.89	4,002.74
Auswide Bank	BBB	TD	GENERAL	Annual	04/04/2023	08/04/2025	4.9000	900,000.00	900,000.00	29,118.08	3,624.66
AMP Bank	BBB	TD	GENERAL	Annual	09/05/2023	06/05/2025	5.0000	1,000,000.00	1,000,000.00	28,219.18	4,109.59
ING Direct	A	TD	GENERAL	Annual	28/06/2023	26/06/2025	5.5500	1,000,000.00	1,000,000.00	23,720.55	4,561.64
P&N Bank	BBB	TD	GENERAL	Annual	11/07/2023	09/07/2025	5.8000	1,000,000.00	1,000,000.00	22,723.29	4,767.12
BOQ	BBB+	TD	GENERAL	Annual	10/08/2021	12/08/2025	1.0000	1,000,000.00	1,000,000.00	3,095.89	821.92
ING Direct	A	TD	GENERAL	Annual	05/09/2023	09/09/2025	5.0500	500,000.00	500,000.00	6,018.49	2,075.34
Westpac	AA-	TD	GENERAL	Quarterly	12/09/2023	16/09/2025	5.0200	1,500,000.00	1,500,000.00	16,504.11	6,189.04
ING Direct	A	TD	GENERAL	At Maturity	28/09/2023	30/09/2025	5.2500	1,000,000.00	1,000,000.00	9,205.48	4,315.07
ING Direct	A	TD	GENERAL	At Maturity	04/10/2023	07/10/2025	5.3000	1,000,000.00	1,000,000.00	8,421.92	4,356.16
P&N Bank	BBB	TD	GENERAL	Annual	29/11/2023	28/11/2025	5.4500	1,000,000.00	1,000,000.00	298.63	298.63
ING Direct	A	TD	GENERAL	Annual	30/11/2023	02/12/2025	5.4200	1,000,000.00	1,000,000.00	148.49	148.49
P&N Bank	BBB	TD	GENERAL	Annual	18/04/2023	20/04/2027	5.0000	1,000,000.00	1,000,000.00	31,095.89	4,109.59
P&N Bank	BBB	TD	GENERAL	Annual	14/02/2023	15/02/2028	5.2000	500,000.00	500,000.00	20,657.53	2,136.99
NAB	AA-	CASH	GENERAL	Monthly	30/11/2023	30/11/2023	3.7500	3,437,327.56	3,437,327.56	4,625.88	4,625.88
Macquarie Bank	A+	CASH	GENERAL	Monthly	30/11/2023	30/11/2023	4.1500	3,790,084.45	3,790,084.45	12,133.31	12,133.31

IMPERIUM MARKETS

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Face Value	Accrued	Accrued MTD
NAB	AA-	CASH	GENERAL	Monthly	30/11/2023	30/11/2023	3.0500	3,649,567.48	3,649,567.48	1,875.25	1,875.25
TOTALS								**67,626,979.49**	**67,626,979.49**	**1,134,957.59**	**207,945.33**

IMPERIUM MARKETS

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Counterparty Compliance as at 30/11/2023

Long Term Investments

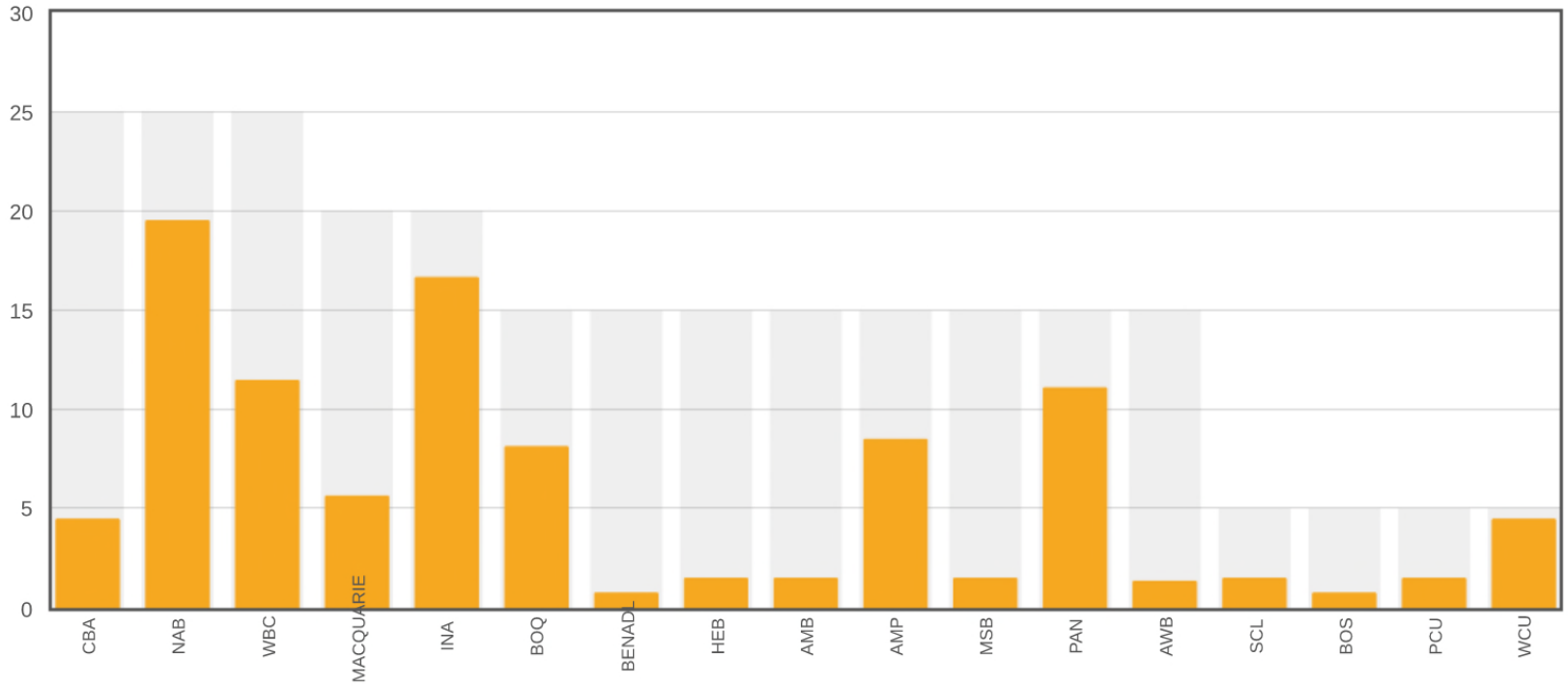
Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit ($)	Available
✔	Commonwealth Bank	Long	AA-	3,000,000.00	4.44	25.00	-	13,906,744.87
✔	NAB	Long	AA-	13,186,895.04	19.50	25.00	-	3,719,849.83
✔	Westpac	Long	AA-	7,750,000.00	11.46	25.00	-	9,156,744.87
✔	Macquarie Bank	Long	A+	3,790,084.45	5.60	20.00	-	9,735,311.45
✔	ING Direct	Long	A	11,250,000.00	16.64	20.00	-	2,275,395.90
✔	BOQ	Long	BBB+	5,500,000.00	8.13	15.00	-	4,644,046.92
✔	Bendigo and Adelaide	Long	BBB+	500,000.00	0.74	15.00	-	9,644,046.92
✔	Heritage Bank	Long	BBB+	1,000,000.00	1.48	15.00	-	9,144,046.92
✔	Australian Military Bank	Long	BBB+	1,000,000.00	1.48	15.00	-	9,144,046.92
✔	AMP Bank	Long	BBB	5,750,000.00	8.50	15.00	-	4,394,046.92
✔	MyState Bank	Long	BBB	1,000,000.00	1.48	15.00	-	9,144,046.92
✔	P&N Bank	Long	BBB	7,500,000.00	11.09	15.00	-	2,644,046.92
✔	Auswide Bank	Long	BBB	900,000.00	1.33	15.00	-	9,244,046.92

IMPERIUM MARKETS

Compliant	Bank Group	Term	Rating	Invested	Invested (%)	Limit (%)	Limit ($)	Available
✔	Summerland Credit Union	Long	Unrated	1,000,000.00	1.48	5.00	-	2,381,348.98
✔	Bank of Sydney	Long	Unrated	500,000.00	0.74	5.00	-	2,881,348.98
✔	Police Credit Union SA	Long	Unrated	1,000,000.00	1.48	5.00	-	2,381,348.98
✔	Warwick Credit Union	Long	Unrated	3,000,000.00	4.44	5.00	-	381,348.98
TOTALS				**67,626,979.49**	**100.00**			

IMPERIUM MARKETS

Counterparty Compliance - Long Term Investments



IMPERIUM MARKETS

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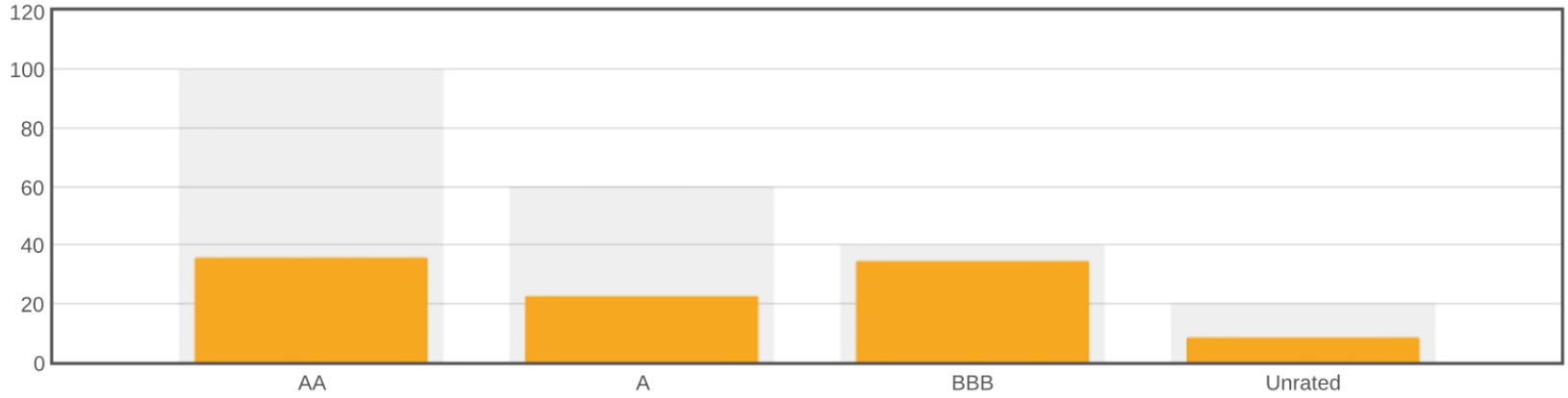
Credit Quality Compliance as at 30/11/2023

Long Term Investments

Compliant	Rating	Invested ($)	Invested (%)	Limit (%)	Available
✔	AA	23,936,895.04	35.40	100.00	43,690,084.45
✔	A	15,040,084.45	22.24	60.00	25,536,103.24
✔	BBB	23,150,000.00	34.23	40.00	3,900,791.80
✔	Unrated	5,500,000.00	8.13	20.00	8,025,395.90
TOTALS		**67,626,979.49**	**100.00**		

Credit Quality Compliance - Long Term Investments

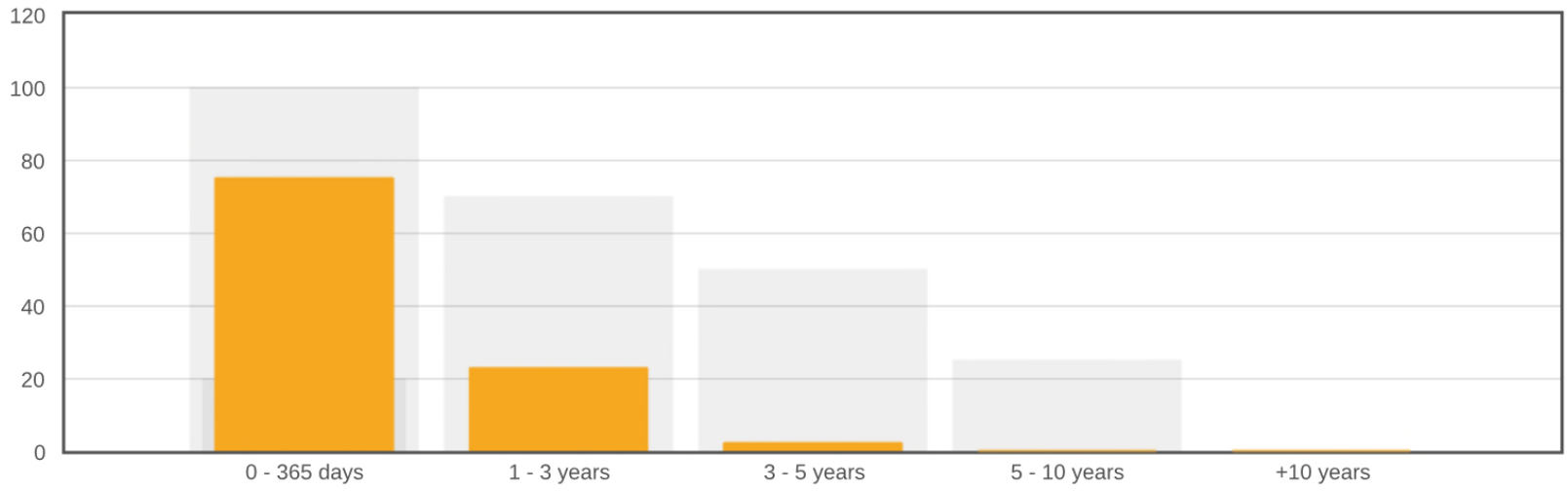


IMPERIUM MARKETS

Maturity Compliance as at 30/11/2023

Compliant	Term	Invested	Invested (%)	Min Limit (%)	Max Limit (%)	Available
✔	0 - 365 days	50,726,979.49	75.01	20.00	100.00	16,900,000.00
✔	1 - 3 years	15,400,000.00	22.77	0.00	70.00	31,938,885.64
✔	3 - 5 years	1,500,000.00	2.22	0.00	50.00	32,313,489.75
✔	5 - 10 years	-	0.00	0.00	25.00	16,906,744.87
✔	+10 years	-	0.00	0.00	0.00	-
TOTALS		**67,626,979.49**	**100.00**			

Maturity Compliance



IMPERIUM MARKETS

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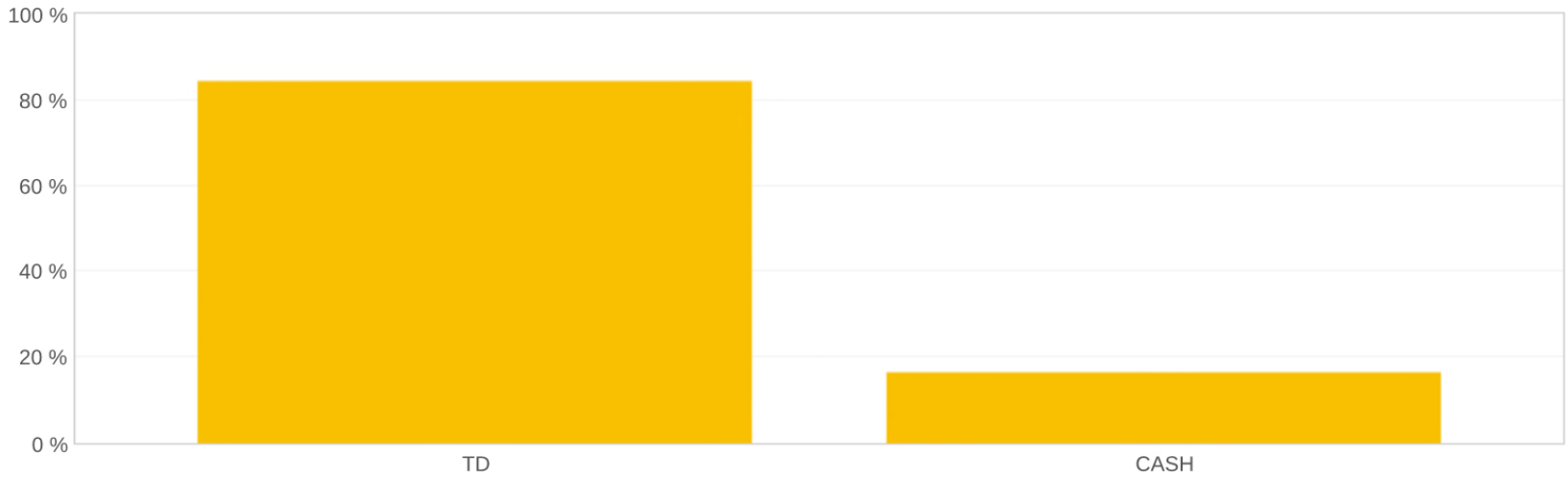
Asset Class as at 30/11/2023

Code	Number of Trades	Invested	Invested (%)
TD	56	56,750,000.00	83.92
CASH	3	10,876,979.49	16.08
TOTALS	**59**	**67,626,979.49**	**100.0**



IMPERIUM MARKETS

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

LACHLAN SHIRE COUNCIL REPORT TO COUNCIL MEETING TO BE HELD 13 DECEMBER 2023				
AUTHOR:	**GENERAL MANAGER**			
	Dept.	**Resolution**	**Action Taken to Date**	**Expected Completion**
November 2023	GM	**2023/254 9.1.1 PAYMENT OF EXPENSES AND PROVISION OF FACILITIES FOR COUNCILLORS - COUNCILLOR EXPENSE CLAIM** **RESOLVED THAT:** 1. The General Manager's Report No. R23/319 be received and noted. 2. Council approve the refund of the actual travel expenses incurred by Cr Carter for fuel only, subject to the submission of receipts or a reasonable estimate of the fuel costs. Harris/Medcalf	Email sent to Cr Carter informing him of Council's resolution and requesting copies of receipts or details of his trip so an estimate of the fuel cost can be calculated and refunded	January 2024
November 2023	GM	**2023/282 17.11 CCHAC - EXPRESSION OF INTEREST TO LEASE FLOOR SPACE 7 HAY STREET CONDOBOLIN.** **RESOLVED THAT:** 1. The General Manager's Report No. R23/327 be received and noted. 2. Council decline the request of the CCHAC to use 7 Hay Street Condobolin. Harris/Medcalf	CCHAC advised of Council's resolution. Complete	Complete
November 2023	GM	**2023/281 17.10 OFFER TO PURCHASE 6 REEF STREET LAKE CARGELLIGO** **RESOLVED THAT:** 1. The General Manager's Report No. R23/326 be received and noted.	AHO advised that their offer was accepted and they provided the registered name and solicitor details for the contract of sale. Council's legal	February 2024

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

		2. Council accept the offer from the Aboriginal Housing Office to purchase 6 Reef Street Lake Cargelligo. 3. Council's legal representative be engaged to prepare a Contract of Sale. 4. The Mayor and General Manager be authorised to sign the Contract of Sale documents and affix the Council seal. Harris/Rees	representative engaged to prepare the contract and complete the sale.	
September 2023	GM	**2023/230 17.6 REQUEST FOR LEASE PART LOT 14 DP816194 - FORMER CONDOBOLIN ABATTOIR SITE** **RESOLVED THAT:** 1. The General Manager's report No. R23/285 be received and noted. 2. The request from Lachlan Valley Firewood for the continued use of part Lot 14 DP 816194, as shown within the red line on the map attached to the report, at a rental fee of $75/week plus GST be accepted. 3. The initial term of the lease/licence be for a period of 6 months then reverting to a periodical, month by month, agreement requiring 6 months' notice to terminate. 4. The Mayor and General Manager be authorised to sign the lease/licence documents and affix the Council seal. Brady/Mortimer	Letter sent to Lachlan Valley Firewood outlining proposed conditions of licence and requesting confirmation of their acceptance of the conditions. Details provided to Council's solicitor for preparation of the licence agreement. Letter received from Lachlan Valley Firewood accepting licence conditions. Licence prepared and issued for signature. Licence signed and standing invoice for rent payment raised. Complete	Complete
September 2023	GM	**2023/212 9.1.2 AUSTRALIA DAY AWARDS AND EVENT POLICY** **RESOLVED THAT:** 1. The General Manager's Report R23/265 be received and noted.	Policy placed on public exhibition. Public exhibition period closed.	December 2023

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

		2. The draft Australia Day Awards and Event Policy be placed on public exhibition for a minimum period of 28 days. 3. Following the completion of the public exhibition period a further report be presented to Council summarising any submissions and feedback received from the public throughout the exhibition period. Phillips/Brady		
June 2023	GM	**2023/156 17.6 PROPOSED LEASE - 5 MELROSE STREET CONDOBOLIN** **RESOLVED THAT:** 1. The General Manager's Report No. R23/183 be received and noted. 2. The General Manager be authorised to sign leases with the Royal Flying Doctors Service for their use and occupation of the following properties as detailed in Option 1 of this report; (a) 5 Melrose Street Condobolin (new Medical Centre) (b) Unit 2/42 McGregor Street Condobolin (c) 38 McGregor Street Condobolin Harris/Phillips	Rental information provided to RFDS. Awaiting confirmation from RFDS that they wish to lease the properties. RFDS Board meeting for final determination scheduled for late August 2023. RFDS Board meeting held on 30 August 2023. Approval given to establish a medical practice in Condobolin. Draft lease documents prepared and provided to RFDS. RFDS working toward opening the new practice in early October 2023. Lease documents signed by RFDS and returned to Council.	Complete

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

			Residential leases prepared but not signed. RFDS have installed IT systems and undertaken staff recruitment, 2 doctors have been employed with 2 more expected to commence in early 2024. Opening delayed as Medicare provider and PRODA numbers have not been issued yet. Soft opening of Medical Practice from 11 December 2023 with normal practice to commence from 8 January 2024. Complete	
March 2023	GM	**2023/58 17.6 50 LACHLAN STREET CONDOBOLIN - OFFER TO PURCHASE** **RESOLVED THAT:** 1. The General Manager's Report No. R23/63 be received and noted. 2. The General Manager be authorised to negotiate the sale of 50 Lachlan Street Condobolin (lots 1//DP319876: B//DP408388; Y//DP448903; 3/4/5//10//DP758271; and 6//DP81908) at the price recommended in the independent market appraisal attached to the report.	Negotiations have progressed favourably and Councils legal representative is preparing a contract of sale. A meeting with the purchaser is planned for late May to continue negotiation discussions.	February 2023.

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

		3. Council's legal representative be engaged to prepare a contract of sale. 4. The sale contract include appropriate conditions regarding timeframes for the lodgment of a development application and commencement of construction etc., as contemplated in the offer to purchase, in addition to conditions outlined in the report. 5. Proceeds from the sale of the property be proportionally refunded to the Plant and Gravel Pit Rehabilitation Reserves. 6. The Mayor and General Manager be authorised to sign the contract of sale documents and affix the Council seal. 7. A further report on negotiations be reported to Council. Phillips/Harris	Meeting held with prospective purchaser. Agreement reached on conditions of sale and option agreements. Purchaser is preparing concept plans to inform subdivision needs. Site meeting with purchaser and architect. Preliminary plans received mid-August. Proponent finalising subdivision layout plan. Concept plans with required lot dimensions received in late October. Detail provided to Council's surveyor for preparation of the necessary plan of subdivision. Once subdivision plans prepared contracts of sale can be finalised.	
October 2022	GM	**2022/276 5.3 MAYORAL MINUTE – COUNTRY WOMAN'S ASSOCIATION** **RESOLVED THAT:** 1. Mayoral Minute Report No. R22/354 be received and noted.	Plaque received. Opened planned for 20 November deferred until January 2024 as numerous CWA members were unavailable.	January 2024.

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

		2. That Council place a plaque recognising the 100 years of the Condobolin and District CWA organisation in front of the Lachlan Shire Council Chambers. 3. That the cost of installing the plaque, estimated to be $1,000, be charge to Council's special events donations budget which has a balance of $22,355. Phillips/Harris		
November 2023	ETED	**2023/287 17.16 1 MCINNES STREET LAKE CARGELLIGO - MASTER PLAN UPDATE** **RESOLVED THAT:** 1. The Acting Director of Environment, Tourism and Economic Development Report No. R23/341 be received and noted. 2. Council endorse the undertaking of urban design concepts, water and sewer main investigation, stormwater investigation, electrical and telecommunication/NBN connection investigation by the preferred consultant. 3. A further report be presented to Council in the first quarter of 2024 with an update on the budget, the findings of the investigations and the progression of the planning proposal. Harris/Medcalf	Preferred contractor advised of outcome of Council meeting.	June 2024
November 2023	ETED	**2023/276 17.5 GOANNA MANOR - LIONEL HUNT PARK, 125 BATHURST STREET, CONDOBOLIN** **RESOLVED THAT:** 1. The Acting Director of Environment, Tourism and Economic Development Report No. R23/261 be received and noted. 2. The condition of the building be noted, the premises remain vacant, and $60,000 from the current SRV building budget for 2023/2024 be allocated for the demolition of the building, including undertaking a historic and photographic record.	EOI being developed for demolition. Discussions with Heritage advisor in regard to best method to capture scheduled for first visit in new year.	June 2024

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		3. Stakeholder consultation be undertaken prior to the demolition of the building, subject to any regulatory requirements. 4. The Callara Cultural and Heritage Aboriginal Corporation be advised that the building is not available for their requested use. Harris/Medcalf		
November 2023	ETED	**2023/275 17.4 WILLOW BEND SPORTS CENTRE - LICENCE AGREEMENT** **RESOLVED THAT:** 1. The Acting Director of Environmental, Tourism and Economic Development Report No.R23/310 be received and noted. 2. The Expression of Interest submitted by Brayden Davis Personal Training for the Operation and Management of the Willow Bend Sports Centre in accordance with option 2 of the report be accepted. 3. The General Manager be authorised to sign the licence agreement. Brady/Harris	Email sent advising EOI Respondent advising of Council resolution as well as follow up meeting explaining Council's resolution. Licence being finalised in accordance with the resolution by Council solicitors.	December 2023
November 2023	ETED	**2023/265 9.3.3 DRAFT LACHLAN HOUSING STRATEGY** **RESOLVED THAT:** 1. The Acting Director of Environment, Tourism and Economic Development Report No. R23/337 be received and noted. 2. The draft Lachlan Housing Strategy be placed on public exhibition for a minimum period of 28 days until 5 February 2024. Harris/Medcalf	Strategy currently out on public exhibition in accordance with the resolution.	March 2024

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November 2023	ETED	**2023/264 9.3.2 DA2023/43 - DEMOLITION OF EXISTING BUILDINGS AND CONSTRUCTION OF A WAREHOUSE AND MANUFACTURING FACILITY AT 14-20 LACHLAN STREET CONDOBOLIN - BUILDING LINE VARIATION REQUEST** **RESOLVED THAT:** 3. The Acting Director of Environment, Tourism and Economic Development Report No. R23/306 be received and noted. 4. Council approve DA2023/43 in accordance with the Recommended Conditions of Consent provided in Attachment 2, including the front building variation. Harris/Medcalf	Development approval being finalised and prepared to be issued.	January 2024
November 2023	ETED	**2023/263 9.3.1 DA2023/29 - MEDICAL FACILITY - REQUEST FOR EXEMPTION TO LACHLAN SECTION 7.12 DEVELOPMENT CONTRIBUTION** **RESOLVED THAT:** 1. The Acting Director of Environment, Tourism and Economic Development Report No. R23/274 be received and noted. 2. Council approve DA2023/29 in accordance with the Recommended Conditions of Consent provided in Attachment 3, including an exemption to Lachlan Section 7.12 Development C ontribution Plan amount of $2,140.00. Brady/Medcalf	Development approval being finalised and prepared to be issued.	January 2024

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September 2023	ETED	**2023/216 9.3.1 TEMPORARY AND SEASONAL WORKERS' ACCOMMODATION TOOLKIT** **RESOLVED THAT:** 1. The Director Environment, Tourism and Economic Development Report No. R23/253 be received and noted. 2. Council lodge a submission as per Option 1 of this report. 3. Investigate adding local provisions into Lachlan LEP 2013 around temporary workers accommodation and rural workers' dwellings as part of the housing strategy and determine what zones should permit temporary workers accommodation; and 4. A further report be presented to Council following these investigations to ensure that Council is ready to respond within the three (3) months. Phillips/Bartholomew	A submission was made as per Option 1 of the report. Investigations will now commence around adding local provisions into Lachlan LEP 2013 around temporary workers accommodation and rural workers' dwellings as part of the housing strategy. A further report be presented to Council following these investigations to ensure that Council is ready to respond within the three (3) months.	February 2024
July 2023	ETED	**2023/175 17.5 WILLOW BEND SPORTS CENTRE IMPROVEMENTS** **RESOLVED THAT:** 1. The Director Environment, Tourism and Economic Development Report No. R23/195 be received and noted. 2. That Council proceed with Option 3 as outlined in this report. Harris/Mortimer	A variation request will be lodged for the LRCI grant as per Council's resolution. Purchase Orders have been placed for the cubicle works and flooring. Works schedule has been finalised with contractor for commencement by end of November. Operator has been notified of works schedule for amenities.	December 2023.

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July 2023	ETED	**2023/177 17.7.1 MCINNES STREET LAKE CARGELLIGO MASTER PLAN** **RESOLVED THAT:** 1. The Director of Environment, Tourism and Economic Development Report No. R23/211 be received and noted. 2. A planning proposal be prepared and lodged with Department of Planning and Environment to re-zone the site RU5 Village under Lachlan Local Environmental Plan 2013. 3. Detailed contamination and geotechnical soil investigations be undertaken by the preferred consultant. 4. A further $100,000 from the Housing and Development reserve be approved to continue investigations into 1 McInnes Street to determine the development potential of the site and prepare the preliminary design for the site. 5. A further report be presented to Council in the final quarter of 2023 with an update on the budget, the findings of the investigations and the progression of the planning proposal. Carter/Phillips	The contamination and geotechnical investigations were undertaken by Barnson and detailed reports were received in September. A planning proposal is currently being prepared and is expected to be lodged with the Department of Planning and Environment in December. A report is provided in this business paper - Fee proposals for preliminary site layout and essential services investigations have been received by suitably qualified consultants and subject to Council resolution are likely to commence in December. Subject to this a further report is expected be provided in the first quarter 2024.	Ongoing.

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July 2023	ETED	**2023/174 17.4 PROPERTY VALUATION** **RESOLVED THAT:** 1. The Director of Environment, Tourism and Economic Development Report No. R23/190 be received and noted. 2. The General Manager be authorised to commence negotiations with the landowner with a view to purchasing of the property in accordance with option 1 of the report. 3. A further report be provided advising Council on the outcome of the negotiations. Harris/Bartholomew	The General Manager has commenced negotiations with the property owner. Request for zoning information and any planning proposals received from landowners solicitor and response sent.	April 2024.
May 2023	ETED	**2023/116 11.2 NOTICE OF MOTION - MEMORIAL TO DAVID DOYLE AND NEIL DUNNE** **RESOLVED THAT:** 1. Notice of Motion Report No. R23/115 be received and noted. 2. Council investigate and liaise with the families of the late David Doyle & Neil Dunne of D&D Technologies in honoring them for the life saving device they developed which has saved countless children's lives world-wide. 3. Council communicate with the Doyle and Dunne families and D&D Technologies to see what type of memorial they would prefer and determine if they will finance the memorial and support Council with this proposed project. Brady/Carter	Investigation/research is currently in progress.	March 2024.

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May 2023	ETED	**2023/127 17.6 CONSIDERATIONS IN THE FUTURE DELIVERY OF WASTE SERVICES FOR BURCHER RESIDENTS.** **RESOLVED THAT:** 1. The Director Environment Tourism and Economic Development Report No. R23/135 be received and noted. 2. Stakeholder consultation be undertaken regarding the future delivery of waste services in Burcher in accordance with a stakeholder consultation plan. 3. A further report be provided to Council, outlining stakeholder feedback and to seek a final decision from Council on the delivery of waste services in Burcher. Phillips/Bartholomew	Stakeholder consultation has been completed. Information collected during the consultation period is now being collated and a further report is expected to be presented to the Council meeting in December, seeking a decision from Council on the delivery of waste services in Burcher.	February 2024
October 2022	ETED	**2022/295 17.1 OPERATION OF CAFÉ IN THE NEW LACHLAN VISITOR INFORMATION CENTRE** **RESOLVED THAT:** 1. The Director of Environment, Tourism and Economic Development Report No. R22/261 be received and noted. 2. Council invite expressions of interest from local café proprietors to lease the café within the new Visitor Information Centre 3. If no expressions of interest are received, further expressions of interest be invited from other interested parties 4. A further report be presented to Council outlining the expressions of interest received and recommending a preferred lessee of the café in the new Lachlan Visitor Information Centre. Harris/Bendall	Expression of Interest brief was hand delivered to all hospitality/food operators in Condobolin, Lake Cargelligo, Tullibigeal, Fifield, Albert and Tottenham. That EOI process closed 25 August 2023. No EOIs were received. A wider EOI process was undertaken which closed on 28 September 2023. The EOI process will be left open and the café will	Ongoing

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			be operated in a limited capacity by Council staff until a long term solution can be found.	
August 2022	ETED	**2022/252 9.3.1 ACTIONS FROM THE INDUSTRIAL AND RURAL LANDS STRATEGY - LODGEMENT OF PLANNING PROPOSALS FOR IDENTIFIED SITES** **RESOLVED THAT:** 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. Brady/Bendall	Investigations have commenced. A report will be tabled once the investigations are complete and individual planning proposals have been prepared.	February 2024
July 2022	ETED	**2022/222 NSW FLOOD PLANNING PACKAGE** **RESOLVED THAT:** 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. Harris/Bendall	The Draft DCP is being prepared.	February 2024

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MAY 21	ETED	**92/2021 HONOUR ROLL/ACKNOWLEDGEMENT BOARD** **RESOLVED THAT:** That an Acknowledgement Board project be considered, along with other meritorious projects, for a funding application under the Stronger Country Communities Fund – Round 4. 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. A further report be presented to Council following determination of the project funding application. Harris/Brady	The project was not supported by Council for funding under the Stronger Country Communities Fund – Round 4 or the LRCI4A funding programs. Other funding opportunities will now need to be identified.	Ongoing.
FEB 18	ETED	**28/18 LAKE CARGELLIGO WASTE FACILITY – LAND ACQUISTION** **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. Phillips/Hall	Now that the acquisition process is complete an estimated cost will be determined for the construction of access road and funding consideration.	February 2024

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DEC 2017	ETED	**326/17 HERITAGE COMMITTEE MEETING 22 NOVEMBER 2017** **RESOLVED THAT:** Adopt the recommendations made by the Heritage Advisory Committee as follows; 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. Rees/ Frankel	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	February 2024.

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			have been provided by the Heritage Advisor and are being reviewed by Council Officers.	
November 2023	C&CS	**2023/273 17.2 REQUEST FOR WATER ACCOUNT ADJUSTMENT 1018906** **RESOLVED THAT:** 1. The Director of Corporate and Community Services Report No. R23/236 be received and noted. 2. Council apply the Hardship Policy and approve a reduction of $2,436.00 on the water account for period 2 of the 2023 FY. Calculations for the hardship concession, are to be based on the adopted Undetected Water Leak and Faulty Water Meter Policy. 3. The ratepayer be advised, that the terms of the Undetected Water Leak and Faulty Water Meter Policy shall be applied to this Hardship concession, and therefore this is the first and only application allowable. Brady/Harris	Revenue team to process and issue correspondence 6.12.23 COMPLETE	COMPLETE
November 2023	C&CS	**2023/272 17.1 LEASE - 35 BATHURST ST., CONDOBOLIN - HISTORICAL SOCIETY BUILDING** **RESOLVED THAT:** 1. The Director Corporate & Community Services' Report No. R23/191 be received and noted. 2. The rent for the property at 35 Bathurst St., Condobolin be set at $10 for the 10 year period ($1 per year), with rent to be paid in advance. 3. No outgoings (consisting of Council rates, water, sewer and drainage charges) be recouped for the entire 10 year lease period.	1.12.23 Solicitors advised to update the lease. Waiting on the lease to be returned to Council from the solicitor. In progress	In progress January 2024

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		4. In order to encourage conservative water consumption, one hundred (100%) of water consumption charges be recouped for the entire 10 year lease period, as per clause 5.23 in Annexure B. 5. The General Manager be authorised to amend and sign the lease document. Brady/Turner		
November 2023	C&CS	**2023/260 9.2.2 CREDIT CARD POLICY V4 AMENDMENTS TO CARD HOLDERS** **RESOLVED THAT:** 1. The Director of Corporate and Community Services Report No. R23/320 be received and noted. 2. Council approve the updated Corporate Credit Card Policy v4 as presented. 3. Authorise the General Manager to increase the Credit Card facility limit from $55,000 to $70,000 in line with the policy. Brady/Rees	Policy distributed to all credit card holders 5.12.23 COMPLETE	COMPLETE
November 2023	C&CS	**2023/256 9.2.1 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM** **RESOLVED THAT:** Council approve a financial donation of $1,000 and in kind support valued at an estimated $700, for the Condobolin Chamber of Commerce's Street Festival. The cash donation is to be funded from the Annual Budget for Community Events; and in kind support funded from the in kind Contributions budget. Both donations are conditional on the event proceeding Blewitt/Turner	Paid 30.11.23. Email sent advising of in kind & financial support. COMPLETE	COMPLETE

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November 2023	C&CS	**2023/257 9.2.1 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM** **RESOLVED THAT:** Council approve a financial donation of $1,000 for the Tullibigeal Swimming Pool Committee's, Community Christmas Tree Event. This donation is to be funded from the Annual Budget for Community Events and is conditional on the event proceeding. Brady/Turner	Entered into system & scheduled for payment 7.12.23 Correspondence issued 1.12.23 COMPLETE	COMPLETE
November 2023	C&CS	**2023/258 9.2.1 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM** **RESOLVED THAT:** Council approve a donation of in kind support estimated to be valued at $4,595 for West Milby Rodeo & Gymkhana. This contribution is to be funded from the in kind Contributions budget. Brady/Harris	COMPLETE In kind support provided at the event. Committee advised.	COMPLETE
November 2023	C&CS	**2023/259 9.2.1 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM** **RESOLVED THAT:** Council approve in kind support estimated to be valued at $500 to the Tottenham Christmas Tree for the Community Christmas Tree event. This contribution is to be funded from the in kind Contributions budget. Medcalf/Mortimer	COMPLETE	COMPLETE

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October 2023	C&CS	**2023/242 9.2.2 DATA SHARING AGREEMENT - SPATIAL SERVICES AND LACHLAN SHIRE COUNCIL** **RESOLVED THAT:** 1. The Director of Corporate and Community Services Report No. R23/289 be received and noted. 2. That Council notes the report on the data sharing agreement between Council and Spatial Services. 3. Council resolves to enter into a revised Data Sharing Agreement with Spatial Services. Harris/Mortimer	IS Manager is waiting on information requested from Spatial Services. Information received and to be sent out 5.12.23 Complete	Complete
October 2023	C&CS	**2023/241 9.2.1 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM - FUNDING ROUND APPLICATIONS** **RESOLVED THAT:** 1. The Director of Corporate and Community Services Report No. R23/293 be received and noted. 2. Council rescind Resolution Number 2022/335 dated 14 December 2022, for the Tess Cross Memorial Penning, as no payment details have been received despite numerous attempts to contact the organiser. 3. Council approve a financial donation of $1,000 for the Rotary Club of Lake Cargelligo Inc.'s Monster Fireworks Display. This donation is to be funded from the Annual Budget for Community Events and is conditional on the event proceeding. 4. Council approve a donation of in-kind support estimated to be valued at $6,790 for the Condobolin Picnic Club Inc.'s annual Picnic Races in February 2024. The in-kind support is to be funded from Special Events and is conditional on the event proceeding. 5. Council approve a $1,000 financial donation to the Condobolin Clay Target Club to support the costs of the Condo Classic Annual Open Shoot. This donation is to be funded from the Annual Budget for Community Events and is conditional on the event proceeding.	Paid 26.10.23 Correspondence issued 24.10.23 COMPLETED Correspondence issued 24.10.23 COMPLETED Paid 26.10.23 Correspondence issued 24.10.23. COMPLETED	COMPLETE

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		6. Council approve a financial donation of $1,000 donation to the Wiradjuri Condobolin Corporation to contribute to lighting and sound system costs at the Miima Warrabinya – Skyfest 2024. This donation is to be funded from the Annual Budget for Community Events and is conditional on the event proceeding.	Paid 26.10.23 Correspondence issued 24.10.23. COMPLETED	
		7. Council approve a financial donation of $300 to the Condobolin International Women's Day High Tea 2024. This donation is to be funded from the Annual Budget for Community Events and is conditional on the event proceeding.	Correspondence issued 24.10.23 Paid 9.11.23 COMPLETE	
		8. Council approve a financial donation of $1,000 and in kind support estimated to be worth $465 to the Rotary Club of Condobolin Inc. for its Summer Carnival. The financial donation is to be funded from the Annual Budget for Community Events, with in-kind support to be funded from Special Events, and is conditional on the event proceeding.	Paid 26.10.23 Correspondence issued 24.10.23. COMPLETED	
		9. Council approve a financial donation of $500 to the Tottenham Christmas Tree for the Community Christmas Tree event. This donation is to be funded from the Annual Budget for Elected Members and is conditional on the event proceeding.	Correspondence issued 24.10.23. Paid 26.10.23 COMPLETED	
		10. Council resolves to provide to the Condobolin Sports Promotion Inc. for the Condo 750 Cross Country Rally: • To make available the SRA Hall and new amenities block facilities; and; • a financial donation of $5,000; and; • in-kind support estimated to be worth up to $13,227. This support is conditional on the event proceeding.	Correspondence issued 24.10.23. Paid 16.11.23 COMPLETE	
		11. Council declines to provide to the Condobolin Sports Promotion Inc. for the Condo 750 Cross Country Rally: • Any concession on security bonds; • Any further concession on discounted Fees for the use of Council premises.	Correspondence issued 24.10.23. COMPLETED	
		12. Council approve a $500 financial donation to the Lachlan Arts Council for the completion of The Tile Project. This donation is recommended to be funded from the General Donations Elected Members Budget	Paid 26.10.23	

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		and is conditional on the project completion. If the project is not completed before 31 March 2024, the funds will need to be repaid to Council. 13. Council decline the in kind support request from the Lachlan Arts Council for the Tile Project as Council is unable to resource this given its current and forward work commitments. 14. Council approve a $1,000 donation to the Tottenham Tennis Club for their 2024 Winter Tennis Coaching Clinic. This financial; donation is to be funded from the Elected Members Annual Budget and is conditional on the event proceeding. Harris/Bartholomew	Correspondence issued 24.10.23. COMPLETED Correspondence issued 24.10.23. COMPLETED Paid 26.10.23 Correspondence issued 24.10.23 COMPLETED	
September 2023	C&CS	**2023/215 9.2.2 COMMUNITY DONATION AND EVENT SUPPORT PROGRAM - REPORT TO COUNCIL** **RESOLVED THAT:** 1. The Acting Director of Corporate and Community Services Report No. R23/235 be received and noted. 2. Council approve a donation in the amount of $500 for the Tottenham Horse Sports & Gymkhana Club Inc, for their Gymkhana event on 7 and 8 October 2023. Phillips/Mortimer	Correspondence issued 5.10.23 Paid 30.11.23 COMPLETE	COMPLETE
August 2023	C&CS	**2023/199 17.1 LEASE - 6 TOWNSEND ST LAKE CARGELLIGO** **RESOLVED THAT:** 1. The Director Corporate & Community Services Report No. R23/206 be received and noted. 2. The current tenant be offered a periodic residential lease for 6 Townsend Street, Lake Cargelligo.	Action deferred to October, upon the return from leave of the Director of Corporate and Community Services. Letter and lease issued to tenant 6.10.23.	January 2024

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		3. The rent for the property be set at $300 per week, with 60 days' notice to be provided as required under residential tenancy legislation. 4. The tenant will continue to be responsible for all grounds maintenance. 5. The property to be made water efficient. 6. The tenant will be responsible for outgoing costs for electricity and water consumption. 7. A further report be presented to Council should the tenant decline to sign a new lease for 6 Townsend Street. Harris/Rees	Plumber engaged to make the property water efficient.	
November 2023	IS	**2023/289 17.18 LACHLAN RIVER FLOOD STUDY - CONDOBOLIN TO LAKE BREWSTER** **Resolved that:** 1. The Director Infrastructure Services Report No. R23/350 be received and noted. 2. Council allocate $27,080 from the matching grants budget as the necessary co-contribution for the grant. 3. Council delegate authority to the General Manager to execute the Deed of Agreement. Harris/Medcalf	COMPLETE	COMPLETE

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November 2023	IS	**2023/288 17.17 TENDER ASSESSMENT - BITUMEN SEALING CONTRACT** **RESOLVED THAT:** 1. The Director Infrastructure Services Report No R23/342 be received and noted. 2. Council award a non-exclusive three-year term contract to Boral Asphalt with an option to extend for two years subject to satisfactory performance. 3. Council award a non-exclusive three-year contract to Country Wide Asphalt Pty Ltd with an option to extend for two years subject to satisfactory performance for stand-alone or small bitumen quantity projects. 4. The Mayor and General Manager be authorised to sign the contract documents and affix the Council seal if required. Medcalf/Harris	Contract documents sent to Boral and Country Wide Asphalt for execution	February 2024
November 2023	IS	**2023/280 17.9 CONTRACTS FOR THE SUPPLY AND DELIVERY OF ROAD SIGNS** **RESOLVED THAT:** 1. The Director Infrastructure Services Report No. R23/323 be received and noted 2. Contracts for the supply and delivery of road signs from the following suppliers be accepted: (a) Artcraft, (b) Barrier Signs, (c) DeNeefe Signs and (d) Hi-Vis Group 3. The General Manager be authorised to sign the contract documents and affix the Council seal. Harris/Medcalf	Contract documents sent for execution	February 2024

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November 2023	IS	**2023/278 17.7 TENDER ASSESSMENT - RFT T2023/15 AUGMENTATION OF LACHLAN ST SEWER PUMPING STATION** **RESOLVED THAT:** 1. The Director Infrastructure Services Report No. R23/348 be received and noted. 2. The alternative tender submission from Trazlbat Pty Ltd be accepted. 3. The Mayor and General Manager be authorised to execute the contract documents and affix the Council seal. 4. Council resolve to accept the quotation and engage Alliance Automation directly to undertake the Electrical and Telemetry components of the works. 5. Council resolve to allocate an additional $400,000 from the Sewer Reserve to complete the project. **Harris/Rees**	COMPLETE	COMPLETE
November 2023	IS	**2023/266 9.4.1 PROPOSED STREET NAMING** **RESOLVED THAT:** 1. The Director Infrastructure Services Report R23/305 be received and noted. 2. Council endorse three preferred names to be put forward to the Geographic Names Board (a) Road 1 - Scott Street, (b) Road 2 – Dunne Street, (c) Road 3 – Wighton Place Medcalf/Harris	COMPLETE	COMPLETE

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September 2023	IS	**2023/228 17.4 LAKE CARGELLIGO STP - SEWER LAGOONS** **RESOLVED THAT:** 1. The Director Infrastructure Services Report No. R23/278 be received and noted. 2. The EPA's clean-up notice be received, noted and followed. Phillips/Bartholomew	Response provided to the EPA. NSW Public works is working through long term solutions in parallel with the IWCM issues. Actions ongoing.	February 2024
March 2023	IS	**2023/49 9.4.1 ROAD ENCROACHMENT ORANGE STREET, CONDOBOLIN** **RESOLVED THAT:** 1. The Director Infrastructure Services Report No. R23/62 be received and noted. 2. The Council acquire part of Lot 3, Sec A, DP 16964 pursuant to section 177 of the Roads Act 1993 for the purpose of road widening at the intersection of Orange, Tasker and Fay Streets, Condobolin. 3. The Council will acquire the Land by compulsory process pursuant to section 30 of the Land Acquisition (Just Terms Compensation) Act 1991. 4. The Council instructs its solicitors to make application to the Minister of Local Government to approve the acquisition under the Land Acquisition (Just Terms Compensation) Act 1991. Brady / Rees	Solicitor has been advised and requested to progress the matter.	June 2024.

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February 2023	IS	**2023/26 17.5 LAND ACQUISITION - LACHLAN VALLEY WAY FOR ROAD WIDENING AND CONDOBOLIN BORE FIELDS** **RESOLVED THAT:** 1. The General Manager's Report No R23/38 be received and noted. 2. Council note the conditions of the draft Deed of Agreement for the Acquisition of Land and Grant of Easement and Water Use. 3. Council authorise General Manager to negotiate and accept any minor variations to the agreement requested by the landowner that do not materially change the agreement. 4. The Mayor and General Manager be authorised to sign the Deed of Agreement for the Acquisition of Land and Grant of Easement and Water Use upon acceptance by the landowner. 5. Upon signing the Deed of Agreement Council acquire the land shown as New Road Land in Schedule 2 of the Deed of Agreement under the Land Acquisition (Just Terms Compensation) Act 1991 (NSW). 6. Upon signing the Deed of Agreement Council close and transfer the redundant road reserve shown as Verge Land in Schedule 2 of the Deed of Agreement to the landowner under Section 44 of the Roads Act 1993. 7. The Mayor and General Manager be authorised to sign all necessary documents, applications and plans associated with the acquisition, closure, transfer and registration of the land matters contemplated in this report and affix the Council seal as necessary. Phillips/Mortimer	Bore fields land acquisition deed signed. NSW Public Works are providing Survey information. Subdivision plan expected by December 2023. Documentation for land acquisition is being progressed by local legal services.	March 2024.

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MAY 22	IS	**129/2022 NOTICE OF MOTION – STORM DAMAGE, GRACE ST TO HOLT ST, LAKE CARGELLIGO** **RESOLVED THAT:** 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. Phillips/Bartholomew	See report to the December Council meeting.	December 2023.
OCT 21	IS	**243/2021 FY21/22 UTILITIES MONTHLY UPDATE FOR SEPTEMBER** **RESOLVED THAT:** 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. Harris/Hall	Additional water sampling information has been provided Report to be completed	February 2024.
JUNE 21	IS	**147/2021 BURCHER WATER TREATMENT UPDATE** **RESOLVED THAT:** The outcomes from the stakeholder information session held on 1 June 2021 be noted. Council provide guidance on the matter of water supply for the community of Burcher. Harris/Bendall	Ongoing.	Ongoing.

ACTIVE RESOLUTIONS AS AT 13 DECEMBER 2023

MAY 21	IS	**107/2021 DENISON STREET FOOTPATH CONSTRUCTION REQUEST** **RESOLVED THAT** 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. 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. Harris/Phillips	Contractor has been engaged to undertake works this financial year.	March 2024.

LACHLAN SHIRE COUNCIL
Wiradjuri Country

LACHLAN SHIRE COUNCIL
AUSTRALIA DAY AWARDS AND EVENT POLICY

Name of Policy Further Information: ☎ 02 6895 1900 ✉ Email: council@lachlan.nsw.gov.au						Page 1 of 8
Version:	**Adopted:**	**Resolution:**	**Commencement Date:**	**Last Review Date:**	**Next Review Date:**	**Content Manager Ref:**
1	DD/MM/YYYY	YYYY/NNN	Month Year	Month Year	Month Year	D23/NNNN

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1. BACKGROUND

The Australia Day event and awards aim to recognise outstanding contributions to the Lachlan Shire community in the year immediately prior to receiving the award, as well as their past achievements and ongoing contribution to the community. There are many in the community who volunteer their time and effort to support others and contribute to the overall well-being of the community and whilst not doing it in expectation of receiving any recognition or reward, recognising these efforts enhances the pride and self-esteem of the community and encourages volunteerism.

2. SCOPE

This Policy applies to the delivery of Lachlan Shire Australia Day Awards and Event program.

3. OBJECTIVE

The objective of this Policy is to outline the arrangements for receiving and assessing nominations for Lachlan Shire Council's annual Australia Day Awards and for determining the recipients of the awards.

Recognising the valuable contribution people make to their community is also consistent with the following strategies contained in the Lachlan Shire's Council's Delivery Program:

a) *'4.1.2: Council deliver one main Australia Day celebration in the Shire each year."*

4. DEFINITION/S

Australia Day Advisory Committee – This Committee comprises the Mayor, Deputy Mayor and a Councillor (currently Cr Turner), immediate past Citizen of the Year Winner and a representative from each of the various local Australia Day committees.

5. POLICY IN BRIEF

This policy will detail:

- Australia Day Award Categories.
- Nomination process.
- Criteria and Eligibility.
- Judging process.
- Privacy.
- Award recipients.

6. POLICY IN DETAIL

6.1 Australia Day Award Categories

6.1.1 Lachlan Shire Citizen of the Year Award.
6.1.2 Lachlan Shire Young Citizen of the Year Award.
6.1.3 Lachlan Shire Community Service Award.
6.1.4 Lachlan Shire Sportsperson of the Year Award.
6.1.5 Lachlan Shire Event of the Year Award.
6.1.6 Lachlan Shire Environmental Citizen of the Year Award.

6.2 Nomination Process

6.2.1 Nominations must be submitted via the official Lachlan Shire Council nomination form.
6.2.2 Nominations open the first week of September each hear and close on the second week of November each year.
6.2.3 Nominations should be submitted to Lachlan Shire Council, PO Box 216, Condobolin, NSW 2877 alternatively e-mailed to council@lachlan.nsw.gov.au.
6.2.4 The selection of recipients will reflect the nominations received and information available to the Judging Panel at the time.
6.2.5 Lachlan Shire reserves the right to withdraw an award if further information or the recipient's conduct draws the NSW Local Australia Day Awards in disrepute.
6.2.6 The Australia Day Council of NSW may fully reference check award recipients.

6.3 Criteria and Eligibility

6.3.1 **Citizen of the Year Award**
- open to persons 25 years or older on 26 January

6.3.2 **Young Citizen of the Year Award**
- Open to persons under 25 years of age on 26 January

6.3.3 **Community Service Award**
- Open to any person (or group) within Lachlan Shire that makes a considerable contribution to their community

6.3.4 **Sportsperson of the Year Award**

- Open to any person within the Lachlan Shire

6.3.5 **Event of the Year Award**

- Open to any event in the Lachlan Shire

6.3.6 **Environmental Citizen of the Year Award**

- Open to any person in the Lachlan Shire

6.3.7 All nominees must be an Australian Citizen and reside in Lachlan Shire at the time of nomination.

6.3.8 Unsuccessful nominees may be renominated in subsequent years.

6.3.9 Self-nominations will not be accepted.

6.3.10 Sitting local State and Federal politicians and current vice-regal officers are not eligible. Consideration of retired politicians and officers would be for work in addition to their official duties.

6.3.11 A person cannot receive a second award in the same Awards category, but can be considered for recognition in a separate category in following years for example, Young Citizen of the Year 2023 and then Citizen of the Year 2024.

6.3.12 Awards will not be granted posthumously.

6.4 Judging Process

6.4.1 Nominations will be reviewed by an Australia Day Advisory Committee.

6.4.2 The Australia Day Advisory Committee will vote on the nominations for each category by secret ballot.

6.4.3 The Lachlan Shire Council General Manager shall be the Returning Officer for determination of the ballot votes and identification of the Australia Day Award category winners

6.4.4 The selection of recipients will be based upon the nominations received and information available to the committee at the time.

6.4.5 The committee's decisions are final and no correspondence will be entered into.

6.4.6 In the event that no nominations are received in any of the categories, the Australia Day Advisory Committee reserves the right to either grant the award to a group or individual of its choice, or, to cancel the award.

6.4.7 Council may not necessarily make an award in any of the categories in any given year if circumstances arise where granting of an award is not considered appropriate.

6.5 Award recipients

6.5.1 Award recipients are announced publicly at the Lachlan Shire Australia Day event.

6.5.2 Lachlan Shire Council Mayor will make the announcements and present the awards.

6.6 Privacy

Nomination documents will remain confidential. Lachlan Shire Council may use nomination information for the purposes of promoting the Awards, and in such case, nominees will be contacted for consent.

7. RELATED DOCUMENTS

- Lachlan Shire Council Delivery Program
- Citizen of the Year Awards Criteria

APPENDIX 1: NOMINATION FORM

LACHLAN SHIRE COUNCIL LOCAL AUSTRALIA DAY AWARD NOMINATION

Nomination for:

☐ Lachlan Shire Citizen of the Year

☐ Lachlan Shire Young Citizen of the Year

☐ Lachlan Shire Australia Day Award *(Community Service Award)*

☐ Lachlan Shire Sportsperson of the Year

☐ Lachlan Shire Event of the Year

☐ Lachlan Shire Environmental Citizen of the Year

Name of Nominee: ……
Date of Birth: ……
Australian Citizen: Yes / No
Does the nominee currently live and/or work in Lachlan Shire? Yes / No
Address: ……
……
Telephone No:
……
Email Address: ……

Please list the achievements and/or community work of the nominee:
……
……
……
……
……
……
……
……
……
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……
……
……

Please give reasons why the nominee should be Citizen of the Year:
……
……
……
……
……
……
……
……
……
……
……

Referee:
Please provide details of the Referee:
Name: ……
Address:
……
……
Telephone No: ……
Email Address: ……

Nominated By:
Please provide your details:
Name: ……
Address: ……
……
Telephone No: ……
Email Address: ……
Signature: ……

Additional material or pages including photographs, media articles and/or supporting reference may be attached.

Please send completed forms to:
Lachlan Shire Council
PO Box 216
CONDOBOLIN NSW 2877
or email: council@lachlan.nsw.gov.au
The award recipients will be announced on Australia Day

CENTRAL NSW JOINT ORGANISATION

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

INSTITUTE FOR REGIONAL FUTURES

Asset Management Audit for Central NSW Councils

Lachlan Shire Council
Asset Management Maturity Assessment Report

November 2023

Document preparation

This report was prepared on Darkinjung Land by the Institute of Regional Futures for Lachlan Shire Council.

The University of Newcastle acknowledges the traditional custodians of the lands within our footprint areas: Awabakal, Darkinjung, Biripai, Worimi, Wonnarua, and Eora Nations.

We also pay respect to the wisdom of our Elders past, present and emerging.

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1 Project Introduction and Background

The Central NSW Joint Organisation (the JO) has appointed the University of Newcastle (the University) to facilitate asset management maturity assessments (the assessment(s)) at six of its member councils using the NAMS+ National Asset Management Assessment Framework (NAMAF). Councils being assessed are:

- Blayney Shire Council
- Lachlan Shire Council
- Lithgow City Council
- Oberon Council
- Parkes Shire Council
- Weddin Shire Council

The JO undertook a similar exercise using the NAMAF for several of its member councils in 2019. **LACHLAN SHIRE COUNCIL** (Council) participated in this assessment.

The NAMAF assesses the financial and asset management maturity of the following elements:

- Strategic Longer-Term Plan
- Annual Budget
- Annual Report
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Governance and Management
- Levels of Service
- Data and Systems
- Skills and Processes
- Evaluation

The University is required to deliver the following reports:

- A report for each council's audit.
- A report benchmarking each audited council, including an assessment of possible areas of opportunity for regional collaboration.
- A regional report summarising individual council reports identifying key issues, gaps, and opportunities.

The reports will include comparative analyses for those councils that participated in the 2019 assessment.

2 This Report

This report details and analyses the assessment results for the **LACHLAN SHIRE COUNCIL**.

The assessment was facilitated by Dr Trevor Seymour-Jones, Adjunct Associate Professor at the Institute for Regional Futures, University of Newcastle. Dr Seymour-Jones also facilitated the asset management maturity assessments of the JO's member councils in 2019.

This assessment was conducted on 31 October and 1 November 2023. Participants undertaking the assessment on behalf of Council were:

- Greg Tory, General Manager
- Karen Pegler, Director Corporate and Community Services
- Adrian Milne, Director Infrastructure Services
- Bryce Koop, Acting Director Environment & Planning
- Guy Marchant, Manager Projects & Buildings
- Bruce McBean, Project Manager
- Melanie Hoare, Administration Coordinator

The University gratefully acknowledges the contribution of these personnel to the assessment.

3 Executive Summary

3.1 Maturity Overview

Council has considerably improved its asset management maturity since the previous NAMAF assessment in 2019.

Council recorded an overall average maturity score of 3.9 in 2023 compared to 2.3 in 2019.

Significant progress has been made with AM Plans, the asset management governance framework, service levels, data and systems, skills and processes, and evaluation.

Council has either achieved or is within striking distance of all its maturity targets. Recommendations for 'improvement' relate more to refining the already high level of overall maturity across the assessment.

Council demonstrates full understanding of the principles of integrated planning and reporting as leading practice for local government and has applied these to suit the context and circumstances of Lachlan Shire Council and its asset base.

3.2 Principal Assessment Findings, Conclusions, and Recommendations

3.2.1 Integrated Planning and Reporting and Asset Management Frameworks (Section 6)

Council operates effective Integrated Planning and Reporting (IP&R) and Asset Management (AM) Frameworks. However, these may be improved by formally documenting roles and responsibilities and how asset management is integrated within the IP&R Framework, i.e., through the role of assets in, and management of assets aligned with and in support of service provision requirements.

3.2.2 Strategic Longer-Term Plan (Section 7.3.1)

The assessment made particular note of the quality of Council's financial planning documents (Long-Term Financial Plan, Delivery Program, and Operating Plan).

Consolidated Operational Plan and Delivery Program financial forecasts are provided in detail in the form of Net Expenditure/(Revenue) Forecasts for each business unit.

This demonstrates a sound approach by Council to financial management and control over the performance of each business unit. It also shows that Council separates asset and facility management expenditure into categories of operations and maintenance. It is the University's experience that most Councils do not do this, meaning that the true efficiency and effectiveness of individual assets, particularly buildings, are generally neither known nor able to be properly managed. Council now has the information to do this.

3.2.3 Asset Management Strategy (Section 7.3.5)

Council will:

- Identify critical assets in the AM Strategy and consider risk management strategies for AM Plans.
- Identify actions to improve AM capability resource requirements.
- Review the improvement actions contained in the 2019 NAMAF assessment.
- Identify internal and external stakeholders and customers to direct AM Plans.
- Consider the analysis of cost/benefit options for service delivery.

3.2.4 Asset Management Plans (Section 7.3.6)

Council has AM Plans for Transport, Buildings, Water and Sewer, and Parks and Gardens, all of which were prepared in 2022.

Once improvements to the AM Strategy have been implemented, Council will review the AM Plans to ensure all linkages are in place.

3.2.5 Governance and Management Arrangements (Section 7.3.7)

Council's asset management governance would be enhanced by:

- Documenting a full set of Asset Management Processes and Procedures, thus reducing risk.
- The development of a RACI (Responsibility, Accountability, Consulted, and Informed) matrix as an accountability mechanism.

3.2.6 Levels of Service (Section 7.3.8)

Council has a good, but sometimes informal understanding of its customer groups and their requirements.

Current leading practice for asset management is shifting from a condition-based activity to a strategic approach based upon levels of service. Recommendations are made to assist Council in making this shift.

3.2.7 Data and Systems (Section 7.3.9)

Council clearly appreciates the importance of good data and data management.

3.2.8 Skills and Processes (Section 7.3.10)

Council has a high level of asset management skills, but processes are largely undocumented. Documentation of process and procedures will ensure consistency and continuity of approach, methodology, and standards to the levels required by Council's management and Asset Management Policy (AM Policy).

It is recommended that Council develop an Asset Management Processes and Procedures Manual.

3.3 Risk

Overall, it is considered that the current position represents low risk to Council.

3.4 Capacity and Capability

It is considered that implementing the required changes and improvements is entirely within Council's existing capacity and capability.

4 Assessment Approach

4.1 Advisory & Facilitative

The University's approach to the assessments and engagement with stakeholders is advisory, facilitative, and collegiate so that each council is comfortable that the assessments are constructive, rather than being instructive or critical of existing asset management processes and capacity and capability. This is particularly important in comparing and analysing the two audits.

Key to the University's approach is to promote discussion of each assessment element. Our experience is that this yields as much, if not more value to councils than the assessment's scores and outputs and supports our aim for councils to have ownership over their assessments and confidence in their findings and conclusions.

4.2 Interpretation and Application

4.2.1 Generic Assessment Framework

The NAMAF is a generic *national* framework, the principles of which should be applicable across each state and territory's approach to integrated planning and reporting. It uses standardised terminology, e.g., the first assessment element is 'Strategic Longer-Term Planning', which, in the NSW IP&R context, includes the Community Strategic Plan (CSP), Long-Term Financial Plan (LTFP), and Delivery Program (DP); and the 'Annual Budget' element equates to the Operating Plan (OP).

Being a generic tool, NAMAF cannot be strictly or uniformly applied across all types and sizes of councils. Our approach to facilitating the assessments and helping councils to decide their scores and ratings, and actions and target levels for improvement, as far as possible, considers the context, culture, circumstances, needs, and available resources of each individual council, e.g., a council may consider a core score of 3 in an element to be appropriate for its context and simply plan to maintain that level of maturity into the future.

4.2.2 ISO 55000

Recent iterations of the assessment have introduced suggestions that councils undertake certain aspects of asset management in alignment with the standards set down in ISO 55000. As local governments are not required to comply with ISO 55000 and these standards are not freely available, we have substituted 'ISO 55000' with 'IP&R'.

4.2.3 'Industry Best Practice'

The assessment refers to preparing asset management plans 'in accordance with industry best practice', citing the International Infrastructure Management Manual as an example. We have taken a realistic view that councils can satisfy this where they have developed their own *good* practices against the principles of the NSW IP&R Framework. This leaves it "up to each council to decide how to structure their Asset Management Planning documents and integrate these with all IP&R documents" (Refer to section 10.2).

Understanding the definitions of asset management will assist councils in their approach to asset management planning (Refer section 6.1 below).

4.3 External Factors

Without impacting the project's integrity and value to individual councils and to the JO, the University endeavours to ensure that its approach to the assessments takes account of and respects the continuous large workload of councils, the hiatus caused by the COVID-19 pandemic and various calamitous fire and flooding events that have occurred since the last assessments, increasing financial constraints, and the very real issues relating to recruitment and retention of appropriately skilled and experienced staff.

5 Asset Management in Context

5.1 Leading Practice Definitions

To derive full benefit from the NAMAF assessment and to prepare an Asset Management Improvement Plan (AMIP), it is important for councils to understand the leading practice definitions for *asset management* and that it has both strategic and operational perspectives. (Refer to Figure 7 at Appendix 1).

There are numerous definitions, all of which are connected, and share a strategic resource management concept as a common theme. The following are widely accepted descriptors and definitions of asset management in the public sector:

1. **The Lyons Report[1] (2004)**

   Sir Michael Lyons, in his report to the UK Chancellor of the Exchequer, defined Asset Management as:

   "A key part of business planning, which connects, at a strategic level, decisions about its business needs, the deployment of assets, and its future investment needs."

   "Government's business fulcrum that connects community aspirations, corporate objectives, financial imperatives and service levels."

   *"**Good*** Asset Management improves the delivery of government services by aligning the asset base with an organisation's goals and objectives. ***Better*** Asset Management releases resources, generates revenue and improves value-for money."

2. **Royal Institution of Chartered Surveyors[2] (2008)**

   The Royal Institution of Chartered Surveyors (RICS) defines public sector strategic asset management as:

   "The activity that seeks to align the asset base with the organisation's corporate goals and objectives. It ensures that the asset base of an organisation is optimally structured in the best corporate interest of the organisation concerned."

   "It requires business skills as well as asset skills."

   "It does not seek to respond solely to the requirements of any operating part of the organisation, but rather, it seeks to take all requirements into account and to deliver the optimal solution in terms of the organisation's overall operational and financial goals and objectives. It has a consultancy and executive orientation. It is a corporate, that is, whole organisation, activity."

   For reference, the RICS Asset Management Cycle is shown at Appendix 2.

3. **International Organisation for Standardisation[3] (2014)**

   Increasing awareness of the importance of asset management to all tiers of government and the development internationally of *good* asset management practices led to the International Organisation for Standardisation (ISO) to consolidate several existing standards into its ISO 55000 suite of standards for asset management. This defines asset management as:

   "The co-ordinated activity of an organisation to realise value from assets."

   ISO 55000 defines the system of management (Asset Management Framework) for this activity as:

   "A set of interrelated or interacting elements to establish asset management policy, asset management objectives, and processes to achieve those objectives."

---

[1] *Towards Better Management of Public Sector Assets*. 2004.
[2] *RICS Public Sector Asset Management Guidelines, a guide to best practice.* 1st Edition. 2008.
[3] *ISO 55000:2014 Asset Management.*

These definitions represent a chronology for the development of asset management in the public sector and highlight the difference between *asset management* and *managing assets.* They clearly express Asset Management as a strategic value creation function as distinct from its operational management subsets of property, buildings and infrastructure, facilities, maintenance, and engineering.

NAMAF's structure is entirely consistent with the principle of these definitions; they provide the benchmarks for what is measured in each assessment element and direction for assessing the current system of asset management and defining a desired future state.

5.2 An Agent for Organisational Sustainability and Improvement

Good Asset Management in local government is dependent upon organisational leadership, context, culture, and an organisation-wide promotion and understanding of its importance to the functioning of a council, financial sustainability, and provision of community services.

The value of a council's non-financial assets can typically exceed ninety per cent of its total asset value. Because of this, local governments are widely considered as asset management organisations: "It is therefore crucial that local government be expert in financial and asset management."[4]

There is much evidence to show that Asset Management is often a catalyst for organisational reform, change, and innovation.

Full integration of a Strategic Asset Management Framework within a council's strategic planning, management, and reporting regime is essential for the optimal provision of services and maximisation of community value.

6 Lachlan Shire Council: IP&R and Asset Management Frameworks

6.1 Importance of the Frameworks

The lack of effective IP&R and AM Frameworks will represent risk to a Council as it will impact the efficacy of the following:

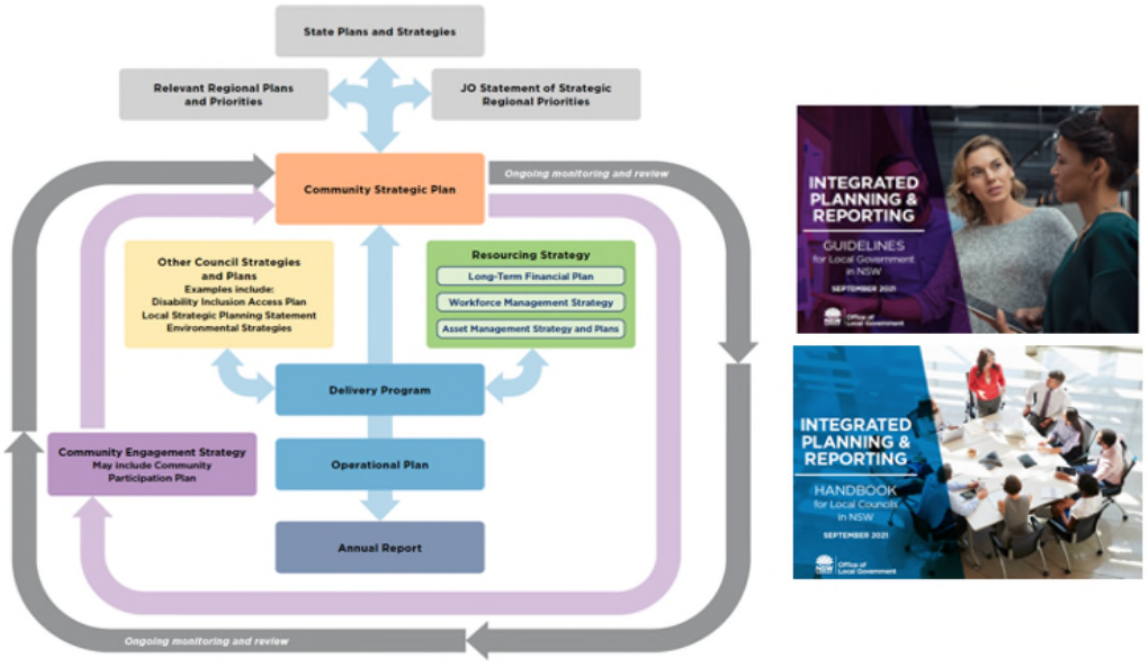
- Financial planning and budgeting.
- Delivery of community services.
- The condition, appropriateness, efficiency, and effectiveness of the infrastructure asset base.
- The capacity to measure both outputs and outcomes from the management of assets, and to determine whether a Council is deriving value from its assets.

6.2 NAMAF, IP&R, & Asset Management

NAMAF is closely aligned with the NSW Office of Local Government (OLG) IP&R Framework (see Figure 1).

[4] *Briefing Paper: Australian Government Financial Reform – a federal perspective*. Mervyn Carter (2012)

Figure 1: OLG Integrated Planning & Reporting Framework for Local Government in NSW



An AM Framework is a major and integral part of IP&R. This is not clear from Figure 1.

The OLG's IP&R Handbook and Guidelines refer to Asset Management as a 'Resourcing Strategy' (see Figure 1), whereas the leading practice definitions provided in Section 5 show that it is much more than this. Asset Management is a distinct discipline comprising a framework of its own (AM Strategy, AM Plans, Asset Plans).

This framework is controlled by the AM Policy, specific governance arrangements, and processes and procedures; and is managed and supported by leadership, systems, data and information analysis, performance measurement, improvement planning, and a wide range of skills encompassing the full range of these organisational attributes, all of which are tested by the NAMAF.

The figures in Appendices 1 - 4 illustrate the following:

- The strategic and operational elements of the Asset Management Framework.
- A typical Asset Management Cycle.
- An alternative depiction of the OLG's IP&R Framework, which shows the extensive role the AM Framework plays in IP&R.
- The Asset Management hierarchy.
- The linkages and interdependencies in the IP&R planning process.

6.3 Findings

In relation to its context, structure, size, services, asset base, and resources, it is considered that Council operates effective IP&R and AM Frameworks. However, these may be improved by formally documenting roles and responsibilities (refer to section 7.3.7.3) and how asset management is integrated within the IP&R Framework, i.e., through the role of assets in, and management of assets aligned with and in support of service provision requirements.

7 Lachlan Shire Council: assessment summary

7.1 Summary of Assessment Results

Table 1 summarises Council's assessment results.

Table 1: Summary of Assessment Results

Area	Assessment Element	Evaluation vs Core Requirements	Assessment Score (Core = 3; Advanced = 5)	Advanced Target Score	Risk Level		Assessment Confidence Level
					Current Maturity	Target Maturity	
Financial Planning & Reporting	Strategic Longer-Term Planning	Well Progressed	3.8	4.0	Low	Low	High
	Annual Budget	Meets Requirements	4.7	4.0	Low	Low	High
	Annual Report	Meets Requirements	4.4	4.0	Low	Low	High
Asset Management & Planning	Asset Management Policy	Meets Requirements	4.4	5.0	Low	Low	High
	Asset Management Strategy	Partially Meets Requirements	2.9	4.0	Medium	Low	High
	Asset Management Plans	Meets Requirements	4.7	4.0	Low	Low	High
	Governance & Management	Meets Requirements	4.0	4.0	Low	Low	High
	Levels of Service	Meets Requirements	3.8	4.0	Low	Low	High
	Data & Systems	Meets Requirements	3.1	4.0	Low	Low	High
	Skills & Processes	Meets Requirements	4.1	4.0	Low	Low	High
	Evaluation	Well Progressed	2.5	3.0	Low	Low	High

The above results represent an overall average score of 3.9 (30% above Core Maturity). The overall target maturity for Council equates to 4.0.

Figures 2 and 3 are the results outputs generated from the assessment.

Figure 2: Core Maturity Assessment Histogram

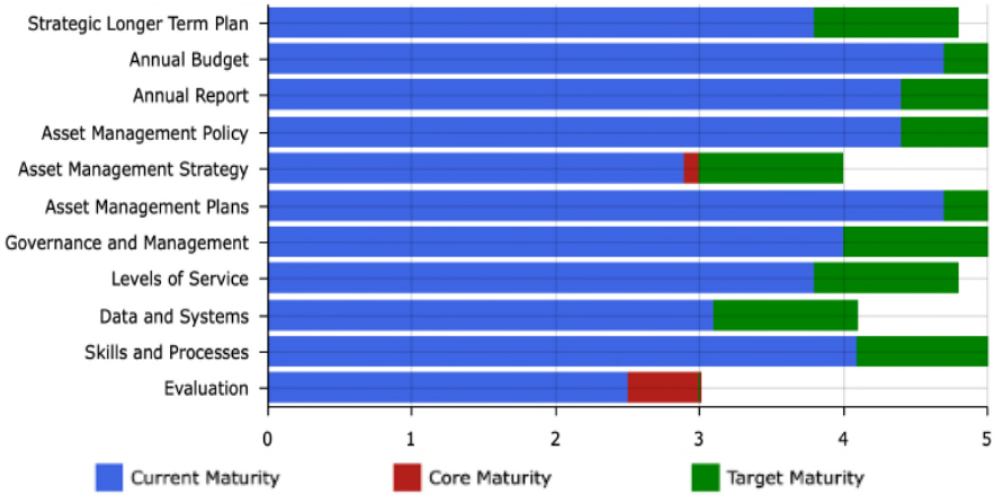


Figure 3: Core and Advanced Assessment Maturity Spider

7.2 Associated Risks

Figures 4 and 5, generated from the assessment, represent Council's view on the levels of risk associated with the maturity scores attained for each assessment element.

Overall risk to Council from this assessment is low.

Figure 4: Core Risk Assessment Histogram

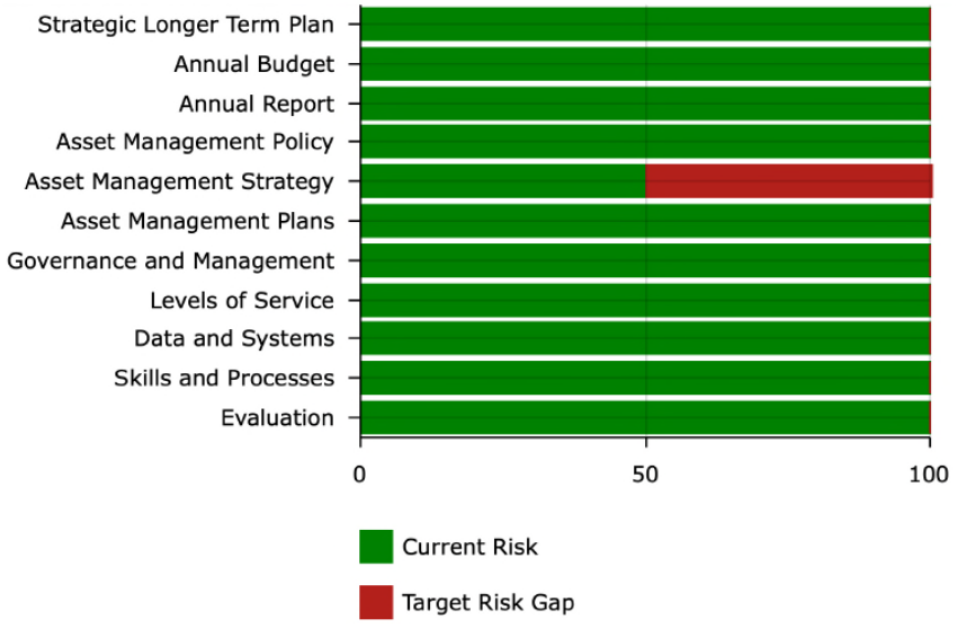


Figure 5: Current and Target Risk Spider

7.3 Assessment Elements: principal findings

A full record of the assessment, generated as an output by NAMS+, is contained in Appendix 5. This includes detailed comments, observations, and improvement actions recorded during the assessment.

7.3.1 Strategic Longer-Term Plan (SLTP)

The SLTP comprises **the Community Strategic Plan (CSP), Long-Term Financial Plan (LTFP**), **and Delivery Program (DP).**

The CSP is the highest level of the planning hierarchy. It sets the community's ten-year strategic direction for the local government area and is the base reference for all other service and resource strategies and plans.

7.3.1.1 Maturity Score: 3.8 (Well Progressed)

Although Council's score merited an overall rating of *Meets Requirements*, Council felt that this should be no more than *Well Progressed* given the areas of this element that Council has identified for improvement.

However, the quality of Council's LTFP deserves particular mention for the following reasons:

- It gives a succinct and informative description of the purpose and content of the plan as a decision-making tool, and its relationship with the CSP.
- It sets out the long-term financial planning requirements of the IP&R framework.
- It provides a direct and forthright description and analysis of the financial challenges facing Council, including the effects of rate pegging, grant funding, cost shifting, and a small population living over a large geographic area.
- It clearly articulates financial sustainability as Council's key short- and long-term financial objective.
- It refers to and considers service levels, projected population and economic growth, the financial effect of and on Council's ageing infrastructure asset base.
- The planning assumptions are clearly explained.
- The Delivery Program and Operating Plan flow naturally from the LTFP.

Consolidated Operational Plan and Delivery Program financial forecasts are provided in detail in the form of Net Expenditure/(Revenue) Forecasts for each business unit. As an example, Figure 6 is a screenshot taken from Council's 2022 – 2026 Delivery Program and 2023 -2024 Operational Plan Budgets.

Figure 6: Net Expenditure/(Revenue) Forecast Example

Home & Community Care						
01850 - Home & Community Care Revenue						
	0110	User Fees & Charges	(114,049)	(116,070)	(118,130)	(120,240)
	0115	Grants & Subsidies Recurrent	(527,622)	(538,170)	(548,930)	(559,910)
	0130	Other Income	(12,920)	(13,170)	(13,430)	(13,700)
		01850 - Home & Community Care Revenue	(654,591)	(667,410)	(680,490)	(693,850)
			*	*	*	*
03850 - Home & Community Care Expenses						
	0300	Employee Salary & Wages Costs	261,221	271,680	281,190	291,050
	0303	Employee Overhead - Superannuation	27,968	30,410	33,000	34,160
	0304	Employee Overhead - Workers Comp Premium	4,590	4,960	5,350	5,460
	0310	Staff Training	1,500	1,530	1,560	1,590
	0320	Staff Recruitment Costs	2,000	2,030	2,060	2,090
	0350	Office Administration Expenditure	10,110	10,310	10,510	10,710
	0354	Telecommunications Costs	6,155	6,270	6,380	6,490
	0355	Computer / IT Costs	18,660	19,050	19,440	19,830
	0375	Office Equipment & Furniture	4,230	4,310	4,390	4,470
	0410	Insurance	2,340	2,390	2,440	2,490
	0414	Electricity & Energy Charges	8,900	9,080	9,260	9,450
	0415	Utilities (Water, Rates)	3,410	3,520	3,630	3,770
	0420	Security	500	510	520	530
	0425	Cleaning Costs	25,000	25,500	26,010	26,530
	0462	Program Delivery	150,330	153,330	156,400	159,510
	0510	Grounds Maintenance	2,650	2,750	2,840	2,940
	0530	Building Maintenance	4,350	4,470	4,590	4,710
	0680	Depreciation	12,221	12,280	12,340	12,400
	0970	Plant Hire (Internal)	17,500	17,850	18,210	18,570
	0977	Management Fee (Internal)	50,000	51,000	52,020	53,060
		03850 - Home & Community Care Expenses	613,635	633,230	652,140	669,810
			*	*	*	*
Transfer to Reserve						
	9626	Transfer to HACC Reserve	40,956	33,720	27,980	23,350
Home & Community Care Net Expenditure/(Revenue)			0	(460)	(370)	(690)

This is significant because, not only does it demonstrate a sound approach by Council to financial management and control over the performance of each business unit, but it also shows that Council records and monitors elements of asset and facility management expenditure separated into operations and maintenance categories. The separation of these is a recurring issue throughout the assessment, which, in the experience of the University, most Councils do not satisfy. Because of this, the true efficiency and effectiveness of individual assets, particularly buildings, are generally neither known nor able to be properly managed.

This will be highlighted in the Regional Report to the JO and held as an example of *good* financial and asset management. Council should be able to use this asset financial data to:

- Identify savings in asset operating expenditure.
- Develop strategies to manage the backlog.
- Reduce the need for (or redirect) capital expenditure.
- Avoid any unnecessary expenditure on asset renewals and upgrades.

The above should be undertaken in conjunction with agreeing service levels for assets with the community service business units so that services are best supported and enhanced by the assets from which they are provided.

Asset and facility management then become integral parts of the planning and management for each community service, as intended under the IP&R Framework. This will provide improved accountability for both community services and the management of assets.

7.3.1.2 Risk: Low

7.3.1.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Council identified the following areas for refinement in the strategic planning process:

- Include specific strategies to achieve the strategic goals and objectives and assign responsibility for their management. These are requirements of the NSW IP&R Framework.
- Council to include a vision statement in the CSP (ref statement used in the DP).
- Recently adopted AM Plans will be reflected in LTFP, DP, and OP.
- Inclusion of service outcomes in the DP.
- Development of Service Plans for community service functions. These would provide good links to the Net Expenditure/(Revenue) Forecasts.
- Council will continue developing knowledge of optimum lifecycle costs.

7.3.2 Annual Budget (Operating Plan)

7.3.2.1 Maturity Score: 4.7 (Meets Requirements)

No major issues were noted regarding Council's Annual Budget.

7.3.2.2 Risk: Low

7.3.2.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Target Maturity has been exceeded.

7.3.3 Annual Report

7.3.3.1 Maturity Score: 4.4 (Meets Requirements)

No material issues recorded.

7.3.3.2 Risk: Low

7.3.3.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Target Maturity has been exceeded.

- Council will consider including a 'State of the Assets' section in the Annual Report.

7.3.4 Asset Management Policy

7.3.4.1 Maturity Score: 4.4 (Meets Requirements)

Council's AM Policy generally satisfies the requirement s of the assessment.

7.3.4.2 Risk: Low

7.3.4.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (5)

Council will refine its AM Policy by:

- Including provision for a reporting framework in the Policy's Principles.
- Including a vision for *asset management.*
- Considering an addition giving the effect to the policy of being intended to guide Council's decisions relating to assets through data information and knowledge, and tradeoffs etc.

7.3.5 Asset Management Strategy

7.3.5.1 Maturity Score: 2.9 (Partially Meets Requirements)

The key purposes of the AM Strategy are:

- Implementation of the AM Policy.
- Provision of direction to AM Plans/Asset Plans
- Integration of Asset Management into the IP&R Framework – bridging the gap between corporate and community objectives and the response of the asset portfolio.
- Act as a risk management tool by identifying key asset-related risks and strategies to mitigate those risks.
- Ensure decisions are made by requiring options to be appraised against predetermined criteria (aligned to corporate goals).
- Prioritise scarce capital through targeted asset investment.
- Create a context for operational asset management by highlighting strategies for particular asset classes/assets.
- Identify strategic actions for improving the asset management framework and for moving the asset base from its current state to a desired future state as envisioned by the CSP.

Although Council has achieved a score marginally below Core Maturity, Council believes the AM Strategy does not warrant a rating higher than *Partially Meets Requirements.* This is because several of the key sections of this element have either not been started or are only partially complete.

7.3.5.2 Risk: Medium

The AM Strategy is the highest level of the asset management planning hierarchy. The absence of a properly constructed AM Strategy represents risk to Council. To emphasise the importance of the AM Strategy, some general considerations for the development of an AM Strategy are provided at Section 7.3.5.4 below.

7.3.5.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Council will:

- Identify critical assets in the AM Strategy and consider risk management strategies for the relevant AM Plans.
- Identify actions to improve AM capability resource requirements.
- Review the improvement actions contained in the 2019 NAMAF assessment.
- Identify internal and external stakeholders and customers to direct AM Plans.
- Consider the analysis of cost/benefit options for service delivery.

It is considered that the above represents 'low-hanging fruit', and a maturity above 4 is achievable within a short timeframe.

7.3.5.4 General Considerations for an AM Strategy

Local government AM Strategies are often long and unwieldy documents. As the AM Strategy is high-level, it can be a relatively short document that addresses the main issues. Background papers that set out the detail of the asset base, current governance arrangements, performance indicators and similar contextual factors should be referenced or attached as appendices.

There is no right or wrong way to present the AM Strategy. However, it is recommended that, following the preparation of the AM Policy, councils prepare an AM Strategy by reference to the NSW OLG IP&R Guidelines and Handbook (ensuring that it contains mandated items), and considering the suggested document structure shown in Table 2.

Table 2: Sample Asset Management Strategy Structure

1. Strategy Purpose & Expectation	▪ Why does the organisation have an asset strategy? ▪ The IP&R process and how Asset Management integrates within it.
2. Organisational Goals, Objectives & Major Business Drivers	▪ Organisation's objectives, direction & aspirations ▪ Organisational mission, vision and values ▪ Highlight business drivers with asset implications
3. Organisation's Financial Context	▪ Overall financial position & financial outlook ▪ Financial context for asset decision-making
4. Current Asset Management State	▪ Asset inventory & details: asset code, category, type, location/address, age, condition, use, utilisation, owner, area/size, ownership/tenure, values, heritage, planning, criticality, risk, contingency planning, suitability (effectiveness), operating costs, maintenance, remaining useful life etc. ▪ Governance & management: policy, framework, structure, asset knowledge, processes & procedures, roles & responsibilities, systems, capacity & capability ▪ Asset and asset management system performance ▪ Financial ratios, renewal/replacement gaps
5. Desired Future State (10 years)	▪ What assets are required to support/achieve business & service goals? ▪ What information is required to support decision-making? ▪ Required organisational capacity, capability and structure ▪ Critical assets
6. Gap Between Current & Future States i.e. the implications for assets	▪ What the business drivers mean for the asset base ▪ Gap Analysis ▪ Approach to closing/eradicating the gap
7. Asset Management Strategy (Gap analysis and how the gap will be closed or narrowed)	▪ How the organisation will approach and decide upon the future of each category of the asset base
8. Broad Resource Implications of the Strategy	▪ Capital implications ▪ Recurring expenditure & revenue implications ▪ ICT implications ▪ HR implications ▪ Broad investment and divestment strategy for assets
9. Performance Measurement	▪ Performance measures from the critical success factors ▪ The performance management system ▪ Current performance and key historic trends
10. Asset Management Organisational Arrangements	▪ Structural issues ▪ Roles and responsibilities ▪ Governance and decision making ▪ Relationships with stakeholders ▪ Corporate processes for asset management ▪ Data management ▪ Capacity management
11. Strategic Action & Milestones	▪ Main actions to deliver the strategy: - Actions to develop the strategy - Actions to implement asset change - Actions to implement organisational change
12. Appendices	▪ Supporting detailed documents

7.3.6 Asset Management Plans

7.3.6.1 Maturity Score: 4.7 (Meets Requirements)

Council has AM Plans for Transport, Buildings, Water and Sewer, and Parks and Gardens, all of which were prepared in 2022.

Council noted that there are no AM Plans for ICT, Office Equipment, and Plant and Machinery, which have a high $value.

Once improvements to the AM Strategy have been implemented, Council will review the AM Plans to ensure all linkages are in place.

7.3.6.2 Risk: Low

7.3.6.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Council already exceeds its maturity target, but will introduce the following refinements to the AM Plans:

- Council will include nominated evacuation centres as critical infrastructure. Risk Management Plans might include moratoria on disposal, demolition, etc. without alternatives first having been identified.
- Technical levels of service will be split between repairs and maintenance.
- Council will review the use of the NAMS system for forecasting Capex, and the integrity of valuation data for certain assets, and condition assessments.
- Defined and agreed asset service levels with asset users.

7.3.7 Governance & Management Arrangements

7.3.7.1 Maturity Score: 4.0 (Meets Requirements)

Council has met its target maturity level for Governance and Management.

Asset Management is a permanent agenda item for the Executive Leadership Team. This serves the purpose of an Asset Management Steering Committee.

Council has also implemented an Operational Management Team to facilitate ideas for improvement and innovation and receive top-down and provide bottom-up feedback. This is proving to be an effective conduit for information and communication between *asset management* and *managing assets*. An example is the introduction of a 'Works as Executed' form, which has improved communications and understanding between asset operations and the finance team.

7.3.7.2 Risk: Low

7.3.7.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Council will consider the following:

- Documenting a full set of Asset Management Processes and Procedures. This will formalise the practice of existing processes and procedures to provide consistency and continuity, thus reducing risk.
- Council's Processes and Procedures should be part of induction, training, and development programs.
- The development of a RACI (Responsibility, Accountability, Consulted, and Informed) matrix as an accountability mechanism.
- Council will review the composition of ARIC to include an asset management capacity.

7.3.8 Levels of Service

7.3.8.1 Maturity Score: 3.8 (Meets Requirements)

Council has a good, but sometimes informal understanding of its customer groups and their requirements.

Current leading practice for asset management is shifting from a condition-based activity to a strategic approach based upon levels of service.

7.3.8.2 Risk: Low

7.3.8.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

Council will consider the following:

- The culture of high levels of service should be a part of Position Descriptions.
- The development of a consistent process to define, quantify, and document community and technical levels of service and the cost of their provision.
- Council does not consistently report the cost of maintenance and operational activities against adopted levels of service.
- Current and target levels of service to be defined in AM Plans.

It is recommended that, when Council reviews its process to determine and manage service levels, this is done by reference to the following four categories:

Internal

- Agreed asset and facility management service levels required to sustain the efficient management of Council's business operations.

External

- Levels of service required from an outsourced service provider/contractor.
- Obligations to 3rd parties, e.g., property lease covenants.

Community

- Levels of asset/facility management service necessary to support the delivery of community services from built and infrastructure assets.
- Derived from CSP and Service Plans in consultation with Council's Community Service Business Units, e.g., libraries, recreation facilities, etc.
- Community service levels will influence asset condition and remaining useful lives based on 'fit-for-purpose' criteria.

Technical

- Technical levels of service levels associated with Internal, external and community levels of service.
- Compliance requirements.

As this is such a large part of IP&R, maintaining Council's financial and service sustainability, and having a fit-for-purpose asset base, it is recommended service levels are considered in consultation with the area of the organisation responsible for the IP&R Framework.

7.3.9 Data & Systems

7.3.9.1 Maturity Score: 3.1 (Meets Requirements)

The management of data and choice of systems is arguably the most important and complex aspect of asset management. *Good* asset and financial management stands or falls by the quality, accuracy, relevance, appropriateness and currency of its asset data, and choice and use of an asset management software system.

Council clearly demonstrates understanding of the importance of good data and data management.

7.3.9.2 Risk: Low

Asset data is held in the Financial Asset Register, which does not fully satisfy the needs of asset management. Council is currently implementing the *Metrix* asset management software system. The application of *Metrix* will address the system capabilities under this element and enable Council to reach its maturity target.

7.3.9.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

The following principal conclusions/recommendations were recorded from the assessment:

- Council is currently creating processes and procedures for each asset class. These should include the following:

  - Operations, maintenance, renewal, and acquisition (upgrade, new and expansion) planning for existing assets.
  - Determining asset replacement costs and unit rates.
  - Carrying asset condition surveys and defect assessments.
  - Ensuring data currency, accuracy, appropriateness, security and integrity.
  - Data standards for including the data for new/modified assets.
  - Monitoring asset performance over time.
  - Risk assessments and risk management.

- Council will review its property and lease management data.

7.3.10 Skills & Processes

7.3.10.1 Maturity Score: 4.1 (Meets Requirements)

Council has a high level of asset management skills, but processes are largely undocumented. Documentation of process and procedures is essential to ensure consistency and continuity of approach, methodology, and standards to the levels required by Council's management and AM Policy.

7.3.10.2 Risk: Low

To maintain a low level of risk, it is recommended that Council's processes and procedures for asset management are consolidated, documented, and subject to regular formal reviews (see below).

7.3.10.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (4)

It is recommended that Council develop and maintain an Asset Management Processes and Procedures Manual covering the following:

- IP&R requirements and Council's planning regime.
- Governance, management, and administrative processes
- Asset management planning and review processes
- Data and Information Management processes
- Human Resources: skills, resource planning, training and development (including for elected members), career pathways, contingencies.
- Developing levels of service.
- Performance management and evaluation, and reporting.
- Operational Management Processes and Procedures for each asset category.

The manual should be prepared by reference to all elements of the assessment, in consultation with the area of the organisation responsible for the IP&R Framework, and with reference to the Asset Management Cycle and Framework in Appendices 2 and 3.

It is recognised that the content and extent of this manual should reflect and be tailored to the needs, circumstances, and context of Council.

7.3.11 Evaluation

7.3.11.1 Maturity Score: 2.5 (Well Progressed)

Evaluation of performance is a formal element of the Asset Management Cycle and Framework (refer to Appendices 2 and 3).

This element examines whether Council has processes to evaluate progress and use of resources on the implementation of the AM Framework.

7.3.11.2 Risk: Low

7.3.11.3 Conclusions and/or Recommendations to Reach Improvement Maturity Target (3)

Recommendations for this element are included in the recommendation for an Asset Management Processes and Procedures Manual under Skills & Processes. However, Council will also consider the following:

- Benchmarking its performance against relevant industry indicators.
- The inclusion of quantitative KPIs for technical levels of service in AM Plans.

8 2019 Assessment Comparison

8.1 Comparison Summaries

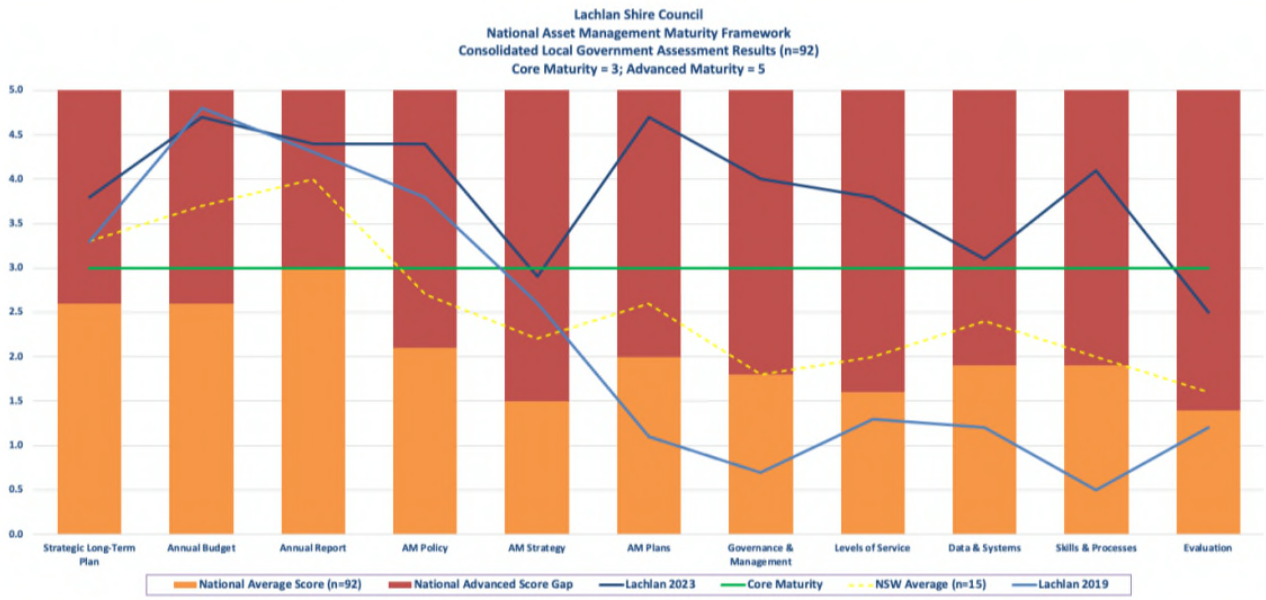
Table 3 summarises the scores and risk levels between the 2019 and 2023 assessments. Figure 7 illustrates Council's results graphically and includes our data for national and New South Wales assessment results.

Council recorded an overall average maturity score of 3.9 in 2023 compared to 2.3 in 2019. Considerable progress has been made across the assessment elements except the Annual Budget, for which there is no material change.

Table 3: 2019 & 2023 Comparative Scores

Assessment Element	Score 2019	Score 2023	↑↓ –	Risk Level 2019	Risk Level 2023
Strategic Longer-Term Planning	3.3	3.8	↑ 0.5	Low	Low
Annual Budget	4.8	4.7	↓ 0.1	Medium	Low
Annual Report	4.3	4.4	↑ 0.1	Low	Low
Asset Management Policy	3.8	4.4	↑ 0.6	Medium	Low
Asset Management Strategy	2.6	2.9	↑ 0.3	High	Medium
Asset Management Plans	1.1	4.7	↑ 3.6	High	Low
Governance & Management	0.7	4.0	↑ 3.3	High	Low
Levels of Service	1.3	3.8	↑ 2.5	High	Low
Data & Systems	1.2	3.1	↑ 1.9	Low	Low
Skills & Processes	0.5	4.1	↑ 3.6	Low	Low
Evaluation	1.2	2.5	↑ 1.3	Low	Low

Figure 7: 2019 & 2023 Results Compared with National & NSW Data



8.2 Comparative Analysis

Council has used the hiatus caused by the circumstances and events in the years between the assessments to increase its asset management knowledge and appreciation for good practice, which it is applying to suit Council's context.

Considerable progress has been made with AM Plans, the asset management governance framework, service levels, data and systems, skills and processes, and evaluation.

Council has either achieved or is within striking distance of all its maturity targets.

9 About the NAMAF Maturity Assessment

9.1 Assessment Origins and Background

Asset and financial planning were the triggers for integrated planning and reporting in local government.

In response to long-standing concerns over the financial sustainability of Local Government across the country, the Local Government and Planning Ministers' Council (LGPMC), a body of the Coalition of Australian Governments, initiated the *Local Government Financial Sustainability Nationally Consistent Frameworks* in 2006. These were adopted in 2007 and implemented by State and Territory Governments from 2009 onwards, in the form of IP&R Frameworks.

The intention of these frameworks was to provide *nationally consistent* elements for local government to manage its community infrastructure more sustainably through effective asset management and financial planning, which was to be based upon, and informed by community consultation.

The NAMAF has its origins through IP&R.

On behalf of the LGPMC, the Australian Centre of Excellence for Local Government developed a structured on-line questionnaire, the *National Assessment Framework for Local Government Asset Management and*

Financial Planning, for councils to evaluate and measure their progress with the implementation of the *LGPMC Financial Sustainability Frameworks,* i.e., IP&R Frameworks.

The NAMAF, therefore, is not only an assessment of a council's asset management maturity, but it also assesses financial management capacity and capability. Both are assessed within a council's organisational context, and the extent to which it has implemented and manages its IP&R Framework.

Given the impact and importance that asset management has within IP&R Frameworks, this section briefly considers the base requirements for asset management in the operation of IP&R in New South Wales. **This gives context to the NAMAF and is essential for full value to be realised from the assessment.**

9.2 IP&R in New South Wales

IP&R in New South Wales is governed under two documents issued by the NSW Office of Local Government (OLG):

- Integrated Planning & Reporting Handbook for Local Councils in NSW (September 2021)
- Integrated Planning & Reporting Guidelines for Local Government in NSW (September 2021)

The Guidelines stipulate what councils must do and have (the 'essential elements') to ensure compliance with their planning and reporting requirements under the Local Government Act 1993 and the Local Government (General) Regulation 2021.

The Handbook provides guidance and support materials to assist councils through the IP&R process, including the preparation of asset management documentation.

"The key objective of asset management planning is to provide the required level of service for the community in accordance with the CSP and in the most cost-effective manner. Service levels are key business drivers for asset planning, along with technical requirements that ensure sustainability." (NSW IP&R Handbook, Section 2.3.3 Asset Management Planning). This section of the Handbook provides a guide and modelling for the preparation of the Asset Management Policy, Asset Management Strategy, and Asset Management Plans.

The 'essential elements' for Asset Management are:

1. Councils must account for and plan for all existing assets under their control, and any new assets proposed through the CSP and Delivery Program (DP).

   The words "under a council's control" are significant as the Guidelines and Handbook clearly do not restrict the planning requirements to assets that are simply under a council's ownership.

2. The preparation and adoption of the following:

   - AM Policy
   - AM Strategy
   - AM Plans for each asset class.

The minimum timeframe for both the AM Strategy and AM Plans is 10 years.

The following are the **minimum** 'essential basic structures' for AM Strategy and AM Plans:

AM Strategy

- Must include an AM Policy adopted by the elected members of Council.

- Must identify assets that are critical to council operations and outline risk management strategies for these assets.
- Must include specific actions required to improve asset management capability and projected resource requirements and timeframes.

AM Plans

- Must encompass all assets under a council's control.
- Must identify asset service standards.
- Must contain long-term projections of asset maintenance, rehabilitation, and replacement for inclusion in the LTFP.

The Handbook gives councils latitude as to how they construct their Asset Management Strategy and Plans:

"It is up to each council to decide how to structure their Asset Management Planning documents and integrate these with all IP&R documents." (NSW IP&R Handbook, p.51).

As all planning for a council's services and resources (finance, assets, human resources, etc.), is derived from the CSP, and the CSP is subject to evaluation in the assessment's first element (Strategic Longer-Term Planning), it is important to understand the NSW IP&R minimum requirements for the CSP.

The CSP must include the following:

- A community vision statement.
- The community's strategic objectives that address social, environmental, economic, and civic leadership issues.
- Strategies for achieving each objective.
- An explanation of who is responsible for delivering each strategy, council's role in delivering or facilitating strategy and how it will monitor delivery.
- Identified assessment methods to determine the achievement of objectives.

In relation to managing assets, the OLG Handbook states that the **LTFP must ensure "adequate funding of infrastructure maintenance and renewal."**

9.3 NAMAF Objectives

The objectives of the assessment framework are to:

- Enable a council to measure its progress against the framework.
- Demonstrate continuous improvement in asset and financial management.
- Assist in the development of improvement actions and plans.
- Assist organisations supporting local government to identify areas for support, training, and additional resources.

These are entirely consistent with this project.

The assessment measures councils to two levels of maturity: Core and Advanced.

9.4 NAMAF Elements

The assessment generally follows the stages of a commonly recognised asset management cycle, and considers the organisational characteristics required for leading asset management practice (refer to Appendix B).

The assessment comprises eleven elements, which are broadly grouped into two categories:

Asset Planning and Management containing eight elements; and

Financial Planning and Reporting comprising three elements.

These are shown in Table 3.

Table 4: NAMAF Elements

Category	Element	Summary Scope
Financial Reporting	1. Strategic Longer-Term Plan	▪ The strategic Community and Financial planning process. ▪ Review of the Community Strategic Plan (CSP) and Long-Term Financial Plan (LTFP). ▪ Interrogates all linkages.
	2. Annual Budget	▪ Process, content, linkages.
	3. Annual Report	▪ Compliance, content.
Asset Planning & Management	4. Asset Management Policy	▪ Over-riding vision, direction, and principles for the conduct of asset management.
	5. Asset Management Strategy	▪ Implementation of Policy. ▪ Long-term strategy to align the existing asset base with the objectives of the CSP. ▪ Fulcrum for linkages. ▪ Gives direction to short and medium-term Asset Management Planning.
	6. Asset Management Plans	▪ Detailed plans to implement Asset Management Strategy.
	7. Governance & Management Arrangements	▪ Roles & responsibilities. ▪ Authorities. ▪ Decision-making processes. ▪ Accountabilities. ▪ Covers Elected Members and all levels of Council Management.
	8. Levels of Service	▪ Community and technical levels of service to achieve strategic and operational objectives, and support asset and financial planning. ▪ Linkages
	9. Data & Systems	▪ Extent, relevance, quality, use, management, and analysis of data. ▪ Capacity of systems
	10. Skills & Processes	▪ Organisational capacity and capability. ▪ Documented, tested, and repeatable business processes. ▪ Resilience and continuity. ▪ Training and development.
	11. Evaluation	▪ Performance measurement and management. ▪ Reporting. ▪ Continuous improvement plans. ▪ Applies to the whole system of management.

Although these are expressed as separate and distinct elements, the assessment examines the following principles of IP&R:

- The quality of Community Strategic Planning, and the extent to which this drives strategic and operational asset and financial management and reporting, and the determination of associated technical and community levels of service.
- How Asset and Financial Management are *integrated* across and within the organisation.
- The linkages and inter-dependencies between the assessment elements.
- The extent of a council's organisational capacity and capability to effectively implement and manage the requirements of IP&R.
- The governance of asset management as part of the overall governance of the organisation, including roles and responsibilities, levels of authority and decision-making processes, and accountability.

9.5 The Assessment Process

NAMAF is a self-assessment and is conducted on-line through the NAMS+ portal.

Each element of the Assessment Framework contains a series of questions and options for determining its status and maturity level.

Each question is considered and assigned a maturity status. The status ratings are selected as either:

- Complete
- Well Progressed
- Partially Complete, or
- Not Started.

The overall status for each Assessment Element is graded as either:

- Meets Requirements
- Well Progressed
- Partially Meets Requirements, or
- Not Substantially Progressed.

The Current Maturity Level (1 – 5) for each Assessment Element is calculated from the aggregate of status ratings. Core Maturity = 3; Advanced Maturity = 5.

Councils assess their target levels of maturity against current maturity levels and needs and context.

Councils assess the risk (Very High, High. Medium, Low) associated with the current level of maturity and revises the rating should the target maturity level be achieved.

9.6 Assessment Results: a cautionary note

It is important for assessment results to be considered as indicators of a council's progress in implementing the *LGPMC Financial Sustainability Frameworks*, and of the level of asset management maturity attained.

Assessment results represent a snapshot in time and do not always represent the status of current and on-going efforts. They should not, therefore, necessarily be assumed as wholly definitive, nor should a high score necessarily be considered as having achieved a finite *best* practice. Similarly, low scores should be viewed against any improvement actions already initiated at the time of the assessment.

9.7 Assessment Outputs

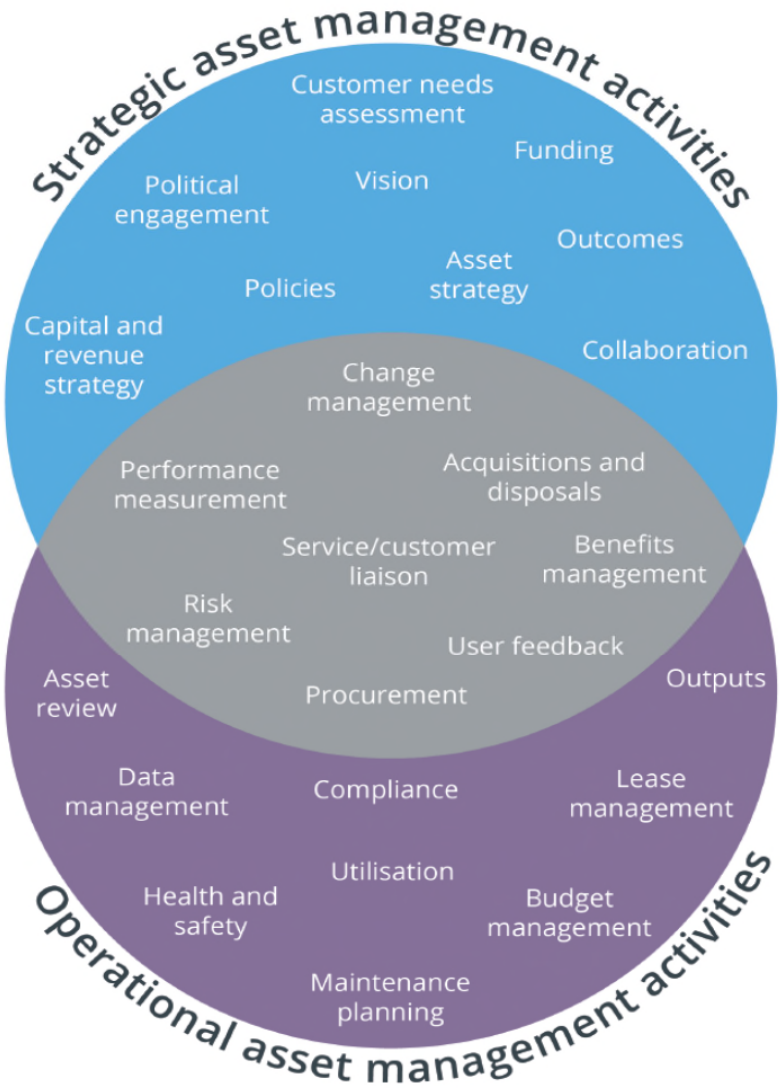
The following outputs are generated from the completed assessment:

- A record of the assessment entries and comments.

- Histogram and spider chart showing current maturity scores and maturity score gaps.
- Histogram and spider chart showing current risk and target risk levels.

Appendix 1: Asset Management - strategic and operational perspectives

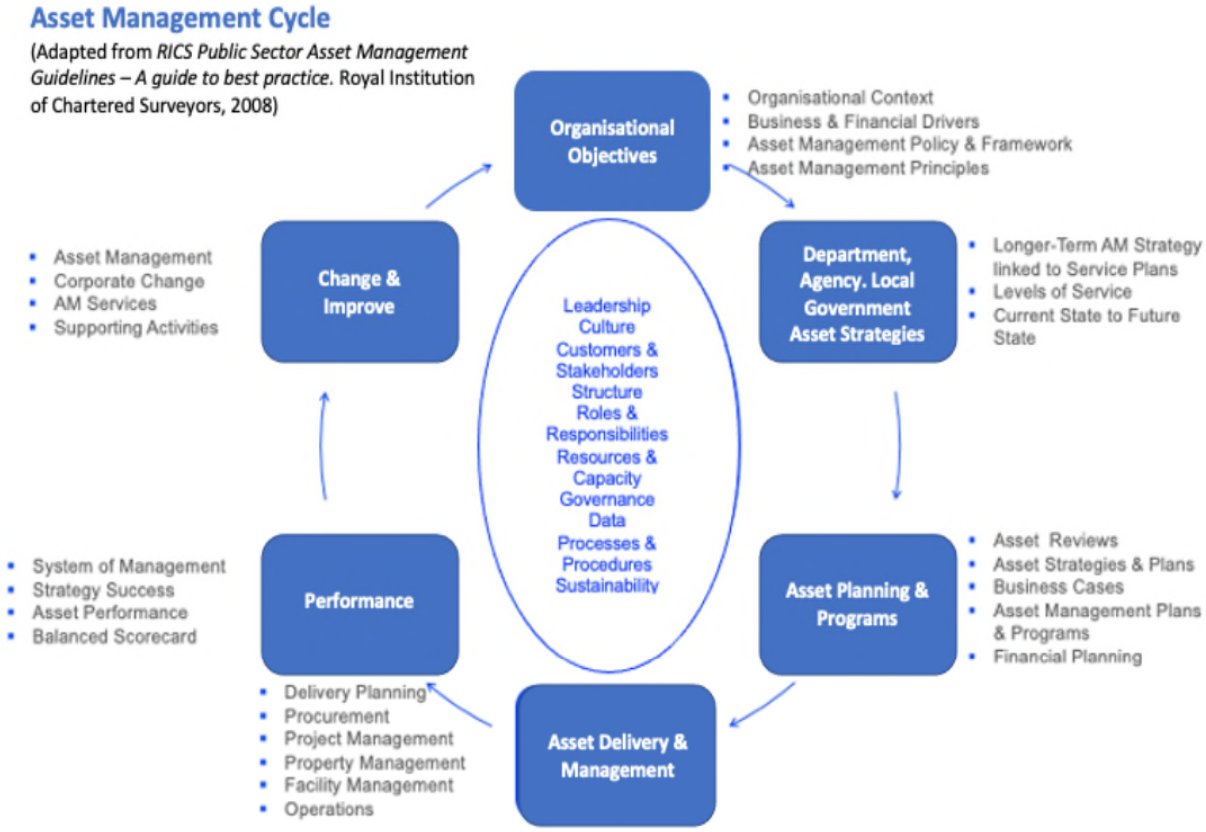
Figure 8: Asset Management Strategic & Operational Perspectives Venn Diagram



Source: *Strategic Public Sector Property Asset Management* - Royal Institution of Chartered Surveyors (2021)

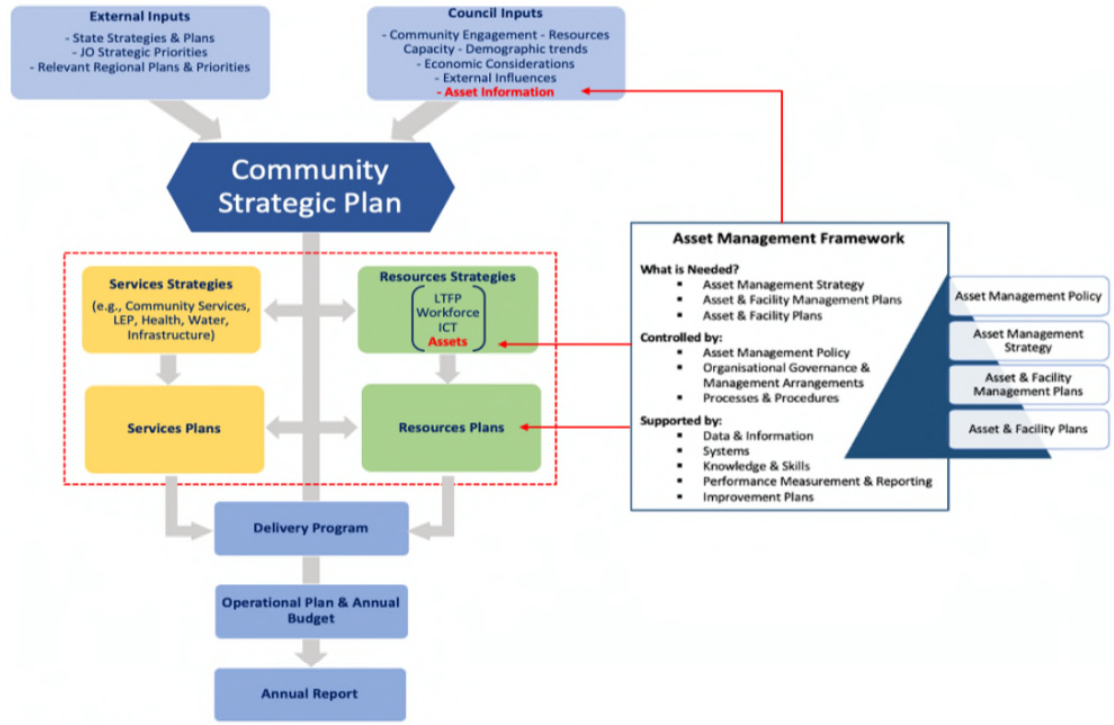
Appendix 2: Typical Asset Management Cycle & Organisational Characteristics / Requirements

Figure 9: Asset Management Cycle & Organisational Characteristics / Requirements



Appendix 3: IP&R & Asset Management Frameworks and AM Hierarchy

Figure 10: IP&R & Asset Management Frameworks



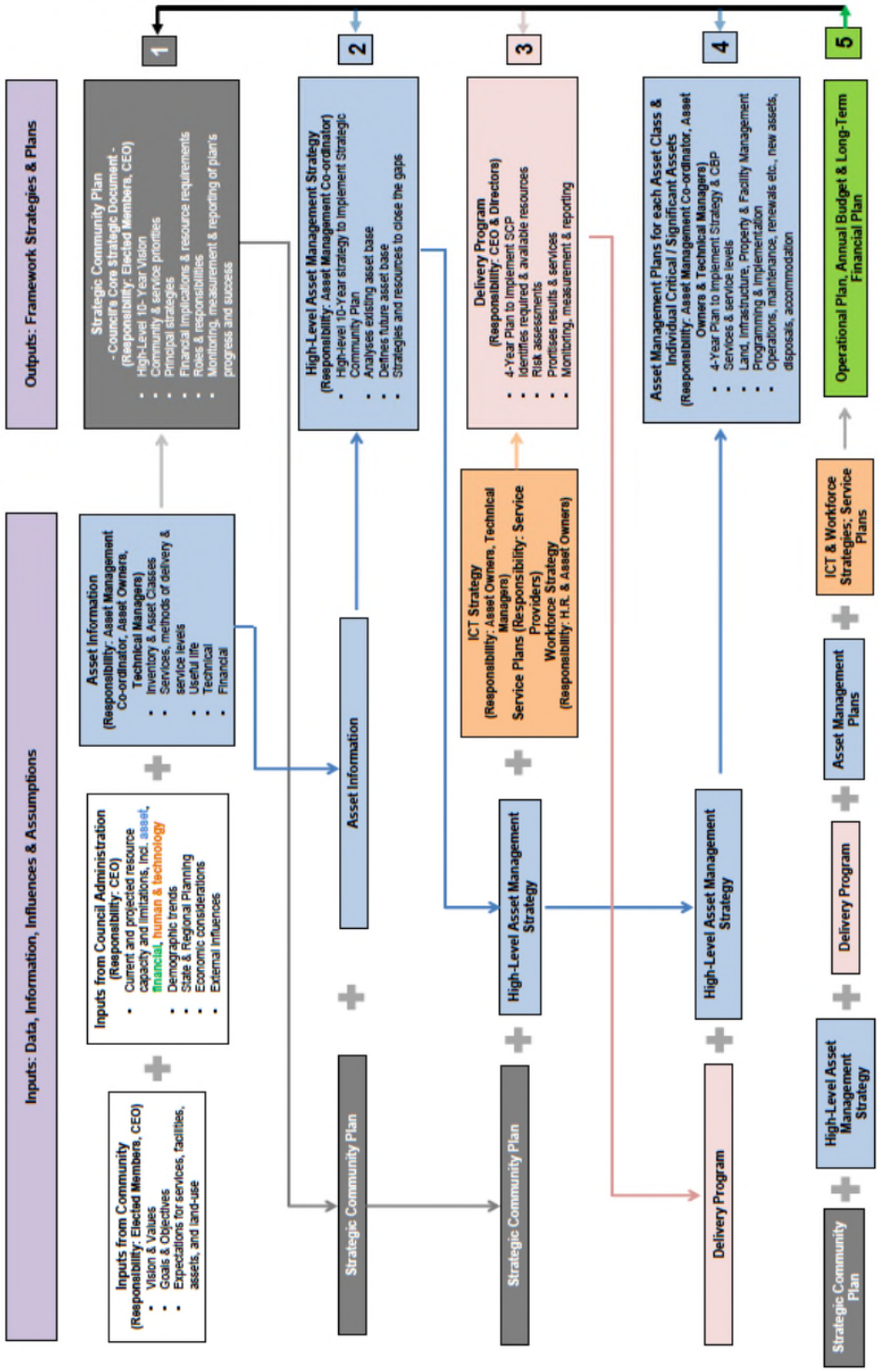
Source: Dr Trevor Seymour-Jones

Figure 11: Asset Management Hierarchy

Source: Dr Trevor Seymour-Jones

Appendix 4: Building IP&R Frameworks – Services, Information, & Resources Linkages & Interdependencies

Figure 12: Planning Linkages & Interdependencies



Appendix 5: Detailed Assessment Results, Comments & Observations

Framework	**Financial Planning & Reporting**		
Element	**Strategic Longer-Term Plan**		
Current Score	3.8	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	
Advanced Target	4	**Risk of Target Maturity**	
Observations	2.1 - Council will consider modifying or reviewing the CPS to include specific strategies to achieve strategic objectives and area of responsibility for each objective and add a timeframe. 2.2 - Council to include vision statement contained in the DP document into CSP. 2.3 - Reflecting community needs is very difficult due to very low community participation in engagement. Council infers that the community is generally satisfied with its services. Community silence is deafening. Perception is influenced by the weather. 3.1 - Council recognises asset maintenance backlogs in LTFT considering strategies to address these. Active advocacy with NSW Government at ministerial level on water and sewer in particular. Undertaking active management of financial resources to match priority needs. Asset Management Plans are now adopted, Council will incorporate into LTFP, OP and DP. 3.3 - This is partially addressed in the overall RSS document. Council will consider how this might be fully addressed in the DP. 3.5 - Council to refine DP to include service outcomes. 4.3 - Information will flow from new AMP's into LTFP. 4.5 - Council will consider the development of service plans for its community service functions. 4.6 - Council has these limits and will consider documenting. 5.1 - Council is building its knowledge of life cycle costs. Transport is currently the most mature.		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
1	Plan covers a minimum three-year period.	Complete
2	Plan details what the asset custodian intends to do in the period of plan	Well Progressed

2	Plan includes vision and strategic objectives	Well Progressed
2	Plan reflects needs of the community for the foreseeable future	Complete
2	The draft strategic plan has been advertised for public comment	Complete
2	The Strategic Plan covers a minimum 10-year timeframe	Complete
3	The Long-Term Financial Plan has been prepared based on the resource requirements and strategic objectives detailed in the asset custodian's Long Term Strategic Plan and Asset Management Plans.	Well Progressed
3	The asset custodian has a sustainable Long Term Financial Plan covering the period of the Strategic Longer-Term Plan (at least 10-years)	Complete
3	The Strategic Longer-Term Plan incorporates priorities and performance measures and indicates how they will be monitored and measured.	Well Progressed
3	The development of the Strategic Longer Term Plan included community consultation and reflects community needs.	Complete
3	The asset custodian has a Strategic Longer-Term Plan (planning horizon of at least 10-years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that the asset custodian wants to achieve.	Well Progressed
4	The Strategic Longer-Term Plan includes strategies for achieving objectives	Partially Complete
4	The Strategic Longer-Term Plan includes a current position statement and discussion	Complete
4	The Long-Term Financial Plan clearly identifies the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Partially Complete
4	The Long-Term Financial Plan clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Complete
4	The asset custodian's Long Term Financial Plan is directly aligned with its Service Plans.	Not Started

4	The asset custodian has a sustainable Long Term Financial Plan (ideally 20 years - at least 10years) which establishes its prudential limits on debt, revenue raising, reserve funding, asset management funding and capital works to support its Long-Term Plan.	Well Progressed
4	The development of the Strategic Longer Term Plan included community engagement and reflects community/customer needs.	Complete
4	The asset custodian has a Strategic Longer-Term Plan (ideally 20 years - at least 10 years) that incorporates a vision, mission, values and long-term service outcomes that reflects how the asset custodian plans to provide for community needs.	Well Progressed
5	Optimum life cycle costs are known and supported by high levels of data, information and knowledge in all key areas. Political decisions are informed by multiple service level / cost / funding model data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	Partially Complete

Characteristic	Result
Does your organisation have an adopted strategic longer-term plan?	Well progressed

Framework	**Financial Planning & Reporting**		
Element	**Annual Budget**		
Current Score	4.7	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	3.4 - Maturity will progress when AMPs are integrated with the LTFP. Satisfactorily covered in the RS and to which the budget is linked. 4.3 - Council will include the consideration of service levels in the AMP's and this information will be fed through to the annual budget.		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
1	Annual budget is available to those who ask	Complete
2	Budget is adopted after public advertising and consideration of comments received	Complete
2	Budget includes an explanation of the asset custodian's financial position and performance	Complete
2	Budget contains estimates of revenue and expenditure for year	Complete
2	Budget is publically available and readily accessible to all interested readers	Complete
3	The asset custodian's Annual Budget includes resources to implement the Strategic Longer Term Plan objectives.	Complete
3	The Annual Budget aligns with Year 1 of the Long-Term Financial Plan and was adopted following community consultation.	Complete
3	The Annual Budget reflects the asset custodian's strategic objectives and contains a statement of how the asset custodian will meet the goals and objectives of its Strategic Longer-Term Plan.	Complete
3	The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the asset custodian and has been prepared based on the resource requirements and strategic objectives detailed in the asset custodian's Strategic Longer-Term Plan, Asset Management Plans and Long-Term Financial Plan.	Well Progressed
4	The Annual Budget clearly indicates the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Complete
4	The Annual Budget clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Complete
4	The Annual Budget is prepared based on 'service levels' as reflected in the Strategic Longer-Term Plan and contains indicators and measures to assess	Partially Complete

	performance against achieving the asset custodian 's strategic objectives.	
4	The Annual Budget financial ratios (liquidity, debt, underlying operating position) align with the asset custodian's Long Term Financial Plan.	Complete
5	Budget contains indicators of achieving the asset custodian's strategic objectives	Complete

Characteristic			Result
Does your organisation prepare an annual budget?			Meets requirements
Framework	**Financial Planning & Reporting**		
Element	**Annual Report**		
Current Score	4.4	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	4.2 - Council will consider including a section in the AP for state of the assets. 4.4 - Council intends to include in progress report in the annual report.		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
1	Annual report is published each year	Complete
2	Annual report contains explanation on variations between budget and actual results	Complete
2	Annual report reports on the asset custodian's operations for the year in terms of goals and objectives for preceding year	Complete
2	Annual report is widely available to the general public	Complete
2	Annual report contains audited financial statements	Complete
3	In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant statutory	Complete

	policies, Accounting Standards and other best practice guidelines: a. Asset valuations and revaluations, b. Asset acquisitions including capitalisation policy, c. Asset disposals	
3	The Annual Report includes details of any major changes in functions of the asset custodian, organisation structure and/or policy initiatives and how these changes might impact on the asset custodian's Strategic Longer-Term Plan.	Complete
3	The Annual Report reviews the performance of the asset custodian against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Longer-Term Plan.	Complete
3	The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with applicable statutory financial reporting requirements.	Complete
3	The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public.	Complete
4	The asset financial reporting within the Annual Report, is based on the following:	Well Progressed
4	A statement on the "State of the Assets" and the financial sustainability of services provided by its infrastructure assets including any proposed adjustment to services/assets to address issues as they arise.	Well Progressed
4	Distinguishes between 'recurrent expenditure' under the categories of operations and maintenance and 'capital works expenditure' under the categories of renewal, upgrade and new.	Complete
4	Includes a statement of actual performance for the year as measured against the Long-Term Financial Plan, including reporting on measures of actual financial performance against short- and long-term financial sustainability indicators.	Complete
4	Includes a performance assessment of progress towards achieving the goals and strategic objectives of the Strategic Longer-Term Plan.	Well Progressed
5	Annual report includes results of Value for Money audit	Not Started

Characteristic	Result
Does your organisation publish an annual report?	Meets requirements

Framework	Asset Management & Planning		
Element	Asset Management Policy		
Current Score	4.4	Core Maturity	Meets Requirements
Core Target	3	Risk of Current Maturity	Low
Advanced Target	5	Risk of Target Maturity	Low
Observations	3.3 - Council will include the relevant reporting framework within the principles of the policy. 3.5 - Council will include a vision for AM, Eg. Councils vision for Asset Management is to sustainably manage its asset base through a leading practice AM framework. Council will consider a vision. 5.1 - Council to consider adding a sentence " This policy is intended to guide Councils decisions relating to assets through data information and knowledge of the tradeoffs etc".		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
2	AM Policy adopted by the asset custodian's executive.	Complete
3	AM Policy identifies a process for meeting training needs in financial and asset management practices for the asset custodian's executive and operational staff.	Complete
3	AM Policy defines asset management roles, responsibilities and reporting framework.	Well Progressed
3	AM Policy requires the adoption of Asset Management Plans informed by community consultation and applicable financial reporting frameworks.	Complete
3	AM Policy has a direct linkage with the asset custodian's Strategic Longer-Term Plan and Long-Term Financial Plan.	Complete

3	The asset custodian has an adopted Asset Management Policy which defines the asset custodian's vision and service delivery objectives for asset management.	Well Progressed
4	AM Policy includes audit and review procedures, specifies review dates and has a sunset clause.	Complete
4	AM Policy identifies the need for the asset custodian reporting to be in terms of operational, maintenance, renewal, upgrade and new expenditure classifications.	Complete
4	AM Policy has appropriate context and acknowledges the importance of asset management in supporting services provided by the asset custodian.	Complete
4	AM Policy provides a reasonable basis for long-term integrated decision making by the asset custodian and for participative decision making by the community and subsequent accountability to the community about the activities of the asset custodian	Complete
5	Policy guides informed political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences	Partially Complete

Characteristic	Result
Does your organisation have an adopted asset management policy?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Asset Management Strategy**		
Current Score	2.9	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Medium
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	2.1 - Identify critical assets, develop risk management strategies. Identify specific actions to achieve strategic objectives. Identify specific actions required to improve AM capability resource requirements and timeframes. 3.1 - The appendix contains improvement actions recommended in the 2019 maturity audit. 3.3 - Council to identify internal and external stakeholders/customers,		

	determine and define their required asset management service levels to direct the preparation of AMP's. 4.1 - Council will consider the inclusion of service levels and define risk management goals. 4.2 - Council will consider current status of the asset portfolio and plan for any changes required to meet the 10 year objectives of the CSP. TREVOR TO EXPAND IN REPORT. 4.3 - This is about gap analysis. 5.2 - Particularly with acquisitions Council will analyse cost benefit options.	
Implications		
Recommendations		
Maturity Score	**Characteristic**	**Result**
1	Draft AM Strategy Prepared but not adopted.	Complete
2	Strategy implements the service level and risk goals set out the asset custodian's strategic plans aligned with ISO 55000.	Not Started
2	Strategy shows what assets the asset custodian has under its control.	Complete
3	The asset custodian's Asset Management Strategy documents the current status of asset management practices (processes, asset data and information systems) and what actions must be taken to implement the Asset Management Policy, including resource requirements, timeframes and accountabilities.	Complete
3	The asset custodian’s Asset Management Strategy is linked to the Asset Management Policy and integrated into the Strategic Longer-Term planning and annual budgeting processes.	Complete
3	The asset custodian has an Asset Management Strategy which shows how the asset portfolio can meet the service delivery needs of customers and defines the future vision of asset management practices.	Partially Complete
4	Strategy details service level and risk management goals.	Not Started
4	Strategy details how the asset custodian gets to where it wants to be including comparison with current situation and proposed future scenarios to highlight where strategies will need to be developed to cater for any changes.	Not Started

4	Planning for new assets and the upgrade of assets is driven by the asset custodian's Strategic Longer-Term Plan, Service Plans and Asset Management Plans.	Not Started
5	Strategy drives asset management planning and service delivery aligned with ISO 55000	Complete
5	Strategy includes analysis of cost/benefit options for service delivery	Complete

Characteristic	Result
Does your organisation have an adopted asset management strategy?	Partially meets requirements

Framework	**Asset Management & Planning**		
Element	**Asset Management Plans**		
Current Score	4.7	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	Council have AM Plans for Transport, Building, Water and Sewer & Parks and Reserves. Council do not have AM plans for IT and Office Equipment, Plant and Machinery/high $ value. 3.2 - Linkages will be placed on all AMPs on their reviews. Asset management strategy is THE priority. 3. F - Council to include evacuation Centres as critical infrastructure in Buildings Asset Management Plan. Risk mitigation can include moratorium on disposal/demolition/otherwise. 3.G - In technical levels of service, add a category called repairs and separate it from maintenance. (refer to table 3.6 Buildings APM). 3. iv - NAMS system used to forecast Opex expenditure in which you have a reasonable level of confidence. Council is concerned about the NAMS system generation of forecast capital expenditure. List factors that NAMS is incapable of forecasting. Council has concerns about the integrity of the data in particular over valuations of certain assets and condition assessments. 3. k - Define with stakeholders the timeframes for level of service. Council will develop agreed service levels with asset users. 3. o for Buildings Asset Management Plan add consideration between the cost of maintenance versus renewal.		

	4.1 - refer to risk management for critical assets. 4.3 - This would be improved by more mature service level planning.	
Implications		
Recommendations		
Maturity Score	**Characteristic**	**Result**
1	Stated intention to develop AM Plan(s)	Complete
2	AMPs Include an improvement plan	Complete
2	AMPs include all assets on asset register	Complete
2	AMPs in place but not regularly reviewed or adopted	Complete
2	Separate AMPs for each asset group - high level overall framework but not consistent	Complete
3	AMPs have all been prepared in association with customer/community consultation.	Complete
3	AMPs link to the asset custodian's AM Policy, AM Strategy, Strategic Longer-Term Plan, Long Term Financial Plan and other relevant policy objectives.	Partially Complete
3	o. Identify changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense.	Well Progressed
3	n. Include consideration of non-asset service delivery solutions (leasing private/public partnerships)	Complete
3	m. Include an asset management improvement plan.	Complete
3	l. Include an asset consolidation and disposal program; and	Complete
3	k. Address asset performance and use measures and associated targets as linked to levels of service;	Partially Complete
3	iv. Operational expenditure (including depreciation expense);	Complete
3	iii. Maintenance expenditure;	Complete
3	ii. New Assets and Upgrades of existing assets;	Complete
3	i. Asset Renewals;	Complete

3	j. Include forward programs identifying cash flow forecasts projected for:	Complete
3	i. Address life cycle costs of assets;	Complete
3	h. Include demand management forecasts;	Complete
3	g. Provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost-effective manner	Well Progressed
3	f. Include risk assessment and criticality profiles;	Well Progressed
3	e. Document the adopted useful lives of assets;	Complete
3	d. Document the current condition function capacity and use of assets;	Complete
3	c. Document the asset hierarchy within each asset group;	Complete
3	b. Include all assets and document asset inventory information for the asset group/category as recorded in the asset register;	Complete
3	a. Refer to the asset custodian's Asset Management Policy and Asset Management Strategy;	Complete
3	AMPS cover at least 10 years and	Complete
3	AMPs define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure asset hierarchy.	Complete
3	AMPS adopted by the asset custodian for all significant asset groups in a consistent format in accordance with industry best practice (E.g. International Infrastructure Management Manual (IIMM)) and are available to all relevant staff across the organisation.	Complete
4	AMPs include Infrastructure Risk Management Plan	Complete
4	Asset Management Plans include a process for ensuring decisions to obtain the best value outcome for defined levels of service and risk by use of scenario modelling and tradeoffs.	Complete
4	Asset Management Plans include the financial requirements to meet target levels of service levels for at least the next 10 years for each asset class and are	Well Progressed

	correlated with the data in the Long-Term Financial Plan.	
4	Asset Management Plans are influenced by the level of community enquiry – feedback on customer levels of service.	Complete
4	Asset Management Plans include future demand projections and forecasts based on population and demographic projections.	Complete
4	Planning for new and upgraded assets driven by Asset Management Strategy and AMP. Highly responsive to policy direction with scenarios showing cumulative consequences of decision scenarios.	Complete
5	AM Strategy & AMP provide optimum value for defined service using scenarios to inform service performance. Multiple scenarios to show best value options.	Complete
3	Include consideration of possible effects of climate change on asset useful lives and maintenance costs	Complete

Characteristic	Result
Does your organisation have adopted asset management plans?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Governance and Management**		
Current Score	4.0	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	3.2 - This is achieved by being a permanent agenda item for ELT and OMT. 3.4 - Council to consider implementing/creating a procedure for the process of documenting existing procedures. 3.6 - Council to consider use of a raci table to create matrix. 4.1 - ARIC to consider referencing Asset Management in T & C's. 4.2 - State of the Assets Report would be completed by adding commentary to the schedules attached to the Annual Report. 4.6 - This is achieved through PD's.		

	5.1 - Council will concentrate on defining the measures for service delivery at Community, Internal/external and technical stakeholder level.	
Implications		
Recommendations		
Maturity Score	**Characteristic**	**Result**
3	There are internal processes to promote Asset Management across the asset custodian	Complete
3	The asset custodian has an Asset Management Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation.	Complete
3	The asset custodian involves all its departments in Asset Management.	Complete
3	The asset custodian has a documented process for making capital investment decisions, which is driven by the Strategic Longer-Term Plan, Long Term Financial Plan and the Service Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.	Well Progressed
3	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.	Complete
3	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.	Partially Complete
3	The asset custodian has mechanisms in place to provide high level oversight by the CEO/GM and Executive Management Team, for development and implementation of the Asset Management Strategy and Asset Management Plans.	Complete
4	The asset custodian has an Internal Audit Committee or equivalent with competency to understand the risk aspects of advanced asset management and the Internal Audit Committee provides an independent review and annual report on asset risk management performance.	Partially Complete

4	Key decision makers are provided with an annual 'State of the Assets' report covering asset condition, risk, performance, intervention levels, level of service monitoring and future financial sustainability options and consequences.	Well Progressed
4	When considering the annual Capital Works Program, project priority is based on cost/benefit assessments (including risk) with resource implications reflected into the Long-Term Financial Plan.	Complete
4	Strategic levels of service and technical levels of service are monitored are reported to the Executive Management Team and key stakeholders.	Complete
4	The asset custodian uses their Infrastructure Asset Hierarchy as a basis for consistent reporting.	Complete
4	Accountability mechanisms are maintained to ensure that the asset custodian's resources are used optimally to implement strategic asset management objectives, as detailed in the Asset Management Strategy and Asset Management Plans aligned with ISO 55000	Complete
5	Bottom up and top-down feedback on performance with defined measures for service delivery and governance aligned with ISO 55000/01.	Not Started
5	Common purpose and focus on service delivery with agreed nexus between funding and service level and risk outcomes.	Complete

Characteristic	Result
Does your organisation have good management practices linking AM to service delivery?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Levels of Service**		
Current Score	3.8	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low

Observations	1.1 providing a high level of service to internal and external customers should be a part of position descriptions 3.1 technical levels of service are defined for some asset classes/activities e.g. bitumen sealing, but not for others e.g. electrical repairs. Council is considering purchasing Vault software tool - an app that records currency of insurances and the like as well as being a WHS monitoring/recording system 3.2 this is covered by budget allocated for each building. Other asset groups define this well in the AM Plan. 3.3 The AM procedure should be the place to record agreed level of service for internal customers such as library 3.4 Council achieves this through an iterative process of managing its services and assets and through the CSP 4.2 The reality of Council's position means that this is achieved informally through the close management and allocation of its finances against more immediate service requirements	
Implications		
Recommendations		
Maturity Score	**Characteristic**	**Result**
1	Service levels are consequences of annual budget allocation and poorly defined.	Complete
2	Customer Groups defined and requirements informally understood.	Complete
3	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.	Partially Complete
3	Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each Asset Management Plan.	Well Progressed
3	The asset custodian has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the current levels of service.	Partially Complete
3	The asset custodian has Service Objectives for each of its services which have been developed in consultation with the community.	Well Progressed
4	The asset custodian, in conjunction with the community, regularly reviews its community levels of service and technical levels of service, to determine the financial impact of a change in service levels. If a change	Complete

	occurs this is then reflected into the Asset Management Plan and Long-Term Financial Plan.	
4	The cost of maintenance and operational activities are reported against adopted levels of service.	Partially Complete
4	The asset custodian has a communication plan to communicate information on infrastructure service levels and the management of service levels against set targets to internal and external stakeholders.	Complete
4	Target community levels of service are defined through community consultation, considering population and demographic change projections, trend analysis and customer feedback and requests.	Complete
4	The asset custodian has undertaken the process of identifying the costs associated with each level of service, including the increased cost or decreased cost associated with increasing or decreasing each level of service respectively to assist in scenario modelling.	Well Progressed
5	Documented feedback on long term cumulative impacts of decisions on service levels.	Complete
5	Optimum life cycle costs known and supported by high levels of data, information and knowledge in all key areas. Political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	Complete

Characteristic	Result
Does your organisation have a defined process for determining current and target levels of service and costs?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Data and Systems**		
Current Score	3.1	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	1.1 - The current data base is held in the finance asset register which does not full satisfy the needs of asset management. Council has		

	purchased Metrix software and is currently in the process of its implementation. 2.1 - This is part of the Metrix software implementation. 2.2 - Will be consolidated into Metrix. 3.1 - Council is in the process of creating procedures and processes for each individual class of assets. 3.2 - The unit rates are derived from valuation process. 3.3 - Included within Metrix. 3.4 - Included within Metrix. JO maybe used for benchmarking member Councils. 3.6 - The condition assessment process is determined through the valuation methodology. Formal inspection process documented through Fulcrum App facility. 3.7 - Ensuring data accuracy is an ongoing data management activity. 4.1 - Metrix will fulfill Council's needs. 4.2 - Metrix will fulfill Council's needs. 4.3 - Metrix will refine Council's ability to do this. 4.5 Works as executed form has just been implemented. 4.7 - Processes are in place, Metrix will fine tune. 4.8 - Metrix will allow integration of data. 4.9 - Council will review efficiency and effectiveness of lease management and associated responsibilities. 4.10 - Council does this, however not through the software management system. Council's needs do not warrant this to be a feature of an asset management system. 4.12 - Asset management procedure documents are to be updated to include this information. 4.14 - Ad hoc until Metrix software implemented. 5.1 - Metrix will achieve this. 5.2 - This is in the process of being handled in the asset management procedure documents.
Implications	
Recommendations	

Maturity Score	Characteristic	Result
1	The asset custodian has a basic inventory of fixed assets (e.g. location, size, type) for all its major asset classes listed in an asset register.	Complete
2	Data attributes are documented and prioritised for the Asset Management Information System	Well Progressed
2	The asset owner has a corporate asset register supported by technical asset registers with regular validation of data.	Well Progressed
3	The asset custodian has a defined process for operations, maintenance, renewal and acquisition	Partially Complete

	(upgrade, new and expansion) planning for its existing assets.	
3	The asset custodian has defined and documented procedures for determining asset replacement costs and a table of unit rates, which are stored in the Asset Management Information System.	Well Progressed
3	The Asset Management Information System has the ability to generate maintenance and renewal expenditure forecasts.	Partially Complete
3	The asset custodian's systems, procedures and processes allow it to benchmark its asset management performance against similar organizations over time.	Partially Complete
3	The asset custodian's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets	Complete
3	The asset custodian has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes.	Complete
3	There is a common corporate data framework used across all asset groups, which is defined by the asset custodian's Infrastructure Asset Hierarchy.	Complete
3	The asset custodian has a consolidated, integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Complete
4	Data and systems allow projections which inform a range of service provision scenarios and costs. Adopted scenarios are incorporated into Asset Management Plans and the Long-Term Financial Plan with an annual review in line with applicable statutory requirements.	Partially Complete
4	Data is available and accessible to enable performance measurement and reporting against Key Performance Indicators used to measure levels of service. Processes and information are driven by an asset knowledge management strategy linked to the Asset Management Plans and the Long-Term Financial Plan.	Partially Complete
4	The asset custodian's Asset Management System used to manage operations and maintenance functionality is driven by an asset knowledge management strategy,	Well Progressed

	with specific functionality for each service area to monitor operations and maintenance costs and trends.	
4	The asset custodian benchmarks its infrastructure funding gap against relevant industry indicators.	Not Started
4	The asset custodian has a documented data standards for inclusion in Asset Management systems upon the commissioning of new (and/or modified) assets.	Complete
4	The asset custodian's Asset Management Systems is used to monitor asset performance over time.	Not Started
4	Functionality of the asset custodian's Asset Management systems includes the ability to generate maintenance and renewal programs based on available budget and future condition profiles, to generate scenario specific cash flow forecasts and to generate optimized programs.	Well Progressed
4	The asset custodian's Asset Management system is integrated with other corporate knowledge systems such as the finance, GIS and property information systems.	Well Progressed
4	The asset custodian's Asset Management System can generate works orders based on intervention levels and customer requests which are also linked to the asset register. It has the capacity to monitor completion targets and perform facilities management functions.	Complete
4	Asset Management systems are able to predict asset life based on various assessment factors and compare actual against predicted deterioration behaviour.	Complete
4	The asset custodian records the results of asset condition surveys and defect assessments against individual assets, linked to the component inventory in the asset register. Time series condition data is maintained to allow monitoring of asset performance.	Complete
4	Asset Management systems have risk management functionality available to predict criticality of assets, record risk assessments, risk treatment, treatment costs and residual risk.	Not Started
4	Asset renewal funding requirements and funding gaps are determined to achieve the lowest life cycle costs with consideration of the service level and risk tradeoffs.	Well Progressed

4	Asset data is available to operations, design and planning staff across services areas when planning and undertaking works.	Partially Complete
5	Asset data is integrated and responds to required decision support information needed for optimum service delivery	Partially Complete
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Partially Complete

Characteristic	Result
Does your organisation have the data and systems to perform asset management activities?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Skills and Processes**		
Current Score	4.1	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	4	**Risk of Target Maturity**	Low
Observations	2.2 - Council to review when Asset Management role is filled, to continue to implement. 3.4 - Council will include this into their procedures. 3.5 - Council addresses the accounting side, Council to consider a process that defines remaining useful service life of assets. 3.6 - Areas have been identified for further improvement. 3.8 - Council will consider creating a process. 4.7 - When Council implements Asset Management Procedure, this will be resolved. 4.10 - Council will develop a process for service reviews to ensure that any material outcomes are reflected in the asset management plans and LTFP. 5 - Council's current skill and knowledge capacity to deliver the corporate plan and the capacity needed to deliver that plan is known and managed as part of Council's management of its organisational structure used to deliver the services it provides. I.E Achieving its mission.		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
1	Leadership is supportive of delivering the essential asset management activities	Complete
2	Skills & knowledge requirements determined	Complete
2	Audit completed to determine current skill & knowledge levels	Partially Complete
2	Position descriptions incorporate an asset management knowledge requirement	Complete
3	The asset custodian provides ongoing training programs for executive leaders and elected members on key asset management topics.	Complete
3	The asset custodian has a process to communicate the financial implications of the Asset Management Plans to internal and external stakeholders.	Complete
3	The asset custodian has formal processes for the handover of assets to asset custodians/owners.	Complete
3	The asset custodian has a process to collect and record asset data into an Asset Management system upon the commissioning of new (and/or modified) assets, including built and contributed assets.	Partially Complete
3	The asset custodian has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets.	Partially Complete
3	The asset custodian has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop Asset Management Plans. The asset custodian has a current asset management skills matrix. Staff training needs have been identified and training scheduled.	Well Progressed
3	The asset custodian has a process to annually review and update the financial forecasts for all asset classes and update the Long-Term Financial Plan.	Complete
3	The asset custodian has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.	Partially Complete
3	The asset custodian has a process to review and update Asset Management Plans for all asset groups on a maximum of a 3-to-4-year cycle consistent with the	Complete

	asset custodian election cycle. Asset Management Plans are formally adopted by the asset custodian.	
3	The asset custodian has a process to review and update the Asset Management Strategy on a maximum of a 5-year cycle. The Asset Management Strategy is to be formally adopted by the executive.	Complete
4	Asset Knowledge Management Strategy identifies data framework requirements	Complete
4	Contingency plans in place to ensure continuity of activities when staff turnover occurs	Complete
4	Staff are trained in best practice operating and maintenance procedures and activities.	Complete
4	Capital Works priority is based on the application of business cases incorporating whole of life costing, risk and benefit quantification and all data used in decision making is documented and recorded.	Complete
4	The asset custodian has an Optimum Decision-Making framework to ensure consistent decision making. The Optimum Decision-Making framework considers multivariable criteria linked to service and performance standards. There is a shift in emphasis from asset condition to service performance and value.	Complete
4	The asset custodian has a process whereby community enquiry and operational response issues are linked to individual assets.	Complete
4	Asset failures and causes of failures are recorded and analysed to identify failure trends and asset group rectification strategies.	Well Progressed
4	There is a process to analyse risks and incorporate risk mitigation strategies into contingency plans within the planning cycle.	Complete
4	When undertaking operations and maintenance activities there is a process to allow staff to communicate asset related issues to other service areas.	Complete
4	The asset custodian has a documented process that identifies the outcomes of service delivery reviews for input into Asset Management Plans and the Long-Term Financial Plan.	Well Progressed

4	The asset custodian has a process linked to a Disposal Policy that identifies any services (and associated assets) that are surplus to future service level needs.	Complete
4	The asset custodian has a process which incorporates research into the determination of asset lives based on condition and consumption rates.	Not Started
4	Following each Annual Budget cycle, Asset Management Plans and the Long-Term Financial Plan are updated to reflect the current financial position and to maintain alignment between all documents.	Complete
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Well Progressed

Characteristic	Result
Does your organisation have the skills & knowledge to perform the asset management activities?	Meets requirements

Framework	**Asset Management & Planning**		
Element	**Evaluation**		
Current Score	2.5	**Core Maturity**	Meets Requirements
Core Target	3	**Risk of Current Maturity**	Low
Advanced Target	3	**Risk of Target Maturity**	Low
Observations	3.3 - The process is covered through the asset management strategy and asset management plans. Council to check whether it is documented within the strategy. This assessment will provide the basis for Council to review and revise its asset management plan. 4.1 - Council will consider. 4.2 - Council will consider updating AMPs to include KPI's for technical levels of service. 4.3 - Improvements are reported as a matter of course to ELT often via OMT not considered essential to report to IRC as a matter of regular management issues. 5.2 - Council do not expect to need this.		
Implications			
Recommendations			

Maturity Score	Characteristic	Result
1	No formal evaluation process	Not Started
2	Improvement tasks are included in staff performance plans and reviews	Complete
3	Community levels of service are monitored, and performance reported.	Complete
3	Technical levels of service are monitored, and performance reported.	Complete
3	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO/GM.	Partially Complete
4	The asset custodian benchmarks its asset management performance improvement against relevant industry indicators and reports annually on its asset management improvement performance against set targets.	Not Started
4	Quantitative Key Performance Indicators (KPI's) are set for technical levels of service. KPI's are monitored, measured and reported to the asset custodian against time based 'targets.	Partially Complete
4	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Internal Audit Committee (or equivalent) and the executive.	Partially Complete
5	Qualitative Key Result Areas (KRA's) are set for Community levels of service. KRA's are monitored, measured and reported to the asset custodian, against time based 'targets.	Complete
5	The asset custodian undertakes an annual audit within the entity to report on trends on ISO 55000 / Triple Bottom Line / Quadruple Bottom Line service delivery and accompanying financial sustainability compared to the Strategic Longer-Term Plan.	Not Started

Characteristic	Result

Does your organisation have a process to evaluate progress and use of resources on implementation of the Frameworks?	Well progressed

Greg Tory

From: wayne@flowfm.com.au
Sent: Monday, 20 November 2023 2:57 PM
To: Greg Tory
Cc: Cherise Small
Subject: FW: Regional Media Fund - confidentiality requirement removed

Hi Greg
Trust you are well. I am writing to advise Lachlan Shire Council and the Lake Cargelligo community of the good news that the grant application to the NSW Regional Media Fund to provide a commercial FM radio service to Lake Cargelligo was successful and our company has obtained $60,000 toward this venture. We are no longer in confidentiality per the email below and link.

https://www.nsw.gov.au/grants-and-funding/grant-recipients?nid=25405

This means that we will move into planning stage and Council is free to table this etc. The licensing application to ACMA will be finalised once we have confirmation from the land owner to place the transmission on their property. ACMA will license generally quickly if Council is the applicant. We would take over that license as part of the official Common Law License Area Plan.

We will co-ordinate an in person site visit in the early part of 2024. I will confirm.

I look forward to working with Lachlan Shire to provide commercial radio in Lake Cargelligo over the next 16 months

Best

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **| O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

FLOWFM

From: Regional Media Fund <noreply@smartygrants.com.au>
Sent: Friday, November 17, 2023 11:40 AM
To: Wayne Phillips <wayne@flowfm.com.au>
Subject: Regional Media Fund - confidentiality requirement

Good afternoon W & L Phillips Pty Ltd T-A Flow Media and Flow FM

Please be advised that all successful Regional Media Fund recipients have now been publicly announced by the NSW Government and can be viewed online. The confidentiality requirement no longer applies to your project.

Please contact the media unit at the Department of Regional NSW via media@regional.nsw.gov.au if you have any planned media announcements regarding your project.

Kind regards,

Regional Media Fund team

Greg Tory

From: wayne@flowfm.com.au
Sent: Thursday, 23 November 2023 12:10 PM
To: Greg Tory
Cc: Cherise Small
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan
Attachments: Lake Cargelligo ACMA B12 including letter of authority to retransmit.pdf

Hi Greg,

I am writing to you with an update on the Lake Cargelligo commercial radio service. The NSW Government have announced Flow Media as a recipient of funding to enable this project to go ahead.

We have received feedback from the ACMA that the Lachlan Shire Council would need to be the applicant for Flow FM to get licensing in a time frame necessary to complete the project in the time required from the Regional Media Fund.

The license would be reverted back to Flow FM at the next License Area Plan update by ACMA.

The form attached is an ACMA B12 form to re-transmit a commercial radio service. I have filled in the details of site at 'Sanson Farm Ridge' and technical specification etc. This is north of the Shire Quarry.

A Council representative would need to sign the last page (page 8). I have attached to the ACMA B12 document a letter signed by myself on letterhead giving approval for Council to request the retransmission license through ACMA.

In the meantime, we have applied to the ACMA on a license holders form (B92) to take over the license and fees etc as soon as ACMA updates the specification in the License Area Plan.

The form attached should be sent to ACMA Customer Service Centre info@acma.gov.au copied to BCP@acma.gov.au and send a copy to me so that I can speak to senior manager to expedite licensing.

I look forward to getting commercial radio into your region and working with you further.

best

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **|** **O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

FLOWFM

From: Greg Tory <Greg.Tory@lachlan.nsw.gov.au>
Sent: Wednesday, October 25, 2023 1:30 PM
To: 'wayne@flowfm.com.au' <wayne@flowfm.com.au>
Cc: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>; Records <Records@lachlan.nsw.gov.au>
Subject: FW: Flow Expansion in NSW - Attention Robyn Ryan

1

Hi Wayne,

Thanks for your email update and for your time on the telephone last week.

The establishment of FlowFM in Lake Cargelligo will see a significant improvement in media services for the community.

I will be pleased to provide assistance and support, within the limits of my delegated authority, to you as the project progresses.

Regards,

Greg Tory

LACHLAN SHIRE COUNCIL
Wiradjuri Country

Greg Tory
General Manager
P: (02) 6895 1901 M: 0427 073 770

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Sent: Wednesday, 25 October 2023 8:51 AM
To: Greg Tory <Greg.Tory@lachlan.nsw.gov.au>
Subject: FW: Flow Expansion in NSW - Attention Robyn Ryan

Good Morning Greg,

Hope you are doing well.

Kindly see below correspondence received for your attention.

Kind regards,

LACHLAN SHIRE COUNCIL
Wiradjuri Country

Cherise Small
Executive Assistant
P: (02) 6895 1969 M: 0448 558 184

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: wayne@flowfm.com.au <wayne@flowfm.com.au>
Sent: Tuesday, 24 October 2023 5:45 PM
To: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Hi Greg,
Thank you for contacting me while I was visiting Lake Cargelligo last week. It was good to stay in the town and meet Mayor Phillips.

Thank you also for the previous letter of support for the NSW Media Grants to which we are an applicant.

Presently, we are in a confidentiality agreement until this grant is formalised and officially announced by the NSW Government. Our interest is to put the preliminary 'building blocks' in place which include.

1. Finalising a location for licensing and broadcasting (we have an existing license on Mt Bowen but access and terrain make this site cost prohibitive in a commercial study)
2. ACMA have advised us that the only way we can get a relocation of license (in a timely manner to meet criteria for the funding timeline) at a different site is for the Shire Council to make the application. I will send the form once the project moves forward. ACMA would then transfer the license to Flow once the Licence Area Plan was formalised in a year or two depending on their schedule.
3. We have identified a prospective site either at or adjacent to the Shire gravel pit on Condoblin Road about 14 kilometres from Lake Cargelligo. We have made a preliminary contact with the farmer who has verbally agreed to Flow obtaining a site lease. We will formalise this contact in due course.
4. The farm site would also require us to obtain an electrical service with a new transformer for power. We need direction for a contact at Essential Energy or electrician depending how it is done.
5. We would lodge a Shire Development application and will need assistance for forms and what approvals might be required.
6. Once the radio is on air, we would welcome assistance from the Shire in any form including advertising, tourism promotion (we reach 200,000 people in three States), support to access the business, sport and community sectors for the region. The map attached had 101.5 near Lake Cargelligo, this was indicative of how we thought Mt Bowen would work for coverage, however, the new site will cover a much closer area around Lake Cargelligo, hopefully road coverage back to Condoblin.

I welcome your feedback on these preliminary matters and support in getting approvals at site underway.

Best,

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **| O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

FLOWFM

From: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Sent: Tuesday, October 24, 2023 12:52 PM
To: wayne@flowfm.com.au
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Hi Wayne,

Hope you are doing well.

You are welcome to send all correspondence for Greg to me.

Have a great day and good luck with this project! 😊

3

Kind regards,

Cherise Small
Executive Assistant
P: (02) 6895 1969 M: 0448 558 184

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: wayne@flowfm.com.au <wayne@flowfm.com.au>
Sent: Tuesday, 24 October 2023 1:00 PM
To: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Hi Cherise,
Good to make contact again. I spoke with Greg Tory last week when visiting Lake Cargelligo to advance the commercial FM radio service.

He asked me to keep him across discussion. Is this email the appropriate one to do this?

We are still in confidential discussions on funding arrangements, however I wanted to write to Greg with a detailed update.

Kind Regards

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **|** **O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

From: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Sent: Thursday, April 6, 2023 1:35 PM
To: wayne@flowfm.com.au
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Hi Wayne,

Kindly see attached hereto the Letter of Support as requested.

Have a wonderful Easter weekend and if you are on the road drive safe! 😊

Kind Regards,

Cherise Small
Executive Assistant
P: (02) 6895 1969 M: 0448 558 184

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: wayne@flowfm.com.au <wayne@flowfm.com.au>
Sent: Thursday, 6 April 2023 2:03 PM
To: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Excellent and much appreciated at short notice. Lets hope we get success for your region.

Best for Easter and the rest time ahead.

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **| O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

From: Cherise Small <Cherise.Small@lachlan.nsw.gov.au>
Sent: Thursday, April 6, 2023 1:22 PM
To: wayne@flowfm.com.au
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Good day Wayne,

Hope you are doing well.

Kindly note that the letter has been drafted and I am just waiting for the General Manager to sign same.

I will forward same to you before close of business today.

Kind Regards,

Cherise Small
Executive Assistant
P: (02) 6895 1969 M: 0448 558 184

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: wayne@flowfm.com.au <wayne@flowfm.com.au>
Sent: Thursday, 6 April 2023 1:42 PM
To: Council <council@lachlan.nsw.gov.au>
Subject: RE: Flow Expansion in NSW - Attention Robyn Ryan

Hi Robyn,

Was sending a reminder about the Lake Cargelligo broadcast funding support letter.

Best for Easter weekend

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **| O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

FLOWFM

From: wayne@flowfm.com.au <wayne@flowfm.com.au>
Sent: Monday, April 3, 2023 3:14 PM
To: 'council@lachlan.nsw.gov.au' <council@lachlan.nsw.gov.au>
Subject: Flow Expansion in NSW - Attention Robyn Ryan

Hi Robyn

Thanks for looking at this NSW Grant possibility at short notice. The change of government has seen both sides keep these grants and we understand that NSW Labor may be doubling the value, so even more chance of being successful. Grants close 11 April so we need to move quickly.

Regional Media Fund | NSW Government

Our company holds the commercial radio license for lake Cargelligo and areas to the north including Tullamore, Tottenham and parts of Condoblin plus adjacent Shire areas like Hillston, Cobar and Bland.

We are seeking an in principle letter of support for constructing a commercial FM radio service at Mt Bowen (near Lake Cargelligo). There is no Council funding commitment as the NSW grant and our own contribution would get this going. The benefits are that Flow Media will provide a localised Remote NSW radio service with contributions from local people on Shire news, regional affairs, local sport as well as agriculture and general entertainment via popular medial

We are negotiating with NSW Lands and the farm owner and we have the ACMA frequency allocated.

I welcome your call to clarify and supporting letter and I would be pleased to discuss with elected members as required.

Best

Wayne Phillips
Managing Director
Sales Director

M 0429 363 569 **|** **O** 08 8566 3151 | **A** Po Box 52 Roseworthy 5371 SA

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Newsgathering Audio & Video Field Kit Purchase	
Stadtic Media Pty Ltd Digitisation and Video Content Upgrade	$45,000
The Fold Media NSW Region Launch: Sapphire Coast	$60,000
The Fold Media NSW Region Launch: Queanbeyan	$60,000
The Fold Media NSW Region Launch: Eurobodalla	$60,000
The Peninsula's Own News Service Inc Peninsula News Digital Access	$59,600
The Riverine Grazier Pty Ltd Riverine Grazier Outback Vlogging and Digital Expansion Project	$33,000
The Trustee for Shiloh Media Trust Being A Voice In The Digital Age	$28,336
W & L Phillips Pty Ltd T-A Flow Media & Flow FM Flow Media - Lachlan Lake Cargelligo Commercial FM Radio	$60,000

What was approved

$60,000

Approved for W & L Phillips Pty Ltd T-A Flow Media & Flow FM

Round 1

$60,000 was approved by
A/Deputy Secretary, Regional Development and Programs

Date approved
August 2023

Location of the project
Lachlan

Location of the recipient
Out of NSW

About the grant

47	52
Applications approved	**Applications received**

Regional Media Fund

Agency funding this grant
Department of Regional NSW

Program term
18 months from funding deed execution

More about Regional Media Fund →

W & L Phillips Pty Ltd T-A Flow Media and Flow FM Flow Media - Central Darling Commercial FM Radio	$60,000
Yarrawonga Chronicle and Corowa Free Press Pty Ltd Custom APP for Android and Apple users	$20,583

FLOWFM
Network Profile

Flow FM is a commercial radio station based in regional Australia. With coverage across South Australia, New South Wales, Victoria and The Territory.

THE FLOW NETWORK

Flow FM radio network is made up of 5 areas NSW(blue), Victoria (green), South East SA (pink), Outback SA (orange), Central SA (purple).

Population 200K people

25-55 plus Demographic

Male/Female skew 52% women listen to Flow

Flow Fm programming includes adult contempory music, national, local and rural news, weather and sport.

TOP INDUSTRIES

24% in Agriculture, Forrestry & Fishing

5% in Mining

12% in Construction, Manafacturing, electricty & gas.

7% work in Public & Administration saftey

16% worked in education & health

15% work in wholesale, retail trade.

LISTENERSHIP

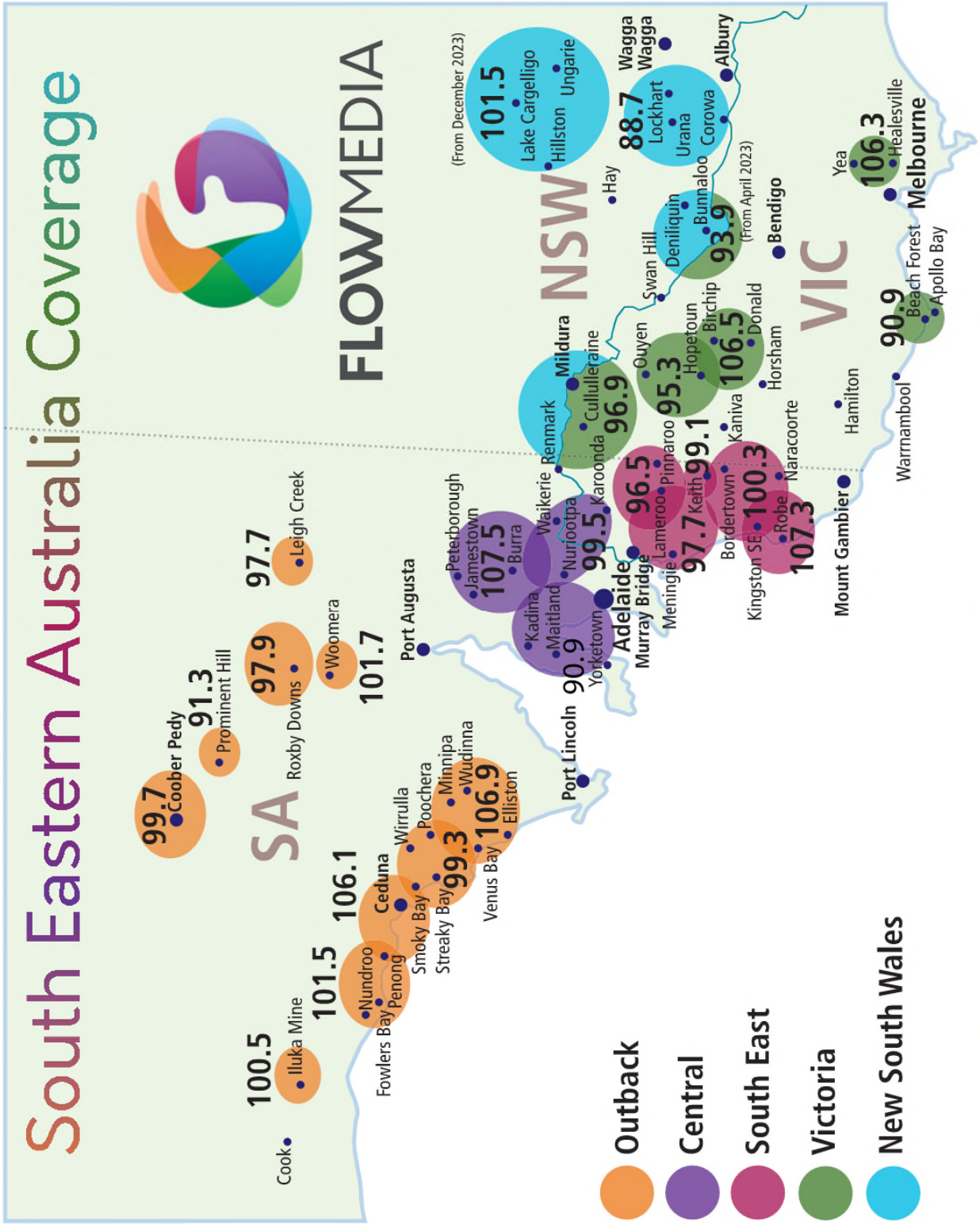
- No major competitor in our areas, apart from the ABC.
- 30-60% listenership rates in all markets.
- High connectivity with 24 regionally based events, 50 competitions, interactive fast growing social media.
- Largest coverage in South East Australia.

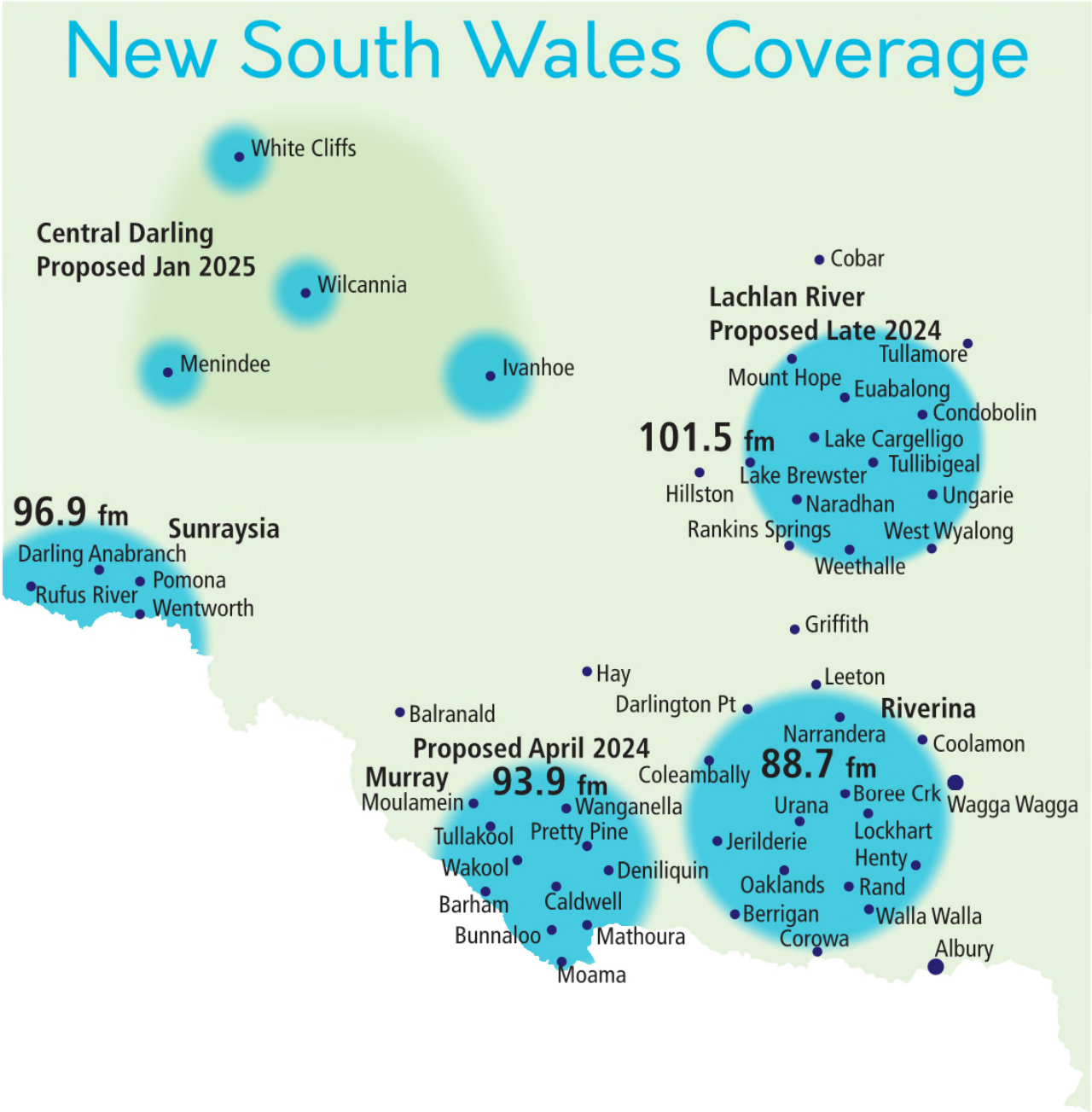
DID YOU KNOW

For more infomation on Flow FM coverage check out flowadvertising.com.au

Flow FM has 23 different frequencies which stretches across New South Wales Riverina, Victoria's North Central & Mallee, Great Ocean Road & Otway Ranges, Yarra Ranges & Murrundindi. South Australia's West Coast, Eyre Peninsula & Outback, The Murray Mallee, Limestone Coast, Border Mallee, Mid Murray, Mid North, Yorke Peninsula & the Barossa Valley.

Flow FM -Commercial Licence SL010147
Email: sales@flowfm.com.au Po Box 52 Roseworthy SA 5371.


South Eastern Australia Coverage
FLOWMEDIA
SA
NSW
VIC
Cook
100.5
Iluka Mine
101.5
Nundroo
Fowlers Bay
Penong
106.1
Ceduna
Smoky Bay
Wirrulla
Streaky Bay
Poochera
99.3
Minnipa
Wudinna
Venus Bay
106.9
Elliston
99.7
Coober Pedy
91.3
Prominent Hill
97.9
Roxby Downs
Woomera
101.7
97.7
Leigh Creek
Port Augusta
Port Lincoln
Peterborough
Jamestown
107.5
Burra
Kadina
Maitland
90.9
Yorketown
Waikerie
Nuriootpa
99.5
Karoonda
Renmark
Mildura
Cullulleraine
96.9
Adelaide
Murray Bridge
96.5
Lameroo
Pinnaroo
Meningie
97.7
Keith
99.1
Bordertown
Kingston SE
100.3
Robe
107.3
Naracoorte
Mount Gambier
Hamilton
Warrnambool
90.9
Beach Forest
Apollo Bay
Melbourne
Healesville
106.3
Yea
Bendigo
Horsham
Donald
Kaniva
Hopetoun
Birchip
106.5
Ouyen
95.3
Swan Hill
Deniliquin
Bunnaloo
93.9
(From April 2023)
Hay
Albury
Wagga Wagga
88.7
Lockhart
Urana
Corowa
(From December 2023)
101.5
Lake Cargelligo
Hillston
Ungarie
Outback
Central
South East
Victoria
New South Wales



FLOWMEDIA

FLOWFM

W&L Phillips Pty Ltd T-A Flow FM ABN 91095464350 Phone: 08 8566 3151 sales@flowfm.com.au Commercial Licence SL 010147

FLOW MEDIA

Greg Tory
General Manager
Lachlan Shire Council
PO Box 216
Condobolin NSW 2877

20 November, 2023

Australian Communication and Media Authority – Approval to re- transmit 8SAT Flow FM commercial radio service

We grant approval to Lachlan Shire Council to retransmit the Flow FM commercial radio service at Lake Cargelligo NSW.

With thanks

Wayne Phillips
Managing Director

FLOWFM NEWS24 DIGITAL
W & L Phillips Pty Ltd T-A Flow FM (ABN 91 095 464 350) 8FLOW – Commercial Radio Licence SL010147
Studios: 18 Leitch Road Roseworthy SA: PO Box 52 Roseworthy SA 5371
Phone: 08 8566 3151 Email: office@flowfm.com.au web: flowfm.com.au

LACHLAN SHIRE COUNCIL NSW

Application for an apparatus licence in the broadcasting services bands (BSB)

Australian Government

acma Australian Communications and Media Authority

INSTRUCTIONS

> This form should be used to apply for an apparatus licence to authorise the operation of a radiocommunications transmitter within the broadcasting services bands or to vary an existing apparatus licence.

> A separate application form is required for each licence.

> **Please print clearly.** Unclear or incomplete applications may delay processing.

Please note

> Giving false or misleading information is a serious offence. Providing documents that are false and misleading is also a serious offence.

Disclosure of personal details

> Information provided in the fields marked with an asterisk (*) is required, by section 147 of the *Radiocommunications Act 1992*, to be disclosed to the public by the Australian Communications and Media Authority (ACMA) in a Register of Radiocommunications Licences. The register is on the ACMA website www.acma.gov.au (search 'Register of Radiocommunications Licences') and is also available at any ACMA office.

Collection of personal information in this form

> The collection of personal information in this form enables the ACMA to assess the applicant's capacity to provide the community broadcasting service. This information is required under section 80 of the BSA. Information on the *Privacy Act 1988* and the ACMA's Privacy Policy is available from www.acma.gov.au/privacypolicy.

Definitions and licensing legislation

> If you need more information about the definitions and licence conditions, please contact ACMA.

Disclaimer

> A transmitter licence does not confer an exclusive right to broadcast in licensed area.

> Licences issued for periods up to and including one year must be paid for in full on invoice (per the ACMA trading terms).

> Licences issued for any period between one and 5 years may be paid for in full at time of application or by annual instalments.

When to apply

> Applicants are requested to submit their applications at least 8–12 weeks before the proposed licence commencement date. Applications submitted outside of this timeframe may not be assessed in time for the proposed commencement date.

Where to send this form

> ***By email:***
Australian Communications and Media Authority
Customer Service Centre
info@acma.gov.au

> ***By mail:***
Australian Communications and Media Authority
Customer Service Centre
PO Box 78
BELCONNEN ACT 2616

Further information – Customer Service Centre

> Telephone 1300 850 115

> Email: info@acma.gov.au

ACMA USE ONLY

File number

Licence number

Client number

Transaction number

Correspondence number

SECTION 1: APPLICANT'S DETAILS

Client number (if known):

Applicant name* (licensee name):
Lachlan Shire Council

ACN number* (if applicable):

Note: *Applicant company must attach a certificate of incorporation to the application.*

Trading name* (if applicable):

Contact surname:	**Given names:**	**Title:**
~~Greg~~ Tory	Greg	Mr

Position in organisation:
General Manager

Postal address*:
P.O. Box 216 Condobolin

State:	NSW	Postcode:	2877

Residential or business address* (if the same as postal address, please print 'as above'):
58-64 Molong Street Condobolin

State:	NSW	Postcode:	2877

Telephone numbers:

Work:	02 6895 1901	Home:	
Mobile:			

Email:
greg.tory@lachlan.nsw.gov.au

SECTION 2: LICENCE DETAILS

Application type (TICK ONE ONLY):

☐ New licence ☒ Variation to an existing licence

ACMA USE ONLY	
Licence number:	
Drop through number (s. 34 of BSA decision):	

Type of service:

☒ Radio FM

☐ Radio AM

☐ TV

Type of licence (CHOOSE ONE ONLY):

☐ National

☒ Commercial – provide details:

Broadcasting service licence number:	Call sign allocated:
SL 010147	8SAT

☐ Community – provide details:

Broadcasting service licence number:	Call sign allocated:
SL	

☐ Open narrowcasting service

☐ Temporary community broadcasting service (Form ACMA B42 must accompany this form)

☐ Scientific

☐ Temporary transmission

☐ Special event (a special event check list must accompany this form)

☒ Retransmission of existing radio broadcasting service – provide details:

☒ Satellite input ☐ Off air input

Callsign to be retransmitted:	Input frequency:
8SAT	MHz (Channel)

Location:

Note 1: Please use ACMA Form B84 for digital TV retransmission applications.

Note 2: If you intend to retransmit a commercial or community service, please provide written consent from the relevant licensee.

Broadcaster identifier (how the service will be identified on-air):

Flow FM

Proposed commencement date:	**Cessation:**
30 APRIL 2024	ongoing with transfer in LAP to licensee

Dates/days of operation (if the proposed service is not full-time):

Full time

Variation of licence parameters:

Apparatus licence number:

Details of the variation:

Flow FM has a specification of 101.5 MHz at Mt Bowen. Due to terrain and lack of land at this site, Flow FM and Lachlan Shire Council are requesting a relocated site nearer to Lake Cargelligo and at a site 300 metres lower than Mt Bowen in order to use a potential funding source in a cost effective manner for Lake Cargelligo and surrounds to obtain their first commercial radio service.

Required licence period:

Licences for open narrowcasting, national, retransmission services may be issued for periods up to 5 years. Please indicate the required period below. Licences for commercial, community and temporary community broadcasting services will be issued for periods specified on the broadcasting service licence only.

Days:	Weeks:	Months:

☐ One year ☐ 2 years ☒ 3 years ☐ 4 years ☐ 5 years

or until LAP is finalised

Payment options for licence fee

Licences issued for periods up to and including one year must be paid for in full on invoice (per the ACMA trading terms). Licences issued for longer periods may be paid for in full on invoice or by annual instalments.

☒ Full payment ☐ Annual instalments

SECTION 3: TRANSMITTER SITE DETAILS

SECTION 3.1: This section must be completed by applicants applying for licences to broadcast commercial, community or open narrowcasting services identified in licence area plans prepared by ACMA (or previously by the ABA)

Name of licence area plan:

Remote Central Zone Commercial RA3

Technical specification number (as specified in the licence area plan):

TS1132542

SECTION 3.2: This section must be completed by all applicants including the above applicants who want to operate the transmitter from the site other than that specified in the licence are plan

Site number (if known, please complete, then go to *Section 4 – Emission details*):

New green field site

Site name:

Sanson Ridge 15 km west of Lake Cargelligo

Site address:

Lake Cargelligo Road (adjacent Council Quarry)
Lake Cargelligo

State	NSW	Postcode	2877

Site height AHD:

239 metres

Map name:	Map number:	Map scale:

Australian Map Grid Reference (10 metre accuracy is required):

Zone:	Easting:	Northing:

OR

Zone:	Latitude:	Longitude:

OR

Latitude:			Longitude:		
33	16	20.19 South	146	32	01.72 East
Degree	Minute	Seconds	Degree	Minute	Seconds

Note: *Please attach a map of the site. You are advised to check the accuracy of the proposed site details with the ACMA's Customer Service Centre. See page 1 for contact details.*

If you propose to co-site with another service, please provide details:

No other services

Intended coverage area (list of towns or local government areas):

Lake Cargelligo, Curlew Waters, Euabalong, Euabalong West, Kiacatoo
Murrin Bridge

SECTION 4: EMISSION DETAILS

***Note:** You are required to complete Section 4 – Emission details even if you intend to operate the transmitter from the nominal site as specified in the licence area plan.*

ACMA USE ONLY	
Spectrum access number:	

SECTION 4.1 – FM RADIO OR TELEVISION: This section must be completed by applicants intending to provide an FM radio or TV service

Preferred frequency*: 101.5 MHz **OR** **TV channel:**

***Note:** ACMA may not be able to allocate the preferred frequency.*

Effective Radiated Power*:

6000 watts

Height of antenna*:

30 metres (above ground)

Antenna polarisation*:

- ☐ Horizontal
- ☒ Vertical
- ☐ Mixed

Sound mode:

- ☐ Mono
- ☒ Stereo/dual sound

Antenna radiation pattern:

- ☒ Omnidirectional
- ☐ Directional (please provide details):

Bearing	Maximum ERP (watts)

OR

Antenna model & type (attach photo if relevant):

SECTION 4.2 – AM RADIO: This section must be completed by applicants intending to provide an AM radio service

Preferred frequency*:

kHz

Note: *ACMA may not be able to allocate the preferred frequency.*

Transmitter power*:

watts

Sound mode:

☐ Mono

☐ Stereo/dual sound

Physical mast height* (applicants intending to provide more than one mast should specify the height of the tallest mast):

metres (above ground)

Mast details:

☐ **Omnidirectional**

Mast height (in electrical degrees):

metres (above ground)

☐ **Directional,** please provide details:

Mast number	Mast height (in electrical degrees)	Orientation of mast number 1 (in electrical degrees)	Mast spacing of mast number 1 (in electrical degrees)	Phase of mast number 1 (in electrical degrees)	Current ratio of mast number 1
1					
2					
3					
4					
5					

SECTION 5: Applicant's declaration

I/We declare and acknowledge the following:

1. In making this application, I/we have not relied on any representation made by ACMA, its officers, employees or agents.
2. The information on this application and in any accompanying documents are true and correct.
3. Any attachment required by this application form constitutes part of this application form.
4. The equipment to be employed is of a type which meets the requirement set out in the *Radiocommunications Act 1992*.

Applicant that is a company or an incorporated association:

Signature	Date
Print name and title Greg Fry General Manager	

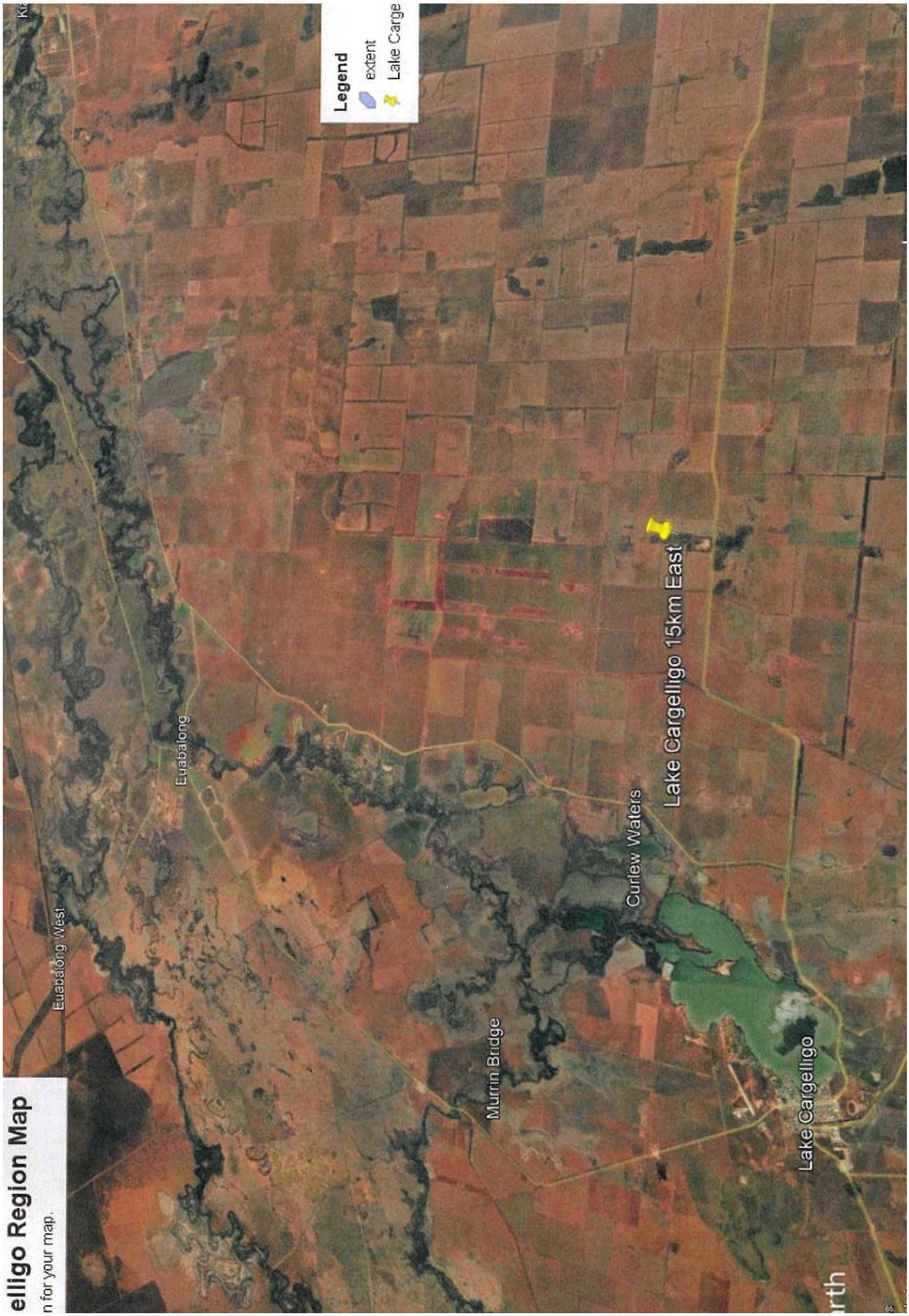
Signature	Date
Print name and title	

Signature	Date
Print name and title	

Individual applicant:

Signature	Date
Print name and title	

Lake Cargelligo Sanson Broadcast Site
Legend
Feature 1
Power Run Lake Cargelligo 420 metres
Lake Cargelligo Highest North 239
Power Pole 1
Google Earth
Power Pole 2
500 m
N
Lake Carg South 234


elligo Region Map
n for your map.
Legend
extent
Lake Carge
Euabalong West
Euabalong
Murrin Bridge
Curlew Waters
Lake Cargelligo 15km East
Lake Cargelligo

Lyn Sanson
2527 Brotherony Rd
Lake Cargelligo 2672
28-11-23

Dear Wayne.

Thank you for your interest in putting a FM radio facility on our property of Wilga Run.

We have discussed this and have deceided that would be OK with us.

Looking forward to hearing from you about future plans for the FM radio facility.

Thank You.

Wilga Run Partnership
Henry Sanson
Lynette Sanson
Adam Sanson
Nathan Sanson.

LACHLAN SHIRE COUNCIL Wiradjuri Country

Policies, Procedures and Guidelines

Child Care in the Bush

LACHLAN CHILDREN'S SERVICES

CODE OF CONDUCT POLICY CODE QA4

BACKGROUND:

We believe in maintaining an inclusive and welcoming environment, and a workplace that motivates and facilitates personal growth and development for staff and educators. The values that underpin our work ethic include equality, respect, integrity, and responsibility. Lachlan Children's Services is committed to adhere to the ECA Code of Ethics (2016) which is based on the principles of the *United Nations Convention on the Rights of the Child (1991),* and provides a framework for the reflection about the ethical responsibilities of early childhood professionals.

Lachlan Children's Services is committed to creating and maintaining an environment that promotes the safety of all children and embeds the National Principles for Child Safe Organisations. All staff and volunteers are responsible for promoting a culture of safety and wellbeing to minimise the risk of child abuse or harm to children whilst promoting children's sense of security and belonging.

PURPOSE:

Lachlan Children's Services aims to establish a common understanding of workplace standards and ethics expected of all employees of the Service. We aim to ensure positive working relationships are formed between all educators and management, promoting dignity and respect by avoiding behaviour which is or may be perceived as harassing, bullying or intimidating. Educators and management will at all times conduct themselves in an ethical manner and strive to ensure that all interactions are positive and respectful and are in accordance with the Service's philosophy.

Our Service takes every reasonable effort to accommodate the diversity of all children in implementing the Child Safe Standards. We are committed to the safety and wellbeing of children and young people. We recognise the importance of and responsibility for, ensuring our Service provides a safe and supportive environment which respects and fosters the rights and wellbeing of children in our care. We are dedicated in promoting cultural safety for Aboriginal children, cultural safety for children from culturally and/or linguistically diverse backgrounds and to providing a safe environment for children with a disability. ECA Code of Ethics (2010), The United Nations Convention on the Rights of the Child (1989) and service philosophy and policies.

SCOPE

This policy applies to staff, management, the approved provider, nominated supervisor, students, Families, children and visitors (including contractors) of the Service.

POLICY:

IMPLEMENTATION

The Approved Provider, Nominated Supervisor, educators and staff, volunteers, and students will adhere to the Early Childhood Australian Code of Ethics, Education and Care Services National Regulations and National Quality Standard, Child Safe Standards and Service policies and procedures at all times, promoting positive interactions both within the Service and the local community.

RESPECT FOR PEOPLE AND THE SERVICE

- Employees and management are committed to the Service philosophy and values, inclusive of best practice in early childhood education and building positive partnership with children, families and staff.
- Lachlan Children's Services *will develop/* has developed *a Statement of Commitment to Child Safety and Wellbeing* to demonstrate a strong culture of child safety within the Service.
- Employees and management adhere to our Child safe policies including *Child Safe Environment Policy*, *Child Protection Policy* at all times and take all reasonable steps to protect children from abuse and harm.
- Employees and management understand that *child safety is everyone's responsibility.*
- Employees are committed to valuing and promoting the safety, health, and wellbeing of employees, volunteers, children, and families.
- Employees and management promote the cultural safety, participation and empowerment of Aboriginal and Torres Strait islander children to express their culture and enjoy their cultural rights.
- Employees and management promote the safety, participation and empowerment of children with culturally and/or linguistically diverse backgrounds to support children to express their culture and enjoy their cultural rights.
- Employees and management promote the safety, participation and empowerment of children with a disability.
- Effective, open, and respectful reciprocal communication and feedback between employees, children, families, and management is conveyed.

- It is important to treat colleagues, children, and families with respect. Bullying or insulting behaviour, including verbal and non-verbal aggression, abusive, threatening, or derogatory language or intimidation towards other employees, children, visitors, or families is unacceptable and will not be tolerated.
- Employees are committed to an Equal Opportunity workplace and culture which values the knowledge, experience, and professionalism of all employees, team members, and managers, and the diverse heritage of our families and children.
- Employees and management respect the privacy of children and their families by keeping all information about child protection concerns confidential and only share information to promote child wellbeing or safety and /or manage risk of family violence with other Information Sharing Entities (IES) as per state/territory legislation.
- Our Service will conduct a comprehensive probation and induction orientation program for all new employees, volunteers and students to include awareness of their roles and responsibilities in relation to Child Safe practices.
- It is important employees and management listen and respond to the views and concerns of children particularly if they are telling you that they or another child has been abused or they are worried about their safety or the safety of another.

EXPECTATIONS OF EMPLOYEES

EMPLOYEES WILL:

- Ensure their work is carried out proficiently, harmoniously, and effectively. They will act in a professional and respectful manner at all times whilst at work, giving their full attention to their responsibilities and adhering to all Service policies, procedures, Child Safe Standards, Education and Care Services National Law and National Regulations, and the National Quality Standard.
- Act honestly and exercise attentiveness in all Service operations. They will carry out all lawful directions, retaining the right to question any direction which they consider to be unethical. If uncertain they can seek advice from the Nominated Supervisor, Approved Provider or the Ombudsman.
- Uphold the rights of children and always prioritise their needs.
- Treat all children and young people with respect.
- Promote the wellbeing and safety of children and take all reasonable steps to protect children from abuse.
- Provide adequate supervision of children at all times.

- Understand their legislative responsibility as mandatory reporters to report any allegation of child abuse, neglect or possible risk of harm to management or Child Protection authority
- Understand their legislative responsibility to report any inappropriate action of any other employee that involves children or young people to management as part of the *Reportable Conduct Scheme.*
- Participate in all compulsory training, including update of Child Protection training every 12-24 months.(if required in your state/territory)
- Report any instances of suspected corrupt conduct, mismanagement of government funds or other serious allegation to the appropriate agency.
- Follow and comply with the *Dealing with Complaints Policy* when matters are raised regarding Child Safety and Wellbeing.
- Have a solid understanding of the Service's policies and procedures, Child Safe Standards and the ECA Code of Ethics. If uncertain about the content of any policy or procedure with which they must comply, employees should seek clarification from the Nominated Supervisor or Approved Provider.
- Be courteous and responsive when dealing with colleagues, students, visitors, children and families.
- Work collaboratively with colleagues to recognise their value and diversity.
- Be mindful of their duty of care towards themselves and others.
- Be positive role models for children at all times.
- Ensure compliance with a zero tolerance of racism within the Service.
- Adhere to the *Tobacco, Drugs and Alcohol-Free Policy.*
- Respect the confidential nature of information gained about each child enrolled in our Service.
- Engage in critical reflection to inform individual and collective decision making and ensure continual improvement, including a review of Child Safe policies and procedures.

Employees will NOT:

- Use abusive, derogatory or offensive language.
- Engage in conduct that is detrimental to the professional standing of our Service, is improper or unethical, is an abuse of power, or harasses, discriminates against, victimises, humiliates, intimidates, or threatens other educators, staff members, volunteers, or visitors at the Service, either directly or indirectly via information technology such as email, text or social media. Additionally, they will not support those who do this.
- Condone or participate in illegal, unsafe or abusive behaviour towards children, including physical, sexual or psychological abuse, ill-treatment, and neglect or grooming.

- Exaggerate or trivialise child abuse issues.
- Fail to report information to the approved provider if they know a child has been abused.
- Engage in unwarranted and inappropriate touching involving a child.
- Persistently criticise and/or denigrate a child.
- Verbally assault a child or create a climate of fear.
- Encourage a child to communicate with me in a private setting.
- Share details of sexual experiences with a child.
- Use sexual language or gestures in the presence of children.
- Discriminate against any child, because of culture, race, ethnicity or disability.
- Put children at risk of abuse- refusing food/play, making threats, exposing children to inappropriate language or material (movies, internet, and photographs).
- Show preferential behaviour towards any child.
- Accept an offer of money, regardless of the amount.
- Seek or accept a bribe.
- Acquire personal profit or advantage because of their position (e.g., through the use of Service information).
- Exchange any property of the Service for own use unless properly authorised.
- Approach other employees, managers or visitors directly on individual matters that are irrelevant to them.
- Engage in any action in breach of our *Privacy and Confidentiality Policy*, including but not limited to disclosure of confidential Service or customer information, or the improper or illegal use of that confidential information. Authorised persons will only access confidential information for the purpose intended.
- Engage in or support any action in breach of Service policies and/or procedures.

Expectations of Leaders and Management

In addition to the above responsibilities, leaders and management are expected to:

- Promote a collaborative and interconnected workplace by developing a positive working environment where all employees can contribute to the ongoing continuous improvement of the Service.
- Promote leadership by working with employees and providing opportunities for professional development and growth.

- Provide flexible opportunities to ensure all employees can participate in staff meetings and professional development.
- Provide ongoing support and feedback to employees.
- Keep employees informed about essential information and any relevant changes and make all documents readily accessible to them.
- Ensure copies of the ECA Code of Ethics and Child Safe Standards are available to staff and families.
- Model professional behaviour at all times whilst at the Service.
- Implement supportive and effective communication systems, consulting employees in appropriate decision making.
- Take appropriate action if a breach of the code of conduct occurs.
- Share skills and knowledge with employees.
- Give encouragement and constructive feedback to employees, respecting the value of different professional approaches.
- Follow recruitment policies and procedures to ensure all potential candidates undergo appropriate background checks, including Working with Children Checks.
- Model and provide guidance to educators and staff to ensure compliance with a zero tolerance of racism within the Service.

Reporting a breach of the Code of Conduct

- All employees are required by law to undergo a Working with Children Check (WWCC) which is verified by the employer to ensure it is valid and current.
- If employees become aware of a serious crime committed by another employee, they are required to report it to management as per the *Reportable Conduct Scheme*.
- As mandatory reporters, all employees must report possible risk of harm to children or young persons to management and/or Child Protection authority.
- Employees will report any concerns they may have about inappropriate actions of any other employee that involves children or young people to management as per the *Reportable Conduct Scheme.*
- Management will report any allegations or child related misconduct as per their legislative requirements (this may include reporting the matter to the Police, Department of Communities and Justice and the Office of the Children's Guardian in NSW.

MANAGING CONFLICT IN THE WORKPLACE

MANAGEMENT WILL:

- Remain objective and impartial when managing conflict in the workplace.
- Be responsive and address a possible breach of the code of conduct by any employee as soon as they aware of the breach.
- Investigate all allegations which may result in remedial action, or disciplinary action ranging from a caution to dismissal.
- Consider all relevant facts and make decisions or take actions fairly, ethically, consistently, and with transparency. If they are uncertain about the appropriateness of a decision or action they will consider:
  - Whether the decision or conduct is lawful.
  - Whether the decision or conduct is consistent with Service policies and objectives.
  - Whether there will be an actual, potential, or perceived conflict of interest involving obligations that could influence the business relationship or conflict with business duties.

Adhering to Service confidentiality

- Unless authorised to do so by legislation, employees must not disclose or use any confidential information without appropriate approval.
- Lawful sharing of information with other parties must be to promote the wellbeing or safety of children and adhere to guidelines under Child and Family Information Sharing Schemes
- All employees are to ensure that confidential information is not accessed by unauthorised people
- Employees will adhere to the Service's *Privacy and Confidentiality Policy*.

BABYSITTING

- We do not provide babysitting services outside normal operating hours
- Should employees undertake private babysitting arrangements with families, our Service takes no responsibility for any private arrangements between staff members and the family. However, we do expect staff to inform the Service if they are babysitting or caring for a child that attends the Service.
- Should employees undertake private babysitting arrangements we require employees and families to sign a copy of the Code of Conduct and complete a '*Out of Hours Babysitting Agreement Waiver*' Which we will keep in the child and staff member's file (see *Out of Hours Babysitting Policy*).
- All staff are bound by contract to the Service's *Privacy and Confidentiality Policy*, where they are unable to discuss any issues regarding the Service, other staff members, parents/families, or other children.

RECORD KEEPING

- Employees and Management will maintain full, accurate, and honest records as required by the Education and Care Services National regulations.
- Managers have a responsibility to ensure that employees comply with their record keeping obligation outlined in the *Record Keeping and Retention Policy.*
- Employees must not destroy records without permission from management.
- Records must be retained and stored securely as per our *Record Keeping and Retention Policy.*

DUTY OF CARE

- Management and employees have a responsibility to take reasonable care for the health and safety of themselves and others at the workplace to enable compliance with the work health and safety legislation outlined in the *Work Health and Safety Policy.*
- Duty of Care relates to both physical and psychological wellbeing of individuals.
- Management and employees must provide adequate supervision of children at all times and ensure the health, safety and welfare of children and young people in their care. This includes taking all reasonable action to protect children and young people from risk of harm that can be reasonably predicted.

APPROPRIATE USE OF ELECTRONIC COMMUNICATION AND SOCIAL NETWORKING SITES

SOCIAL MEDIA

- As a Child Safe Organisation, our Service has the responsibility to ensure children and educators are protected from harm when they engage in with digital technology including social media.
- Strict guidelines for the use of social media are outlined in our *Social Media Policy.*
- The Service offers its current enrolled families and staff members a Facebook page as a communication tool. The administrator of the account is the Service's Nominated Supervisor.
- The Administrator controls the content on the page and ensures that the postings are relevant and respectful of the Service, the children, the staff, families, and greater community.
- Staff members who have a personal Facebook account are not permitted to post any negative comments relating to the Service, children, colleagues, or families.
- Staff members are to use their own personal discretion when adding a family of the Service as a 'friend' on Facebook. The Service does not recommend staff to add families of the Service as they will be seen

still as a representative of the Service and held to the Service's Code of Conduct on all posts on their private 'wall' if families have access.

- Families are asked in our *Social Media Policy* to respect that staff may have a personal policy on adding families due to their professional philosophy and that the Service does not recommend staff to have families as friends on their private account.
- Staff members are not permitted to request the 'friendship' of families from the Service.

PERSONAL PHONE CALLS/MOBILE PHONES/SMART WATCHES

We are mindful that educators have a duty of care to ensure children are protected from potential risk of harm. It is imperative that all employees of the Service provide children with their full attention, ensuring supervision is maintained and remains on the children at all times.

- Employees are not authorised to use the Service's phones for personal reasons unless in the case of an emergency or with permission from management.
- No personal mobile phones are to be used, checked or brought on the floor during working hours.
- Mobile phones are to be kept inside employee's bags which will be placed in a designated, secure location for safe keeping.
- Employees are not permitted to use smartwatches to access emails and social media during working hours. Smart watches are only to be used for viewing the time.
- If it becomes apparent that educators are using their Smart watches to check and respond to messages during shifts, they will be asked to either leave them at home or place in a designated locker / secure location until the end of their shift.
- Personal mobile phones and Smart watches may be used during shift breaks when employees are free from work and supervision duties. They are not to be used in general sight of children, unless a situation arises where there is an emergency.
- Personal mobile phones are not to be used to take photos of children as this is a breach of children's privacy. (Service mobile phones or iPads may be used if it's for the purposes of 'observations' etc.).
- Children are at no time to be given access to staff mobile phones.
- No personal mail or deliveries should be directed to the Service unless prior approval has been granted by the Nominated Supervisor/management.
- Educators and staff are not to contact families or children of the Service for personal reasons.

- If, for personal reasons a staff member needs to remain contactable from someone outside the Service they should ensure that the situation is explained to management and that the service's primary contact details are passed on to the persons/family outside the Service.

SERVICE EMAIL

- Email is to be used only for company usage, not for private communications.
- Passwords and access privileges are strictly confidential and to be used only by the educator issued with that access, or persons delegated to know and use that access in the normal course of operation.
- It is the responsibility of the authorised user to take fair and reasonable steps to ensure the passwords and other forms of access are held safe.
- Employees are to be aware that their Service email account may be accessed by Management at any time.

USE OF ALCOHOL, DRUGS AND TOBACCO

- Smoking is NOT permitted in or on surrounding areas of the Service.
- It is expected that the odour of cigarette smoke will not be detected on an employee's clothing. If an employee is found smoking on the premises, that employee's employment may be terminated. Our Service supports the Smoke Free Environment Act 2000. The company and its employees will follow all conditions outlined in this act.
- Our Service is bound by the Education and Care Services National Regulations. Alcohol, drugs, or other substance abuse by employees can have serious adverse effects on their own health and the safety of others. As such, all employees must not:
    - consume alcohol nor be under the influence of alcohol while working
    - use or possess illegal drugs at any workplace
    - drive a vehicle, having consumed alcohol or suffering from the effects of illegal substances, or
    - Bring alcohol or any illegal drugs onto the premises.
- If a co-worker suspects a colleague to be affected by drugs or alcohol, they must inform the Nominated Supervisor immediately. No employee will be allowed to work under the influence of drugs or alcohol. (See: *Tobacco, Drugs and Alcohol-Free Policy*)
- Employees undergoing prescribed medical treatment with a controlled substance that may affect the safe performance of their duties are required to report this to the Nominated Supervisor.

- All issues pertaining to these matters shall be kept strictly confidential. A breach of this policy may initiate appropriate action including the termination of employment.

DRESS CODE

- All employees must adhere to our uniform/dress code supplied during induction including the display of their name badge whilst on shift.
- Enclosed shoes must be worn at all times (strictly no high heels, thongs, or wedges).
- Clothes must be suitable for free movement, active play, and messy play.
- No offensive logos or political statements are to be displayed on clothing.
- Jewellery – one (1) earring per ear (small studs).

PERSONAL HYGIENE

All employees are to adhere to the following standards:

- Long hair is to be clean and neatly tied back. Ensure hair does not hang in your eyes
- Makeup is to be light and natural.
- Fingernails are to be clean and well groomed.
- Nail polish (if worn) cannot be chipped.
- Employees will follow appropriate oral hygiene practices.
- An appropriate deodorant/antiperspirant will be worn.
- Strong perfumes will not be worn as they may cause allergic reactions in children.

BREACH OF THE CODE OF CONDUCT

All staff members are made fully aware that the following breaches of the Code of Conduct and role responsibilities may result in disciplinary action which may lead to termination of employment:

- Reporting to work under the influence of alcohol or drugs.
- Refusal to complete mandated professional training.
- Possessing or selling drugs at the Service.
- Immoral, immature, or indecent conduct while at the Service.
- Inappropriate use of company equipment and/or resources.
- Refusing to work as reasonable directed.
- Possessing a dangerous weapon whilst at the Service.

- Bringing disrepute to the Service.
- Causing disruption or discontent in the relationship between a family and the Service.
- Disclosure of confidential information.
- Falsifying documentation.
- Associating with families without disclosing this information with management.
- Stealing, abusing, defacing, or destroying company property.
- Interfering with work schedules.
- Falsification of reports, documents, or wages information.
- Failure to report for work without notice.
- Walking off the job.
- Failure to follow policies and procedures.
- Vulgarity or disrespectful conduct to families, management or colleagues.
- Making or publishing false, vicious, or malicious statements about any employee of the Service, or the Service itself
- Failure to hand in lost property (this is regarded as stealing): Lost property is to be handed to the Nominated Supervisor.
- Unable to maintain or hold a current Working with Children Check/Clearance [or state equivalent].

DISCIPLINARY ACTION

All staff members are made fully aware that continued abuse of the following may result in disciplinary action. These include, but are not limited to the following:

- unauthorised absence
- having personal visitors whilst on shift
- continued personal phone calls
- unauthorised solicitation or distribution of money or materials
- poor work standard
- carelessness
- low level of enthusiasm
- lack of personal cleanliness
- taking excessive breaks
- failure to report health, fire or safety hazards
- repeated tardiness

CONTINUOUS IMPROVEMENT/REFLECTION

The Code of Conduct Policy will be evaluated and reviewed on an annual basis in conjunction with children, families, educators and staff.

NATIONAL QUALITY STANDARD (NQS)

QUALITY AREA 4: STAFFING ARRANGEMENTS		
4.1	Staffing arrangements	Staffing arrangements enhance children's learning and development.
4.1.2	Continuity of staff	Every effort is made for children to experience continuity of educators at the service.
4.2	Professionalism	Management, educators and staff are collaborative, respectful and ethical.
4.2.1	Professional collaboration	Management, educators and staff work with mutual respect and collaboratively, and challenge and learn from each other, recognising each other's strengths and skills.
4.2.2	Professional Standards	Professional standards guide practice, interactions and relationships.

QUALITY AREA 7: GOVERNANCE AND LEADERSHIP		
7.1.1	Service philosophy and purpose	A statement of philosophy guides all aspects of the service's operations.
7.1.3	Roles and responsibilities	Roles and responsibilities are clearly defined, and understood, and support effective decision-making and operation of the service.

EDUCATION AND CARE SERVICES NATIONAL REGULATIONS	
82	Tobacco, drug and alcohol-free environment
84	Awareness of child protection law
155	Interactions with children
168	Education and care services must have policies and procedures

170	Policies and procedures to be followed

RELATED POLICIES

Child Protection Policy Child Safe Environment Policy Dealing with Complaints Policy Interactions with Children, Family and Staff Policy Out of hours babysitting Policy Photograph Policy Privacy and Confidentiality Policy	Professional Development Policy Record Keeping and Retention Policy Recruitment Policy Respect for Children Policy Responsible Person Policy Staffing Arrangements Policy Social Media Policy Tobacco, Drug and Alcohol-Free Policy Work Health and Safety Policy

SOURCE

Anti-Discrimination Act: See https://raisingchildren.net.au/disability/disability-rights-the-law/law/anti-discrimination-laws for Act

Australian Children's Education & Care Quality Authority. (2014).

Australian Human Rights Commission https://www.humanrights.gov.au/our-work/childrens-rights

Early Childhood Australia Code of Ethics. (2016).

Guide to the Education and Care Services National Law and the Education and Care Services National Regulations. (2017).

Guide to the National Quality Framework. (2017) (Amended 2020).

National Principles for Child Safe Organisations

NSW Government Office of the Children's Guardian *Code of Conduct- a guide to developing child safe Codes of Conduct.* (2020).

Ombudsman Act 2001 (Cth).

Privacy and Personal Information Protection Act 1998 (Cth).

Revised National Quality Standard. (2018).

Work Health and Safety Act 2011 (Cth).

Workplace Relations Act 1996 (Cth).

Work Place Law

Code of Conduct – Staff Acknowledgement Form

ACKNOWLEDGMENT

I have read and understood the Service's Code of Conduct and agree to abide by its terms and conditions at all times.			
EDUCATOR NAME		DATE	
EDUCATOR SIGNATURE			
NOMINATED SUPERVISOR NAME		DATE	
NOMINATED SUPERVISOR SIGNATURE			

2023

Stormwater Channel Improvement

Holt Street, Lake Cargelligo NSW 2672

Prepared for Lachlan Shire Council

MJM
CONSULTING ENGINEERS
CIVIL-STRUCTURAL-BUILDING DESIGN-PLANNING

REPORT REFERENCE [220404]

Document Verification Schedule

MJM CONSULTING ENGINEERS
CIVIL·STRUCTURAL·BUILDING·DESIGN·PLANNING

Project

Stormwater Channel Improvement

Holt Street, Lake Cargelligo NSW 2672

Revision	Date	Prepared By	Checked By	Approved By
A	18.01.2023	Nimeka Pathirana	Michael McFeeters	Michael McFeeters
B	24.01.2023	Nimeka Pathirana	Michael McFeeters	Michael McFeeters
C	22.03.2023	Nimeka Pathirana	Michael McFeeters	Michael McFeeters
D	20.06.2023	Nimeka Pathirana	Michael McFeeters	Michael McFeeters

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1 Introduction

This report has been prepared to provide design concepts and solutions that will improve the safety, resilience, capacity and aesthetics of the existing open channel drain of the village of Lake Cargelligo, which is running from west to east, starting from Grace Street to the lake.

Following is the aerial photograph of the area considered for calculations.

Figure 1. Site plan

2 Calculations and analysis

Considering the area, main catchment has been categorised into seven sub catchments and attached Catchment Plan (Sheet 2) depicts the catchment categorization.

Please note that the catchment area has been calculated using six maps and it is only an estimated calculation. For the final design, the calculations need to be verified using a complete survey data.

For the concept design purpose, the stormwater system has been divided in to two parts, System A and System B considering the rainfall data, geographic characteristics, and other safety constraints. Below sections in the report provides a detailed description to the proposed design solutions.

1. System A – From Grace Street to Canada Street (From 1|11 to 1|4)
2. System B – From Canada Street to the End Outlet (From 1|4 to 1|1 (Outlet))

We have identified three main design solutions for system A and two design solutions for system B.

2.1 CALCULATIONS OF PEAK FLOOD

The peak flood was calculated based on the contours, survey data provided by Lachlan Council and rainfall data obtained from Australian Government Bureau of Meteorology. The accuracy of the calculations in this report is based on the accuracy of the contours, survey and rainfall data obtained from government websites.

3 DESIGN SOLUTIONS FOR SYSTEM A

The stormwater management system flows from Grace Street to Canada Street (1|11 to 1|4) has been identified as System A. Considering the geometrical conditions and rainfall data, we identified following three design solutions for System A.

1. Stormwater system with pipe network system only (No overland flow).
2. Stormwater system with an open channel system and a pipe system designed for AEP 20% (5yr).
3. Stormwater system with minor changes to the existing system.

Following chart depicts the summary of System A design solutions and please refer below sections of this report for more details.

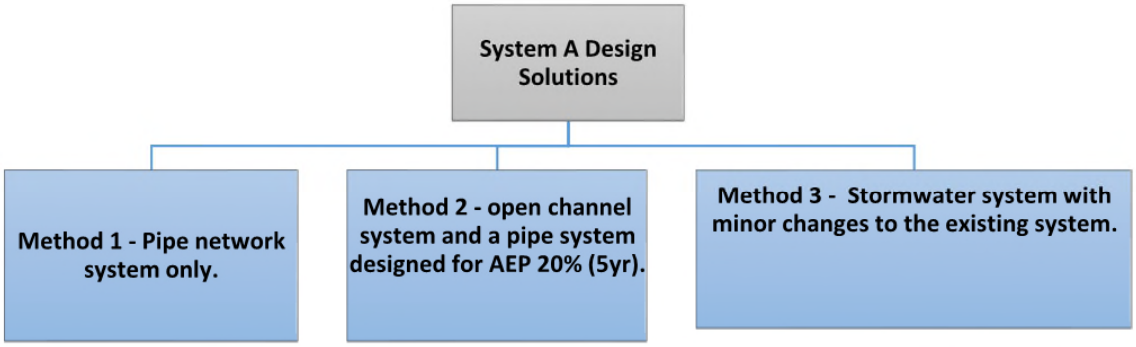

Figure 2 Design Solutions for system A

3.1 METHOD 1 – STORMWATER SYSTEM WITH PIPE NETWORK SYSTEM ONLY (NO OVERLAND FLOW).

Following table denotes the sizes of pipes required to carry stormwater generated from 1% AEP (100yr) rainfall. Please note that, to direct stormwater collected from upper catchments to the main stormwater system, a branched pipe network system is also required.

Name	From	To	Length (m)	Type	Pipe Diameter (mm)
P 1|11	1|11	1|10	92.3	RCP	900
P 1|10	1|10	1|9	43.6	RCP	1050
P 1|9	1|9	1|8	15.0	RCP	1200
P 1|8	1|8	1|7	120.8	RCP	1350
P 1|7	1|7	1|6	18.4	RCP	1500
P 1|6	1|6	1|5	118.5	RCP	1500
P 1|5	1|5	1|4	19.6	RCP	1500

3.2 METHOD 2 – STORMWATER WITH AN OPEN CHANNEL SYSTEM AND A PIPE SYSTEM DESIGNED FOR AEP 20% (5YR) RAINFALL.

Following table provides the dimensions of the proposed open channels and the pipe system. All the open channels have been proposed as grassed swales. Please refer 'Design Solution B' drawing for more information.

Pipe system designed for AEP 20% (5yr).

Name	From	To	Length (m)	Type	Pipe Diameter (mm)
P 1|11	1|11	1|10	92.3	RCP	525
P 1|10	1|10	1|9	43.6	RCP	600
P 1|9	1|9	1|8	15.0	RCP	750
P 1|8	1|8	1|7	120.8	RCP	750
P 1|7	1|7	1|6	18.4	RCP	900
P 1|6	1|6	1|5	118.5	RCP	900
P 1|5	1|5	1|4	19.6	RCP	1200

Proposed Grassed Swales dimensions.

From	To	Cross Section	Proposed width (m)	Existing width (m)	Width difference (m)
1|11	1|10	Rectangular	3	3	-
1|10	1|9	Rectangular	3	3	-
1|9	1|8	Reef Street	-	-	-
1|8	1|7	Rectangular	5	5	-
1|7	1|6	Lorne Street	-	-	-
1|6	1|5	Rectangular	8	5	3
1|5	1|4	Canada Street	-	-	-

3.3 METHOD 3 –STORMWATER DRAIN SYSTEM WITH MINOR CHANGES TO THE EXISTING SYSTEM.

This solution is the most cost effective solution which require minor adjustments to the existing system. Following is the summary of the required upgrade. Please refer 'Design Solution C' drawing for more information.

From	To	Description	Dimensions
1|11	1|10	Grassed Swale	Length - 92.3 m Width – 3 m Depth – 0.9 m
1|10	1|9	Rock lined Open Channel	Length - 43.6 m Width – 3 m Depth – 0.5 m
1|9	1|8	Existing two culverts	1.2 m *0.31 m
		New Side Entry Pit	2 m*2 m
		New Culvert	1.3 m*0.7 m
		Existing Culvert	1.3 m* 0.7 m
1|8	1|7	Grassed swale	Length - 120.8 m Width – 8 m Depth – 0.44 m
1|7	1|6	Utilize existing culverts and side entry pits.	
1|6	1|5	Rock lined open channel and a trickle flow pipe	Length - 118.5 m Width – 5 m Depth – 0.5 m Pipe Diameter – 300 mm
1|5	1|4	Utilise existing culverts.	

3.4 DISCUSSION

Considering the geometrical conditions and rainfall data, following three methods were identified to manage stormwater generated from Grace Street to Canada Street (System A).

1. Stormwater system with pipe network system only (No overland flow).
2. Stormwater system with an open channel system and a pipe system designed for AEP 20% (5yr).
3. Stormwater system with minor changes to the existing system.

The pipe only network system provides an underground stormwater management system which does not require continuous management and inspections. But this system does not provide an alternative path to carry stormwater if there is an obstruction in the pipe system. During 1% AEP (100yr) rainfall, the pipes will collapse due to the high pressure inside the system and will flood the downstream lands endangering human life. Therefore, we do not recommend this system as a better solution.

The Method 2 propose a stormwater management system with grassed swales and a pipe network system. The pipes have been designed for 20% AEP (5yr) rainfall and the grassed swales were designed to carry stormwater generated from 1% AEP (100yr) rainfall. Therefore, this system has the capacity to carry stormwater without flooding the downstream lands if the pipe system is fully blocked.

The grassed swales have been designed considering the safety of both children and adults. If the pipe system is not blocked and effectively carry stormwater, the stormwater depth inside swales will be less than 0.5m with a velocity which is less than 3 m/s. And also, the depth*velocity factor will be less than 0.4 m^2s which is low hazardous for both children and adults (If a person entered to a grassed swale). Please note that these safety factors were calculated for 1% AEP (100yr) rainfall and refer below table for more information.

Method 2 – with land acquisition (Pipe system is not fully blocked at 1% AEP rainfall)

From	To	Swale's width (m)	Pipe Diameter (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
							Children	Adults
1|11	1|10	3	525	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|10	1|9	3	600	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|9	1|8	Reef Street	750	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|8	1|7	5	750	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|7	1|6	Lorne Street	900	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|6	1|5	8	900	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|5	1|4	Canada Street	1200	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard

If the pipe system was fully blocked at a 1 in 100 year rainfall, the depth*velocity factor will be more than 0.4 m^2s but less than 0.6 m^2s. So, the proposed system will be significantly hazardous for children and low hazardous for adults (If a person entered a grassed swale). Therefore, to minimize the risk associated with this system, we recommend building a barrier around grassed swales which will hinder walking near the swales. Please refer following table for further information.

Method 2 – with land acquisition (If pipe system is fully blocked at 1% AEP rainfall.)

From	To	Swale's width (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
						Children	Adults
1|11	1|10	3	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|10	1|9	3	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|9	1|8	Reef Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|8	1|7	5	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard
1|7	1|6	Lorne Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|6	1|5	8	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard
1|5	1|4	Canada Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard

One of the key consideration for method 2 is that to maintain the above mentioned safety factors, it is required to acquire 3m from lands adjacent to the existing open channel from Lorne Street to Canada Street. If the swales were designed to the dimensions of existing open channel, depth*velocity factor will be higher than 0.4 m^2s which is significantly hazardous for children (If a person entered to a grassed swale). Please note that these safety factors were calculated for 1% AEP (100yr) rainfall and refer below table for more information.

Method 2 – Without land acquisition (If pipe system is not fully blocked at 1% AEP rainfall)

From	To	Swale's width (m)	Pipe Diameter (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
							Children	Adults
1|11	1|10	3	525	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|10	1|9	3	600	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|9	1|8	Reef Street	750	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|8	1|7	5	750	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|7	1|6	Lorne Street	900	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|6	1|5	5	900	D < 0.5	V < 3.0	0.4< DV < 0.6	Significant Hazard	Low Hazard
1|5	1|4	Canada Street	1200	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard

If the pipe system is fully blocked at a 1% AEP (100yr) rainfall and swales were designed for the dimensions of existing open channels (without proceeding land acquisition), the depth*velocity factor will be more than 0.6 m^2s. So, the proposed system will be extremely hazardous for children and significantly hazardous for adults (If a person entered a grassed swale). Therefore, we do not recommend building the swale from Lorne Street to Canada Street up to the existing open channel width. Please refer below table for more information.

Method 2 – Without land acquisition (If pipe system is fully blocked at 1% AEP rainfall)

From	To	Swale's width (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m2*s) (DV)	Safety	
						Children	Adults
1|11	1|10	3	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|10	1|9	3	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|9	1|8	Reef Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|8	1|7	5	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard
1|7	1|6	Lorne Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|6	1|5	5	D < 0.5	V < 3.0	0.6 < DV < 1.2	Extreme Hazard	Significant Hazard
1|5	1|4	Canada Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard

Method 3 requires only minor changes to the existing system, and this is the most cost effective system. The proposed 300mm diameter trickle flow pipe will carry stormwater generated at minor rainfall and will reduce the frequent maintenance requirement. However, the open channels will not be safe for both adults and children if they entered to the channels at 1% AEP rainfall. Please refer below table for further information regarding the safety of proposed channels.

From	To	Channel width (m)	Pipe Diameter (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
							Children	Adults
1|11	1|10	3	-	0.5 < D < 1.2	V < 3.0	0.8 < DV < 1.2	Extreme Hazard	Significant Hazard
1|10	1|9	3	-	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard
1|9	1|8	Reef Street	-	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|8	1|7	8	-	D < 0.5	V < 3.0	0.6 < DV < 0.8	Extreme Hazard	Moderate Hazard
1|7	1|6	Lorne Street	-	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|6	1|5	5	300	D < 0.5	V < 3.0	0.8 < DV < 1.2	Extreme Hazard	Significant Hazard
1|5	1|4	Canada Street	-	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard

Advantages and Disadvantages

Method	Advantages	Disadvantages
Method 1 - Stormwater system with pipe network system only.	- An underground stormwater management system which does not require regular maintenance.	- As there is no alternative route to divert stormwater if the pipe system blocks, the downstream lands will be flooded and will cause a threat for human life and environment
Method 2 - Stormwater system with an open channel system and a pipe system designed for AEP 20% (5yr).	- Provide a low flow pipe to remove nuisance flow. - Reduce the danger associated with blockage in the pipe system as open channels provides an alternative path to safely carry stormwater.	- Require regular maintenance. - Require acquiring more lands from adjacent lands.
Method 3 - Stormwater system with minor changes to the existing system.	- This is the most cost effective system. - Only require minor adjustments to the existing system.	- Require regular maintenance.

Estimated Cost Analysis

Please note that the below cost is an estimate only and the actual cost may be varied based on the material, labour and equipment availability and rate at the date of construction.

Method		Sub Total Cost ($)	Total Estimated Cost ($)
Method 1 - Stormwater system with pipe network system only.	Main system	1,000,000	9,000,000
	Branched drainage system	8,000,000	
Method 2 - Stormwater system with an open channel system and a pipe system designed for AEP 20% (5yr).	Main system	600,000	4,300,000
	Branched drainage system	3,700,000	
Method 3 - Stormwater system with minor changes to the existing system.		-	150,000

4 Design Solutions for System B

System B is from Canada Steet to end outlet of the proposed stormwater system. We need to consider geographical conditions and safety factors when designing stormwater management in this area. Because we need to pass the collected stormwater to the lake, the safety of people living in downstream lands and people using the recreation area need to be considered. Considering those criteria, we identified two design solutions for system B. Method 1 is an open channel system with a trickle flow pipe and Method 2 is an upgrade to the existing system with minor changes.

Following is a summary of proposed stormwater network systems and please refer the attached drawing for more details of the stormwater network systems.

Method	From	To	Components	Dimension
Method 1	Canada Street (1|4)	Holt Street (1|3)	RCP Pipe	Diameter – 450mm Length – 111.0 m
			Concrete Channel	Cross section – Rectangular Width – 9.5m
	Over Holt Street		2 Box Culverts (existing)	Width – 1.2m Depth – 0.6m
	1|3	1|3A	RCP Pipe	Diameter – 450mm Length – 133.8m
	1|3A	1|1	RCP Pipe	Diameter – 450mm Length – 149.5m
	1|2	1|1	Grassed Swale	Cross Section – Parabolic Width – 22m
Method 2	1|4	1|4A	Rock lined open channel with a trickle flow pipe	Length – 52.8 m Width – 5 m Depth – 0.7 m Diameter – 300 mm
	1|4A	1|3	Rock lined open channel with a trickle flow pipe	Length – 52.8 m Width – 7 m Depth – 0.6 m Diameter – 300 mm
	Over Holt Street		2 Box Culverts (existing)	Width – 1.2m Depth – 0.6m
	1|2	1|1	Utilize existing culverts, pits, and pipes. Upgrade grassed swale.	Grassed Swale Dimension Cross Section – Parabolic Width – 22m

Method 1 requires acquiring 4.5m from the lands adjacent to the existing open channel running from Canada Street to Holt Street. Following table provides a summary of the safety associated with the proposed system at 1% AEP rainfall.

From	To	Channel width (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
						Children	Adults
1|4	1|3	9.5	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard
1|3	1|2	Holt Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|2	1|1	22	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard

If 4.5m from the lands adjacent to the existing open channel running from Canada Street to Holt Street was not acquired, the depth*velocity factor will be between 0.8 m^2s^{-1} and 1.2 m^2s^{-1}, and velocity will more than 3 ms^{-1} at 1% AEP (100yr) rainfall. This is extremely hazardous for both children and adults if someone entered to the channel. Therefore, we do not recommend building the open channel running from Canada Street to Holt Street up to 5m wide.

Following table provides a summary of safety factors associated with the proposed system at a 1% AEP rainfall.

From	To	Channel width (m)	Depth of the flood (m) (D)	Flood Velocity (m/s) (V)	Depth*Velocity (m^2*s) (DV)	Safety	
						Children	Adults
1|4	1|3	5	0.5 < D < 1.2	V < 3.0	DV > 1.2	Extreme Hazard	Extreme Hazard
1|3	1|2	7	0.5 < D < 1.2	V < 3.0	0.8 < DV < 1.2	Extreme Hazard	Significant Hazard
1|2	1|1	Holt Street	D < 0.5	V < 3.0	DV < 0.4	Low Hazard	Low Hazard
1|1	End outlet	22	D < 0.5	V < 3.0	0.4 < DV < 0.6	Significant Hazard	Low Hazard

As the channels running from Canada Street to Holt Street are extremely hazardous for both children and adults, we recommend constructing a barrier obstructing people entering the swales.

Advantages and Disadvantages

Method	Advantages	Disadvantages
Method 1	- Safety associated with this system is higher than the Method 2	- Council need to acquire 4.5m wide land from the lands adjacent to the existing open channel running from Canada Street to Holt Street.
Method 2	- This is the most cost effective system which require minor changes to the existing system	- This system is not safer for children and adults at 1% AEP rainfall (If someone entered the open channels)

Estimated Cost Analysis

Please note that the below cost is an estimate only and the actual cost may be varied based on the material, labour and equipment availability and rate at the date of construction.

Method	Total Estimated Cost ($)
Method 1	800,000
Method 2	90,000

5 Conclusion

This report provides design solutions to improve the existing open channel system of the village of Lake Cargelligo, which is running from west to east, starting from Grace Street to the lake. For the design purpose we divided the stormwater system for two systems, System A and System B.

1. System A – From Grace Street to Canada Street (1|11 to 1|4)
2. System B – From Canada Street to the End Outlet (1|4 to 1|1)

Considering the geographical and risk factors we identified 3 design solutions for system A.

1. Stormwater system with pipe network system only (No overland flow).
2. Stormwater system with an open channel system and a pipe system designed for AEP 20% (5yr).
3. Stormwater system with minor changes to the existing system.

Constructing a stormwater drain system with a pipe only network system is very expensive compared to the other two methods. Also, this does not provide an alternative route for stormwater flow if the pipe system is blocked. Therefore, considering the cost and safety of the system, we do not recommend Method 1 as a better solution to manage stormwater in a residential areas.

Method 2 consists with a pipe system and grassed swales and is not extremely hazardous for adults and children if the pipe system is fully blocked. But council need to acquire 3m wide land from Lorne Street to Canada Street. Because constructing the proposed grassed swale running from Lorne Street to Canada street up to the existing open channel width (5m) is extremely hazardous for children and moderately hazardous for adults when the pipe system is fully blocked at 1% AEP rainfall (if a person entered a swale).

Method 3 only requires minor changes to the existing system and is the most cost-effective system. But the safety associated with this system is lower than the Method 2. Therefore, it is mandatory to build a barrier obstructing people entering the swales.

For system B, we have identified two methods considering geographical details, flow rate and safety factors. The Method 1 consists with an open channel system with a trickle flow pipe. Similar to Method 2 in System A, council may need to acquire 4.5m wide land from Canada Street to Holt Street to construct the proposed concrete channel. We do not recommend building the concrete channel up to the width of existing open channel (5m) as it is extremely hazardous for both children and adults when the pipe system is fully blocked at 1% AEP rainfall (if a person entered a swale).

Similar to Method 3 of System A, Method 2 require only minor changes to the existing system. But this system is not safer for children and adults if they entered to the open channels at 1% AEP rainfall.

In conclusion we suggest following design solutions combined with the below recommendations.

Design Solution		Recommendations
System A	**System B**	
Method 1	Method 1 or Method 2	Not recommended
Method 2	Method 1	Recommend acquiring 3m wide land from Lorne Street to Canada Street and 4.5m wide land from Canada Street to Holt Street.
Method 3	Method 2	Recommend building a barrier obstructing people entering to the open channels.

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CIVIL • STRUCTURAL • BUILDING DESIGN • PLANNING

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To Whom It May Concern

RE: STORMWATER CHANNEL IMPROVEMENT AT LAKE CARGELLIGO

This report has been prepared to provide design concepts and solutions that will improve the safety, resilience, capacity, and aesthetics of the existing open channel drain of the village of Lake Cargelligo, which is running from west to east, starting from Grace Street to the lake.

Considering the existing channel conditions and rainfall data, we identified following three design solutions. Please note that the total cost has been estimated based on the current industrial rates.

Design solutions	Description	Estimated Cost ($)
A	Stormwater system with pipe network system only (No overland flow).	1,800,000
B	Stormwater system with an open channel system and a pipe system designed for 1 in 5 year rainfall (AEP 20%).	1,350,000
C	Stormwater system with minor changes to the existing system	240,000

Design Solution A - Stormwater system with pipe network system only (No overland flow).

This is an underground stormwater management system which does not require regular maintenance. But the cost and risk associated with this system is higher. If the pipe system is blocked, the downstream will be flooded and could cause a significant threat to human life and infrastructure as there is no alternative route to divert stormwater.

Design Solution B - Stormwater system with an open channel system and a pipe system designed for 1 in 5 year rainfall (AEP 20%).

This system consists with a pipe system which carry stormwater generated from 1 in 5 year (AEP 20%) rainfall and an open channel system which has the capacity to carry stormwater generated from 1 in 100 year (AEP 1%) rainfall. The open channels reduce the risk associated with pipes being fully blocked as they provides an alternative path to safely carry stormwater. To increase the safety of children and adults who enter to open channel system when there is 1 in 100 year (1% AEP) rainfall, the council will need to acquire approximately 3m wide land from Lorne Street to Canada Street and approximately 4.5m land from Canada Street to Holt Street.

Design Solution C - Stormwater system with minor changes to the existing system.

This is the most cost effective system and only requires a minor upgrade to the existing system. However, the open channels are unsafe for both adults and children between Reef Street to Holt Street in the 1 in 100 year (1% AEP) storm. This is due to high velocity and depth of stormwater. To reduce this risk, our recommendation is to build a barrier to hinder people entering to the channels. Please refer to the attached drawing which provides more details of the system C.

For further information regarding the above three design solutions please refer the detailed report submitted to the council.

Thank You.

LEGEND

- PROPOSED DRAINAGE
- PROPOSED DRAINAGE HEADWALL
- EXISTING DRAINAGE
- EXISTING DRAINAGE HEADWALL
- PROPOSED GRASS DRAIN
- PROPOSED CONCRETE CROSSING
- EXISTING LAKE
- PROPOSED ROCK-LINED DRAIN
- EXISTING TREE
- EXISTING TREE TO BE REMOVED

N W E S
NORTHPOINT

No.	DATE	AMENDMENTS	BY
A	19/01/2023	ISSUED FOR COMMENT	JS

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Bowtort Pty. Ltd. trading as MJM Consulting Engineers

PROJECT
STORMWATER CHANNEL IMPROVEMENTS
HOLT STREET
LAKE CARGELLIGO, NSW, 2672

SHEET SUBJECT
PUBLIC EXHIBITION SITE PLAN

CLIENT
LACHLAN SHIRE COUNCIL

PROJECT NO.	SHEET NO.	ISSUE	DATE
220404	C1	A	June 2023

COUNCIL REF.
SCALE 1:1000(A1) 1:2000(A3)
DESIGNED CHECKED DRAWN CHECKED

THE **COUNTRY MAYORS ASSOCIATION** OF NSW IN

"What we want is nothing more than equity"

Chairperson: *Cr Jamie Chaffey*
Gunnedah Shire Council, PO Box 63,
Gunnedah NSW 2380
Contact: *(02) 6740 2100*
Email: *jamiechaffey@infogunnedah.com.au*

Minutes

GENERAL MEETING

FRIDAY, 24 November 2023 Theatrette, Parliament House, Sydney

The meeting opened at 8.32 am

1. Chairman's Welcome

2. Acknowledgement to Country

We acknowledge the Traditional Custodians of the land and waters, and we show our respect for Elders past and present and emerging. We are committed to providing communities in which Aboriginal and Torres Strait Islander people are included socially, culturally and economically.

3. Attendance from Local Government

Albury City Council, Cr Kylie King, Mayor
Armidale Regional Council, Mayor, Cr Sam Coupland, Mayor
Armidale Regional Council, Mr James Roncon, General Manager
Bathurst Regional Council, Cr Jess Jennings, Mayor
Bathurst Regional Council, Mr David Sherley, General Manager
Bega Valley Shire Council, Cr Russell Fitzpatrick, Mayor
Bellingen Shire Council, Mr Mark Griffioen, General Manager
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Byron Shire Council, Mr Mark Arnold, General Manager
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Cabonne Shire Council, Mr Brad Burns, General Manager
Central Darling Shire Council, Mr Robert Stewart, Administrator
Central Darling Shire Council, Mr Gregory Hill, General Manager
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Coolamon Shire Council, Mr Tony Donoghue, General Manager
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Coonamble Shire Council, Mr Paul Gallagher, General Manager

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Cowra Shire Council, Mr Paul Devery, General Manager
Dubbo Regional Council, Cr Mathew Dickerson. Mayor
Eurobodalla Shire Council, Cr Mat Hatcher, Mayor
Federation Council, Cr Patrick Bourke, Mayor
Forbes Shire Council, Cr Phyllis Miller, Mayor
Forbes Shire Council, Mr Steve Loane, General Manager
Forbes Shire Council, Ms Haley Gould
Forbes Shire Council, Mr Matt Hearn
Gilgandra Shire Council, Cr Doug Batten, Mayor
Gilgandra Shire Council, Mr David Neeves, General Manager
Glen Innes Severn Council, Cr Rob Banham, Mayor
Glen Innes Severn Council, Mr Bernard Smith General Manager
Goulburn Mulwaree Council, Cr Peter Walker, Mayor
Goulburn Mulwaree Council, Mr Aaron Johansson, CEO
Greater Hume Council, Cr Tony Quinn, Mayor
Greater Hume Council, Ms Evelyn Arnold, General Manager
Griffith City Council, Cr John Doug Curran, Mayor
Griffith City Council, Mr Brett Stonestreet, General Manager
Gunnedah Shire Council, Cr Jamie Chaffey, Mayor
Gunnedah Shire Council, Mr Eric Growth, General Manager
Hilltops Council, Cr Margaret Roles, Mayor
Hilltops Council, Mr Anthony O'Reilly, General Manager
Inverell Shire Council, Cr Paul Harmon, Mayor
Inverell Shire Council, Mr Brett McInness, General Manager
Kempsey Shire Council, Cr Leo Hauville, Mayor
Kempsey Shire Council, Mr Craig Milburn, General Manager
Kiama Municipal Council, Cr Neil Reilly, Mayor
Kiama Municipal Council, Ms Jane Stroud, CEO
Lachlan Shire Council, Cr John Medcalf, Deputy Mayor
Leeton Shire Council, Cr Tony Reneker, Mayor
Leeton Shire Council, Ms Jackie Kruger, General Manager
Liverpool Plains Shire Council, Cr Doug Hawkins, Mayor
Liverpool Plains Shire Council, Mr Gary Murphy, General Manager
MidCoast Council, Cr Claire Pontin, Mayor
Mid-Western/Mudgee Regional Council, Cr Des Kennedy, Mayor
Mid-Western/Mudgee Regional Council, Mr Brad Cam, General Manager
Moree Plains Shire Council, Cr Mark Johnson, Mayor
Moree Plains Shire Council, Mr Kelvin Tytherleigh, General Manager
Murrumbidgee Council, Cr Ruth McRae, Mayor
Murrumbidgee Council, Mr John Scarce, General Manager
Narrabri Shire Council, Cr Darrell Tiemens, Mayor
Narrabri Shire Council, Mr Robert Williams, General Manager
Narrandera Shire Council, Cr Neville Kschenka, Mayor
Narrandera Shire Council, Mr George Cowan, General Manager
Narromine Shire Council, Cr Craig Davies, Mayor
Narromine Shire Council, Ms Jane Redden, General Manager
Oberon Council, Cr Mark Kellam, Mayor
Oberon Council, Mr Gary Wallace, General Manager
Orange City Council, Cr Jason Hamling, Mayor
Orange City Council, Mr David Waddell, General Manager
Parkes Shire Council, Cr Ken Keith
Port Stephens Council, Cr Ryan Palmer, Mayor
Port Stephens Council, Mr Tim Crosdale, General Manager
Queanbeyan-Palerang Regional Council, Cr Kenrick Winchester, Mayor
Queanbeyan-Palerang Regional Council, Ms Rebecca Ryan, CEO

Shoalhaven City Council, Cr Amanda Findley, Mayor
Singleton Council, Cr Sue Moore, Mayor
Singleton Council, Mr Jason Linnane, General Manager
Snowy Valleys Council, Cr Ian Chaffey, Mayor
Snowy Valleys Council, Mr Matthew Hyde, General Manager
Tamworth Regional Council, Cr Judy Coates, Deputy Mayor
Tamworth Regional Council, Mr Paul Bennett, General Manager
Temora Shire Council, Cr Rick Firman, Mayor
Temora Shire Council, Ms Melissa Boxall, General Manager
Tenterfield Shire Council, Cr Bronwyn Petrie, Mayor
Upper Lachlan Shire Council, Cr Pam Kensit, Mayor
Upper Lachlan Shire Council, Ms Alex Waldron, CEO
Uralla Shire Council, Cr Robert Bell, Mayor
Uralla Shire Council, Ms Toni Averay, General Manager
Walcha Council, Cr Eric Noakes, Mayor
Walcha Council, Mr Phil Hood, General Manager
Warrumbungle Shire Council, Cr Ambrose Doolan, Mayor
Warrumbungle Shire Council, Mr Roger Bailey, General Manager
Weddin Shire Council, Cr Paul Best, Deputy Mayor
Weddin Shire Council, Ms Noreen Vu,General Manager
Wollondilly Shire Council, Cr Matt Gould, Mayor
LGNSW, Cr Darriea Turley, President
LGNSW, Mr David Reynolds, CEO
LGNSW, Mr Damien Thomas, Director, Advocacy
LGNSW Ms Bronwen Regan, Manager Strategy

Parliamentarian Attendance

Hon Jenny Aitchison MP – Member for Maitland
Hon Adam Marshall – Member for Northern Tablelands
Hon Cameron Murphy MLC,
Hon Natasha Maclaren-Jones MLC
Hon Aileen McDonald MLC
Hon Jacqui Munro MLC
Dr Amanda Cohn, MLC
Mr Dave Layzell MP, Member for Upper Hunter
Mrs Tanya Thompson MP, Member for Myall Lakes
Mr Michael Regan MP, Member for Wakehurst

Apologies:
As submitted

Special Guests Speakers:

The Hon Chris Minns MP, Premier of NSW
The Hon Rose Jackson MLC, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth, Minister for the North Coast
The Hon Steve Whan MP, Minister for Skills, TAFE and Tertiary Education
The Hon Dugald Saunders MP, Leader of The Nationals, Shadow Minister for Regional NSW, Shadow Minister for Agriculture and Natural Resources
The Hon Damien Tudehope MLC, Shadow Treasurer, Shadow Minister for Industrial Relations
The Hon Steph Cooke MP, Shadow Minister for Water, Shadow Minister for Crown Land

4. Adoption of Minutes of Previous Meeting:

RESOLVED:
That the minutes of the General Meeting held on 4 August 2023 be accepted as a true and accurate record.
Moved - Forbes Shire Council Councillor - Phyllis Miller
Seconded - Singleton Council Councillor - Sue Moore

5. Matters arising from the Minutes.

Nil

6. LGNSW Update Report

Cr Darriea Turley, President, LGNSW, introduced the new Board Members Rural/Regional and provided advice on the work of LGNSW since the CMA August meeting including LGNSW Annual Conference 2023 held on the 12-14 November, the IPART Review of rate pegging methodology, Adam Marshalls private members bill on the red fleet, protecting local water utilities parliamentary inquiry, funding for disaster recovery in the Central West, Biodiversity Conservation Act, housing roundtable proposal , select committee to examine Remote, Rural and Regional Health and funding boost for councils for walking and cycling gaps

RESOLVED:
That the report be noted.
Moved - LGNSW President Councillor - Darriea Turley
Seconded - Shoalhaven City Council Councillor - Amanda Findley

7. ALGA Update Report

A written report was submitted by Cr Linda Scott, President, ALGA, outlining initiatives including the Grattan Institute report on local roads funding, new national packaging reforms, Local Roads Transport and Infrastructure Congress, Minister Bowen attending local governments climate change breakfast, and the Mid-Year Economic and Fiscal Outlook

RESOLVED:
That the report be noted.
Moved - Parkes Shire Council Councillor - Ken Keith
Seconded - Temora Shire Council Councillor - Rick Firman

8. Membership

RESOLVED:
That Central Darling Shire Council be admitted as a member of the Association.
Moved - Inverell Shire Council Councillor - Paul Harmon
Seconded - Queanbeyan-Palerang Regional Council Councillor - Kenrick Winchester

9. Correspondence

Outward

Lord Mayor Cr Nuatali Nelmes, Newcastle City Castle	Advising that Newcastle City Council has been admitted to the Association as an Associate Member

Cr Rick Firman, Chairman, Riverina Eastern Organisation of Councils	Advising that Riverina Eastern Organisation of Councils has been admitted to the Association as an Associate Member
Cr Matt Gould, Mayor Wollondilly Shire Council,	Advising that Wollondilly Shire Council has been admitted as a member of the Association
Cr Jay Suvaal, Mayor, Cessnock City Council	Advising that Cessnock City Council has been admitted as a member of the Association
The Hon Chris Minns MP, Premier	Inviting him to present at the 24 November meeting
The Hon Penny Sharp MLC, Minister for Climate Change, Minister for Energy, Minister for the Environment and Heritage, The Hon Tara Moriarty MLC, Minister for Regional NSW and Minister for Western NSW The Hon Dugald Saunders MP, Leader of the Nationals, Shadow Minister for Regional NSW, Shadow Minister for Agriculture and Natural resources The Hon Mark Speakman MP, Leader of the Opposition The Hon Wendy Tuckerman MP, Shadow Minister for Local Government and Shadow Minister for Small Business Mr Simon Draper, CEO, NSW Reconstruction Authority	Thanking them for their presentations to the 4 August 2023 meeting
The Hon Pru Car MP, Deputy Premier, Minister for Education and Early Learning, Minister for Western Sydney The Hon Sarah Mitchell MLC, Deputy Leader of the Opposition in the Legislative Council, Shadow Minister for Education and Early Learning, Shadow Minister for Western NSW The Hon Steve Whan MP, Minister for Skills, TAFE and Tertiary Education Mr Justin Clancy MP, Shadow Minister for Skills, TAFE and Tertiary Education Professor Mary O'Kane AC, Chair, Australian Universities Accord The Hon Fiona Nash, Commonwealth Regional Education Commissioner	Inviting them to be guest presenters at the Skills Forum to be held on the 23 November 2023
The Hon Daniel Mookhey MLC, Treasurer The Hon Ron Hoenig MP, Minister for Local Government The Hon Mark Speakman MP, Leader of the Opposition The Hon Dugald Saunders MP, Leader of the Nationals, Shadow Minister for Regional NSW, Shadow Minister for Agriculture and Natural Resources The Hon Damien Tudehope MLC,	Inviting them to be guest presenters at the General Meeting to be held on the 24 November 2023

Shadow Treasurer, Shadow Minister for Industrial Relations Shadow Treasurer	
Mr Michael Sharpe, Director, AUZUS Forum, Chairman, Nuclear Taskforce	Chairman accepting invitation to join the advisory board of the Nuclear Taskforce
To all NSW Parliamentarians	Inviting them to attend meetings of Country Mayors Association
Dr Joe McGirr MP, Member for Wagga Wagga, Chairman Select Committee on Remote, Rural and Regional Health Professor Ruth Stewart, National Rural Health Commissioner, Australian Department of Health and Aged Care Dr Michael Holland MP, NSW Parliamentary Secretary for Health and Secretary for Regional Health Ms Jill Ludford, Acting Deputy Secretary, NSW Regional Health Division, Chief Executive Murrumbidgee Local Health District Mr Jeremy Mitchell, Director Engagement, Rural Doctors Network Professor Len Bruce, Executive Director of Medical Services, Murrumbidgee Local Health District, and General Manager Wagga Wagga Base Hospital Dr Adam Yoosuff, Director of Primary Healthcare, Murrumbidgee Local health District Ms Christine Stephens Executive Director Nursing and Midwifery, Murrumbidgee Local Health District Hon Michael McCormack MP, Member for Riverina Ms Tanya Thompson MP, Shadow Assistant Minister for Regional Health Mr Brendon Cutmore, Director Information and Performance Support, NSW Regional Health Division Ms Michelle Maxwell, Director Strategy, Governance and Delivery, NSW Regional Health Division Mr Matthew Thompson, Staff Specialist Geriatrician, Murrumbidgee Local Health District Ms Rosemary Garthwaite, District Manager for Aged Care, Murrumbidgee Local Health District	Thanking them for their presentations at the Wagga Wagga health Forum on the 14/15 September 2023

Inward

The Hon Mark Butler MP, Minister for Health and Aged care	Regarding the Distribution Priority Area (DPOA) changes
The Hon Natasha Maclaren-Jones MLC Shadow Minister for Families and Communities, Shadow Minister for Disability Inclusion, Shadow Minister for	Thanking the Association for forwarding its priorities document

Homelessness, Shadow Minister for Youth	
Office of Local Government	Regarding Rural Fire Services Assets and Qualified Audit Reports for 2021/2022

Media Releases

CMA Demands Equity for the Regions in the September Budget
Overwhelming Support for Private Members Bill
And the Winner is Western Sydney
Councils Seeking Answers to Growing Health Concerns
Joint Call for Parliamentary Inquiry to Address Crime in Regional NSW
Country Women's Association Backs CMA Call for Inquiry into crime, Law and Order in Regional NSW

Submissions, Communique, Action Required

Submission Water Amendment (Restoring Our Rivers) Bill 2023
Submission Inquiry into Protecting Local Water Utilities from Privatisation
Report on Crime, Law and Order, Regional and Rural NSW
Cr Phyllis Miller and GM Steve Loane Forbes Shire, on behalf of Country Mayors, appearing before the Legislative Council Portfolio Committee 2 Inquiry into the current and potential impacts of gold, silver, lead and zinc mining on human health, land and water quality in NSW
Communique September Rural health Forum
Communique 4 August 2023 meeting
Action Required Adam Marshall Private Members Bill Red Fleet

RESOLVED:
That the information be noted

Moved - Gunnedah Shire Council Councillor - Jamie Chaffey
Seconded - Kempsey Shire Council Councillor - Leo Hauville

10. Signing of updated MOU between Country Mayors Association and LGNSW

The MOU was signed by Cr Darriea Turley, President Local Government NSW and Cr Jamie Chaffey, Chairman Country Mayors Association of NSW for a further two years.

The General Meeting was adjourned at 8.55am to hold the Annual General Meeting

The General Meeting was recommenced at 9.35am

11. Financial Report

RESOLVED:
That the financial reports for the last quarter were tabled and accepted.

Moved - Singleton Council Councillor - Sue Moore
Seconded - Parkes Shire Council Councillor - Phyllis Miller

12. The Hon Damien Tudehope MLC. Shadow Treasurer, Shadow Minister for Industrial Relations

The Country Mayors Association is a united advocacy group and the opposition appreciates its input. As a previous Minister for small business during the drought periods in 2019-2021 he travelled extensively in regional and rural NSW and worked with the communities. Drought has a continuing affect on small communities due to lack of spending. As a government they invested heavily in regional NSW as a way of creating jobs and renewing the economy.

In the last two weeks the Federal Government has shown it has little idea on how to stimulate the economy announcing the cutting of funding drastically of projects that will affect local government. How does the State Government plan when the Commonwealth does not involve them in the discussions. This will have a continuing impact on local communities. Regional NSW will be left behind and regional communities should not have an unfair reduction because of this. A lot of work is being done with renewable energy zones but communities are not being consulted.

13. The Hon Rose Jackson MLC, Minister for Water Minister for Housing, Minister for Homlessness, Minister for Mental Health, Minister for Youth Minister for the North Coast

The government is working on drought preparedness and what they can do as they don't want to do things on the eleventh hour. The Minister has been touring NSW to make sure communities are aware of the possibilities of drought in 2024. Free places for water technicians have been announced and Water NSW has been working with local authorities in respect of dams. The Government wants to replenish funding for water fund projects.

Some projects approved in 2019 and subsequent years have not been started. These need to get going and if councils are having problems preventing work starting such as conditions let's talk about it and negotiate. Mental Health will be challenging and people will struggle as we move into drier conditions. Housing is a priority for the Government and we know that the regionals are important. There is a dedicated fund for regional housing and we are looking at social housing modules for short term housing solutions.

14. The Hon Chris Minns MP, Premier

The most important thing a government can do is listen. The last 12 months have been challenging with disasters and other events.The budget includes $3.8billion for health, $3.4billion for education, and $8.2billion for cost of living measures and the success of NSW depends on regional NSW. Agriculture alone adds $23billion to the economy. The Government wants to see long time success with jobs and financial sustainability of local government is important. A hightech metal strategy is being introduced and transition to a renewable energy economy is taking place. The government wants to listen to regional and rural NSW and when parliament is not sitting the Premier tries to visit country centres.

15. Presentation of Scholarship Award

The Country Mayors Scholarship Award is to be awarded to a staff member of the runner up Council of the Regional and Rural Bluett Award. The award was presented to Haley Gould, Forbes Shire Council.

16. Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories

The Minister outlined the doubling of funds for Roads to Recovery from $500million to $1billion, the commitment to Black Spots from $100million to $150million and the Renewing Bridges Program and the Community Infrastructure Program being combined with a budget of $1billion.

17. The Hon Steve Whan MP, Minister for Skills, TAFE, and Tertiary Education

There is a lot of work to be done in skills and a lot of opportunities in reskilling as well as training school leavers. TAFE has had a tough decade but the government is working with TAFE to be more pertinent to their communities. Australia wide 213,000 people need to gain skills over the next 7 years. The National Skills Agreement with the Commonwealth is a five year agreement which gives certainty to TAFE and a VET review is being undertaken.

Closing the Gap is a high priority. Equality and access will provide opportunities for rural NSW. There is a large backlog of maintenance works of TAFE's and additional funds are being allocated. A strategic look at what TAFE's skills are and what is to be provided to their communities is being undertaken.

18. The Hon Dugald Saunders MP, Leader of the Nationals, Shadow Minister for Regional NSW, Shadow Minister for Agriculture and Natural Resources

With multiculturism we can do better with the State and Commonwealth working together. Immigrant families could get a visa to stay with family members and there would not be any need for additional housing. It was very disappointing to see the Federal Government quitting projects of importance such as the Great Western Highway and other important projects. The State Government needs to direct more funding to regional NSW. The Resources for Regions needs to be allocated extra resources. Councils have spent large amounts of money for funding applications. The Opposition will fight for the programs introduced by the Coalition Government that have been abandoned to be reintroduced.

19. Regional Development Trust Advisory Council

RESOLVED:

That Country Mayors make representations to the NSW Government seeking advice on what representation local Government such as LGNSW and/or Country Mayors will have on the Regional Development Trust Advisory Council

Moved - Gilgandra Shire Council Councillor - Doug Batten
Seconded - Armidale Regional Council Councillor - Sam Coupland

20. Presentation To Secretariat Allan Burgess

A presentation was made to the Retiring Secretariat Allan Burgess in recognition of his service to the Association.

21. Recognition of Departing Mayor Cr John Medcalf

A presentation was made to Cr John Medcalf for his work as a delegate to the Association and his contribution to the Executive Committee

22. The Hon Steph Cooke MP, Shadow Minister for Water Shadow Minister For Crown Lands

The Shadow Ministers plan was to bring forward projects and concerns with the new Minister with the hope that the Labor Government would pick up where the coalition finished but that has not happened. The Sydney and Hunter Water Act needs amendments to it and the coalition is making representations to the Inquiry. The Coalition is also making representations to the Water Initiative. The Murray Darling Basin Plan has been rewritten to give the Commonwealth more scope to buy back water.

The Wyangala Dam wall raising has been axed that would have provided water security and flood mitigation. The Safe and Secure Water Program is a major failure for the regions. With Regional Water Strategies the robustness of the strategies are in doubt. There is a fear that the Government doesn't understand that water is important for growth and security. The Coalition would like to work with Country Mayors members to identify what are the top three water security areas of each council.

There being no further business the meeting closed at 1.04pm.

Cr Jamie Chaffey
Chairman Country Mayor's Association of NSW

For further information, contact Cr Jamie Chaffey on 0467 402 412

www.nswcountrymayors.com.au

THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

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Gunnedah Shire Council, PO Box 63,
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Email: *jamiechaffey@infogunnedah.com.au*

AGM Minutes

FRIDAY, 24 November 2023, Theatrette, Parliament House, Sydney

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1. Chairman's Welcome.

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Forbes Shire Council, Mr Steve Loane, General Manager
Forbes Shire Council, Ms Haley Gould
Forbes Shire Council, Mr Matt Hearn
Gilgandra Shire Council, Cr Doug Batten, Mayor
Gilgandra Shire Council, Mr David Neeves, General Manager
Glen Innes Severn Council, Cr Rob Banham, Mayor
Glen Innes Severn Council, Mr Bernard Smith General Manager
Goulburn Mulwaree Council, Cr Peter Walker, Mayor
Goulburn Mulwaree Council, Mr Aaron Johansson, CEO
Greater Hume Council, Cr Tony Quinn, Mayor
Greater Hume Council, Ms Evelyn Arnold, General Manager
Griffith City Council, Cr John Doug Curran, Mayor
Griffith City Council, Mr Brett Stonestreet, General Manager
Gunnedah Shire Council, Cr Jamie Chaffey, Mayor
Gunnedah Shire Council, Mr Eric Growth, General Manager
Hilltops Council, Cr Margaret Roles, Mayor
Hilltops Council, Mr Anthony O'Reilly, General Manager
Inverell Shire Council, Cr Paul Harmon, Mayor
Inverell Shire Council, Mr Brett McInness, General Manager
Kempsey Shire Council, Cr Leo Hauville, Mayor
Kempsey Shire Council, Mr Craig Milburn, General Manager
Kiama Municipal Council, Cr Neil Reilly, Mayor
Kiama Municipal Council, Ms Jane Stroud, CEO
Lachlan Shire Council, Cr John Medcalf, Deputy Mayor
Leeton Shire Council, Cr Tony Reneker, Mayor
Leeton Shire Council, Ms Jackie Kruger, General Manager
Liverpool Plains Shire Council, Cr Doug Hawkins, Mayor
Liverpool Plains Shire Council, Mr Gary Murphy, General Manager
MidCoast Council, Cr Claire Pontin, Mayor
Mid-Western/Mudgee Regional Council, Cr Des Kennedy, Mayor
Mid-Western/Mudgee Regional Council, Mr Brad Cam, General Manager
Moree Plains Shire Council, Cr Mark Johnson, Mayor
Moree Plains Shire Council, Mr Kelvin Tytherleigh, General Manager
Murrumbidgee Council, Cr Ruth McRae, Mayor
Murrumbidgee Council, Mr John Scarce, General Manager
Narrabri Shire Council, Cr Darrell Tiemens, Mayor
Narrabri Shire Council, Mr Robert Williams, General Manager
Narrandera Shire Council, Cr Neville Kschenka, Mayor
Narrandera Shire Council, Mr George Cowan, General Manager
Narromine Shire Council, Cr Craig Davies, Mayor
Narromine Shire Council, Ms Jane Redden, General Manager
Oberon Council, Cr Mark Kellam, Mayor
Oberon Council, Mr Gary Wallace, General Manager
Orange City Council, Cr Jason Hamling, Mayor
Orange City Council, Mr David Waddell, General Manager
Parkes Shire Council, Cr Ken Keith
Port Stephens Council, Cr Ryan Palmer, Mayor
Port Stephens Council, Mr Tim Crosdale, General Manager
Queanbeyan-Palerang Regional Council, Cr Kenrick Winchester, Mayor

Queanbeyan-Palerang Regional Council, Ms Rebecca Ryan, CEO
Shoalhaven City Council, Cr Amanda Findley, Mayor
Singleton Council, Cr Sue Moore, Mayor
Singleton Council, Mr Jason Linnane, General Manager
Snowy Valleys Council, Cr Ian Chaffey, Mayor
Snowy Valleys Council, Mr Matthew Hyde, General Manager
Tamworth Regional Council, Cr Judy Coates, Deputy Mayor
Tamworth Regional Council, Mr Paul Bennett, General Manager
Temora Shire Council, Cr Rick Firman, Mayor
Temora Shire Council, Ms Melissa Boxall, General Manager
Tenterfield Shire Council, Cr Bronwyn Petrie, Mayor
Upper Lachlan Shire Council, Cr Pam Kensit, Mayor
Upper Lachlan Shire Council, Ms Alex Waldron, CEO
Uralla Shire Council, Cr Robert Bell, Mayor
Uralla Shire Council, Ms Toni Averay, General Manager
Walcha Council, Cr Eric Noakes, Mayor
Walcha Council, Mr Phil Hood, General Manager
Warrumbungle Shire Council, Cr Ambrose Doolan, Mayor
Warrumbungle Shire Council, Mr Roger Bailey, General Manager
Weddin Shire Council, Cr Paul Best, Deputy Mayor
Weddin Shire Council, Ms Noreen Vu,General Manager
Wollondilly Shire Council, Cr Matt Gould, Mayor
LGNSW, Cr Darriea Turley, President
LGNSW, Mr David Reynolds, CEO
LGNSW, Mr Damien Thomas, Director, Advocacy
LGNSW Ms Bronwen Regan, Manager Strategy

Apologies:
As submitted

4. Adoption of Minutes of Previous Meeting:

RESOLVED:
That the minutes of the Adjourned Annual General Meeting held on 18 November 2022 be accepted as a true and accurate record.

Moved - Forbes Shire Council Councillor - Phyllis Miller
Seconded - Temora Shire Council Councillor - Rick Firman

5. Chairman's Report
Chairman Cr Jamie Chaffey outlined the years highlights and thanked everybody for their support during the term.

RESOLVED: That the Chairman's report be received and noted

Moved - Gunnedah Shire Council Councillor - Jamie Chaffey
Seconded - Temora Shire Council Councillor - Rick Firman

6. Secretaries Report – Financial Report

RESOLVED: That the financial reports for the 2022/23 year as tabled be accepted

Moved Narrandera Shire Council Councillor Neville Kschenka
Seconded Singleton Council Councillor Sue Moore

7. Endorsement of Hosting Non-Metropolitan Meetings in 2024

Mayor Phyllis Miller Forbes Shire Council and Mayor Leo Hauville Kempsey Shire Council spoke on their submissions.

RESOLVED:
That the submissions submitted by Forbes Shire Council for a non- metropolitan meeting on the 8-9 April 2024 and from Kempsey Shire Council for a non-metropolitan meeting on the 13-14 June 2024 be endorsed.

Moved - Goulburn Mulwaree Council Councillor - Peter Walker
Seconded - Glen Innes Severn Council - Councillor Ron Banham

8. Returning Officer

RESOLVED:
That the Returning Officer for the conduct of the elections be the Secretary Mr Eric Growth

Moved - Singleton Council Councillor - Sue Moore
Seconded - Forbes Shire Council Councillor - Phyllis Miller

9. Election of Executive Member

Three nominations were received for the vacant Executive Committee position. Nominations were received from Cr Rod Banham, Glen Innes Severn Council, Cr Patrick Bourke, Federation Council and Cr Steve Reynolds, Muswellbrook Shire Council. Ballot papers were distributed and a count of the ballot papers was conducted by the Returning Officer. The meeting continued

10. Signatories to CMA Bank Accounts

RESOLVED:
That the signatories to the CMA Bank Accounts No 260210575727 and No 250210246625 be Mr Eric Growth General Manager, Mr Kalana Tennakoon Manager Finance, and Ms Kelly Stidworthy Director Corporate Services of Gunnedah Shire Council

Moved - Cowra Shire Council Councillor - Ruth Fagan
Seconded - Temora Shire Council Councillor - Rick Firman

11. Appointment of Secretariat for 2024

RESOLVED:
That Regional Development Australia Inland Northern NSW be appointed as the Secretariat for 2024

Moved - Inverell Shire Council Councillor - Paul Harmon
Seconded - Glen Innes Severn Council Councillor - Ron Banham

12. Setting of Annual Membership Fees

RESOLVED:
That the fees for the 2023/24 year be set at $1,500 for Councils with a population of 10,000 and over, and Councils with a population of less than 10,000 paying 75% $1,125.

Moved - Armidale Regional Council Councillor - Sam Coupland
Seconded - Forbes Shire Council Councillor - Phyllis Miller

13. Meeting Dates for 2023

RESOLVED:

That the meeting dates for 2024 be 22 March, 10 May, 9 August and 15 November

Moved - Bland Shire Council Councillor - Brian Monaghan
Seconded - Forbes Shire Council Councillor - Phyllis Miller

14. Executive

Following the count of the votes Cr Patrick Bourke was declared elected to the Executive for the 2023/24 year

There being no further business the meeting closed at 9.35 am.

Cr Jamie Chaffey
Chairman Country Mayor's Association of NSW

www.nswcountrymayors.com.au

Report from the Mayor
Central NSW Joint Organisation Board meeting
23 November 2023 in Sydney

Recommendations
That Council note the report from the Mayor on the Central NSW Joint Organisation (CNSWJO) Board meeting 23 November and **1. note the roundtable discussion with the Premier, Treasurer, State Ministers and their representative's and local MPs; and** **2. note the return on investment from Council fees to the CNSWJO is 9.46:1.**

The Central NSW Joint Organisation (CNSWJO) Board met 23 November at Parliament House, Sydney.

The Board, with coordination from the Office of the Member for Orange Phil Donato MP and support with the Member for Barwon Roy Butler MP, held a roundtable with the Premier, Treasurer and various Ministers. It was clear from the day that both Phil Donato and Roy Butler enjoy strong support from the minority Minns government.

The Board spoke with the following State Representatives:

- The Hon. Chris Minns, Premier, Member of the Legislative Assembly and Member for Kogarah;
- The Hon. Daniel Mookhey, MLC, Treasurer;
- The Hon. Penny Sharpe, MLC Minister for Climate Change, Minister for Energy, Minister for the Environment, Minister for Heritage, Leader of the Government in the Legislative Council;
- The Hon. Rose Jackson, MLC, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth, and Minister for the North Coast; and
- The Hon. Jenny Aitchison, Minister for Regional Transport and Roads and Member for Maitland.

The Board also heard a presentation from Ernest and Young on the Business Case for the Priority Investments in the Nexus Between Emissions Reduction and Energy Security in Central NSW.

The consistent themes on the day were:

- The impending drought;
- Mental Health;
- Energy Transition;
- Housing; and
- Natural disasters and their funding.

Follow-up actions from the round table of the region's behalf were:

- The Hon. Penny Sharpe - welcomed spending more time with CNSWJO representatives early in the New Year on the Ernst and Young Business Case on the Nexus Between Net Zero and Energy Security;
- The Premier - Disaster funding;
- The Treasurer – the NW Government Population Projections Review and water & sewer disaster funding;
- The Hon. Rose Jackson - priority water projects and preparedness for the upcoming drought; and
- The Hon. Jenny Aitchison - challenges of freight from the rewiring of NSW construction task.

Highlights from the Board meeting follow where the full agenda is available at Business Papers & Agendas - Central Joint Organisation (nsw.gov.au)

Audited Accounts and Annual Statement

The Audited Accounts and Annual Statement were adopted.

The Joint Organisation's net operating result for the year ended 30 June 2023 was $182,000.

To review the Audited Accounts and Annual Statement please go to: News & Publications - Central Joint Organisation (nsw.gov.au)

Board and GMAC Meeting dates for 2024

The following dates for GMAC and Board meetings for 2024 be:

Board	29 February	30 May	29 August	28 November
Location	Lachlan	State Parliament	Federal Parliament	Lithgow
GMAC	1 February	2 May	25 July	31 October
Location	Orange	Oberon	Parkes	Orange

Portfolio Mayors

Cr Ruth Fagan, Mayor of Cowra has taken on the role of Portfolio Mayoral role for Regional Prosperity and Councillor Jess Jennings has taken up the Portfolio Mayoral roles for Energy, Trasport and Water.

Advocacy

Between meetings the Board has an Opt In Subcommittee of Mayors to oversee advocacy. The Board resolved to ask this committee to progress;

- advocacy for a Safe Swift and Secure Link between Sydney and Central NSW; and
- oversight of advocacy for on the renewable energy transition and council financial sustainability.

The Board also resolved to;

- develop a media campaign on Council sustainability; and
- provide a letter of support for Cr J Jennings for his fact-finding visit to the United States.

Cr Jennings, Mayor of Bathurst is a strong supporter of tunnelling options and is visiting the United State with a view to looking at tunnelling and other transport innovations that might apply to this region.

The following submissions were endorsed by the Board:

- AEMC on Enhancing Community Engagement in Transmission Building;
- the Inquiry into the implementation of recommendations relating to workforce issues, workplace culture and funding considerations for remote, rural and regional health; and
- IPART Water NSW Operating Licence Review;
- the Inquiry into the performance of the Regional Investment Activation Fund and the Regional Job Creation Fund;
- Water Infrastructure NSW 91 Proposed New Indicators for LWUs; and
- the Planning system and the Impacts of Climate Change on the Environment and Communities.
- the Inquiry into Protecting Local Water Utilities from Privatisation

All submissions are available on the CNSWJO website at
https://www.centraljo.nsw.gov.au/submissions/

Policy Lab

In September all Councillors of the region were invited to attend a Policy Lab Workshop at the Charles Sturt University campus in Orange. Please request Terms of reference and any other reports from this initiative which was inspired by a request from Councilors in the region at an event on August 2022 for more opportunities to get together and influence policy.

Policy on local government democracy and social media was developed for Board consideration. A report from the event was provided to all attendees and informed the Board resolve to adopt policy, update advocacy plans and receive advice on programming in both local government reform and social media. The report from Policy Lab#1 is an attachment.

Preparation is underway for the next Policy Lab which will be on Productive Water. All Councilors will be welcome to attend.

Disaster Risk Reduction Fund Program

GHD commenced the needs analysis on disaster risk reduction by distributing a survey through CNSWJO to collect data. All member Councils have provided their responses. Currently, the data is undergoing evaluation, and individual Council meetings are being held to ensure clarity and to gather any missing details.

Transport

CNSWJO members contributed to the research by the Grattan Institute coordinated by ALGA which was published recently. This work found the nation's local road network is in a dangerous state of disrepair and called for an extra $1 billion a year to fix and maintain them.

Subsequently, the federal government has announced Roads to Recovery funding for local councils will increase to $1 billion a year, along with a $40 billion boost to the Black Spot program and measures to remove administrative burdens from roads funding.

Regional Water

Reported was the progress of the following projects in the water portfolio:

- Project to transition local water utility strategic planning into the Integrated Planning and Reporting (IP&R) framework;
- Regional Water Loss Management project;
- Renegotiation of the agreement with Smart Water for water efficiency collateral;
- Regional asset management assessments using the National Asset Management Assessment Framework (NAMAF).

It also provides advice on finalised, current and upcoming consultative processes including;

- Independent Pricing and Regulatory Tribunal WaterNSW Operating Licence Review;
- Joint Select Committee on Protecting Local Water Utilities from Privatisation;
- DPE Water Review of Performance Monitoring Indicators for Local Water Utilities;
- DPE Water third consultation on the draft Lachlan Regional Water Strategy; and
- DPE Water consultation on Harmonisation of Water Restrictions.

Following a presentation by Water Infrastructure NSW on the Wyangala Dam wall raising project Final Business Case, advice is provided on discussion within region on the next steps for advocacy to Government including endorsement by the Board of advocacy collateral on the region's Priority Water Infrastructure Projects.

The Hon. Penny Sharpe with Ms Kate Barker of CNSWJO sharing the summary Place Mat for the Nexus Between Net Zero and Energy Security

Energy

Both the Board and Minister Penny Sharp were provided with advice from Enrst and Young on the fully funded Business Case for priority projects for investment in the nexus between energy security and emissions reduction.

The Board endorsed the business case 'placemat', and approved a regional application by CNSWJO for interested member councils for the Community Energy Upgrades Fund.

It was resolve that the Board advocate to

- the NSW OECC to extend the JONZA program to ensure embedment and efficient implementation of activities that support the region's net zero aspirations into the future; and
- the EPA and the OECC for support and funding to progress activities that will assist councils in reducing emissions from landfill.

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.

Where a majority of the staffing resource of the JO goes to providing support for the operations of Councils and supporting Councils with the sustainability challenge, it is notable that the CNSWJO program for 2022/2023 had a return of investment for every dollar members spend on fees of 9.46:1.

VALUE FOR MEMBERS	FY 2019/ 2020	FY 2020/ 2021	FY 2021/ 2022	FY 2022/ 2023	FYTD 2023/ 2024
SUBMISSIONS	20	23	16	13	12
PLANS, STRATEGIES AND COLLATERAL	26	12	3	9	26
GRANTS SEEKING	3	3	1	9	1
GRANT FUNDING AWARDED	$215k	$736k	$738k	$2.05m	$567k
COMPLIANCE	13	9	11	16	
DATA	6	3	1	14	12
COST SAVINGS	$1.87m	$2.2m	$2.1m	$4.2m	$1.5m
REPRESENTATION AND OPPORTUNITIES COUNCILS HAVE BEEN AFFORDED	147	159	210	143	77
MEDIA INCLUDING SOCIAL MEDIA	13	18	25	32	13
PR VALUE OF TOURISM	$1.5m	$2.4m	$1.9m	$1.4m	
MEDIA PR VALUE	35	102	101	51	13

Savings

The following table shows the savings achieved by member Councils through aggregated procurement and programming. An explanation of the meaning of each column has been reported previously and is available on request.

Please request advice from previous years where costs savings continue to grow every year.

The cost to members is calculated on a percentage of each CNSWJO staff member and their corresponding workload on procurement and contract management. This figure is updated quarterly in line with the cost savings.

Spend and Cost Savings

The table following reflects the **spend** by members for the **22/23 financial year**:

SPEND	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Total
Bathurst	$18,900	$69,842	$13,043	$0	$1,725,583	$0	$3,331,941	$56,480	$0	$370	$5,216,158
Blayney	$6,700	$17,705	$0	$0	$674,947	$0	$316,289	$6,227	$0	$0	$1,021,868
Cabonne	$21,430	$33,583	$280	$0	$2,016,501	$0	$478,581	$2,863	$0	$1,650	$2,554,889
Central Tablelands Water	$14,023	$604	$0	$0	$0	$0	$321,534	$5,395	$0	$0	$341,555
Cowra	$14,323	$44,090	$13,905	$0	$826,701	$0	$952,990	$3,000	$0	$6,470	$1,861,480
Forbes	$7,000	$33,768	$0	$0	$1,516,762	$0	$918,823	$32,423	$0	$6,010	$2,514,786
Lachlan	$7,000	$28,538	$0	$0	$1,148,239	$0	$410,575	$2,343	$0	$12,480	$1,609,195
Lithgow	$7,000	$9,802	$0	$0	$0	$0	$0	$20,000	$0	$0	$36,802
Oberon	$7,000	$14,527	$0	$0	$881,172	$0	$280,250	$19,142	$0	$3,585	$1,205,676
Orange	$55,068	$98,525	$14,148	$0	$979,441	$0	$3,687,729	$34,228	$0	$26,445	$4,895,583
Parkes	$21,430	$37,658	$0	$0	$1,499,540	$0	$1,629,480	$40,174	$0	$14,615	$3,242,897
Upper Macquarie County Council	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Weddin	$17,416	$2,014	$0	$0	$592,025	$0	$197,294	$3,460	$0	$370	$812,580
Total	$197,291	$390,657	$41,376	$0	$11,860,931	$0	$12,525,487	$225,733	$0	$71,995	$25,313,470

The table following reflects the **savings** by members for the **22/23 financial year**. It is noteworthy the savings achieved through the electricity contract have been calculated and included, where the previous report did not include these. As such, there is an additional $2.3m in savings shown for the last financial year. Further details can be found in the Energy Report. See pie graph over the page.

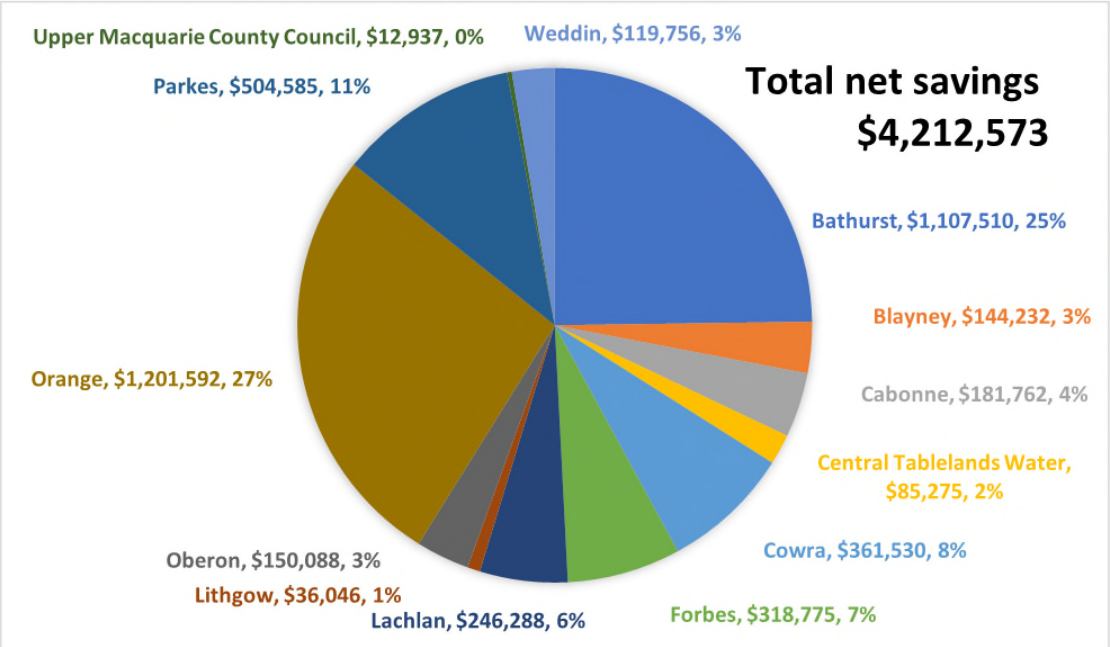
SAVINGS	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Legal advice re Procurement	Participation in regional procurement	Total
Bathurst	$1,500	$48,996	$2,302	$0	$21,026	$0	$987,394	$15,647	$0	$100	$5,546	$25,000	**$1,107,510**
Blayney	$1,500	$12,661	$0	$0	$11,481	$0	$84,946	$1,099	$0	$0	$5,546	$27,000	**$144,232**
Cabonne	$1,500	$13,372	$49	$0	$41,138	$0	$86,983	$1,388	$0	$5,786	$5,546	$26,000	**$181,762**
Central Tablelands Water	$1,500	$107	$0	$0	$0	$0	$46,540	$2,191	$0	$0	$4,937	$30,000	**$85,275**
Cowra	$1,500	$25,660	$2,454	$0	$51,380	$0	$224,910	$1,455	$0	$3,625	$5,546	$45,000	**$361,530**
Forbes	$1,500	$13,509	$0	$0	$59,982	$0	$196,440	$8,584	$0	$10,215	$5,546	$23,000	**$318,775**
Lachlan	$1,500	$21,716	$0	$0	$32,483	$0	$134,552	$1,136	$0	$10,356	$5,546	$39,000	**$246,288**
Lithgow	$1,500	$0	$0	$0	$0	$0	$0	$6,000	$0	$0	$5,546	$23,000	**$36,046**
Oberon	$1,500	$19,774	$0	$0	$29,569	$0	$51,680	$4,019	$0	$0	$5,546	$38,000	**$150,088**
Orange	$1,500	$72,097	$2,497	$0	$30,640	$0	$1,052,070	$9,425	$0	$5,818	$5,546	$22,000	**$1,201,592**
Parkes	$1,500	$6,130	$0	$0	$51,529	$0	$395,878	$8,428	$0	$7,574	$5,546	$28,000	**$504,585**
Upper Macquarie County Council	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$4,937	$8,000	**$12,937**
Weddin	$1,500	$355	$0	$0	$10,539	$0	$53,624	$611	$0	$5,582	$5,546	$42,000	**$119,756**
Sub Total	$18,000	$234,377	$7,302	$0	$339,767	$0	$3,315,016	$59,982	$0	$49,055	$70,875	$376,000	$4,470,373
											Cost to members		$257,800
												Total	$4,212,573

The table below reflects the **spend** by members for the **23/24 financial year** as of 15 November 2023:

SPEND	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Total
Bathurst	$0	$14,814	$0	$0	$384,391	$0	$0	$9,891	$0	$4,310	$413,407
Blayney	$0	$865	$0	$0	$175,576	$0	$0	$3,477	$0	$4,310	$184,227
Cabonne	$0	$4,683	$0	$0	$477,045	$0	$0	$0	$0	$11,910	$493,638
Central Tablelands Water	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cowra	$0	$4,397	$8,174	$0	$279,849	$0	$0	$0	$0	$615	$293,035
Forbes	$0	$3,613	$0	$0	$608,921	$0	$0	$3,021	$0	$15,295	$630,850
Lachlan	$0	$2,963	$0	$0	$525,272	$0	$0	$0	$0	$8,280	$536,515
Lithgow	$0	$0	$0	$0	$958	$0	$0	$0	$0	$5,540	$6,498
Oberon	$0	$2,248	$502	$0	$225,687	$0	$0	$2,197	$0	$7,970	$238,604
Orange	$0	$21,109	$13,675	$0	$285,594	$0	$0	$11,308	$0	$24,320	$356,006
Parkes	$0	$6,630	$0	$0	$509,506	$0	$0	$7,776	$0	$5,540	$529,452
Upper Macquarie County Council	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Weddin	$0	$726	$0	$0	$93,974	$0	$0	$1,318	$0	$5,230	$101,248
Total	$0	$62,049	$22,351	$0	$3,566,775	$0	$0	$38,988	$0	$93,320	$3,783,482

The table below reflects the **savings** by members for the **23/24 financial year** as of 15 November 2023:

SAVINGS	Water Utilities Alliance Contracts	HR Contracts	WHS contracts	IT contracts	Supply contracts	Roads/ Transport contracts	Energy contracts	RDOCS contracts	Other contracts	Training	Legal advice re Procurement	Participation in regional procurement	Total	Cost to members	Net savings
Bathurst	$0	$1,660	$0	$0	$136,785	$0	$0	$1,746	$0	$1,617	$0	$9,000	**$150,807**	$0	$150,807
Blayney	$0	$48	$0	$0	$140,037	$0	$0	$614	$0	$1,681	$0	$6,000	**$148,380**	$0	$148,380
Cabonne	$0	$785	$0	$0	$128,559	$0	$0	$0	$0	$2,990	$0	$6,000	**$138,335**	$0	$138,335
Central Tablelands Water	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,000	**$8,000**	$0	$8,000
Cowra	$0	$423	$3,503	$0	$186,663	$0	$0	$0	$0	$100	$0	$10,000	**$200,689**	$0	$200,689
Forbes	$0	$461	$0	$0	$239,346	$0	$0	$533	$0	$4,399	$0	$2,000	**$246,740**	$0	$246,740
Lachlan	$0	$430	$0	$0	$248,655	$0	$0	$0	$0	$3,182	$0	$4,000	**$256,267**	$0	$256,267
Lithgow	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,626	$0	$5,000	**$6,626**	$0	$6,626
Oberon	$0	$291	$215	$0	$10,749	$0	$0	$388	$0	$2,211	$0	$6,000	**$19,854**	$0	$19,854
Orange	$0	$2,332	$5,861	$0	$159,743	$0	$0	$1,995	$0	$4,707	$0	$6,000	**$180,638**	$0	$180,638
Parkes	$0	$1,079	$0	$0	$15,021	$0	$0	$1,372	$0	$1,986	$0	$6,000	**$25,459**	$0	$25,459
Upper Macquarie County Council	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,000	**$8,000**	$0	$8,000
Weddin	$0	$34	$0	$0	$109,948	$0	$0	$233	$0	$1,493	$0	$6,000	**$117,707**	$0	$117,707
Sub Total	$0	$7,544	$9,579	$0	$1,375,506	$0	$0	$6,880	$0	$25,992	$0	$82,000	$1,507,502	$0	$1,507,502
											Cost to members		$0		
												Total	$1,507,502		



Please contact Ms Jennifer Bennett, Executive Officer, 0428690935, with any queries regarding this advice or in her absence Acting Executive Officer, Kate Barker, 0428 604 513

Attachments

1. **Minutes of the CNSWJO Board meeting 23 November**
2. **Report from Policy Lab#1**

Minutes of the CNSWJO Board Meeting 23 November 2023 held in Sydney

Minutes of the CNSWJO Board Meeting 23 November 2023 held in Sydney

In Attendance*

Cr J Jennings	Bathurst Regional Council	**Cr J Hambling**	Orange City Council
Cr D Somervaille	Blayney Shire Council	**Cr M Statham**	Lithgow City Council
Cr K Beatty	Cabonne Council	**Cr M Kellam**	Oberon Council
Cr R Fagan	Cowra Shire Council	**Cr N Westcott**	Parkes Shire Council
Cr P Miller OAM	Forbes Shire Council	**Cr P Best**	Weddin Shire Council
Cr P Phillips	Lachlan Shire Council		

Mr D Sherley	Bathurst Regional Council	Mr G Rhodes	CTW
Mr B Byrnes	Cabonne Council	Ms K Annis-Brown	OLG
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 R Gurney	Lithgow City Council	Ms K Barker	CNSWJO
Mr G Wallace	Oberon Council	Ms C Griffin	CNSWJO
Mr D Waddell	Orange City Council		
Mr K Boyd PSM	Parkes Shire Council		
Ms N Vu	Weddin Shire Council		

*Voting members in bold
Meeting opened at 9.00am by Chair Cr Kevin Beatty

1. **Welcome**

Cr Beatty noted this was the 10th visit to NSW Parliament by the region and thanked both Mr Phil Donato, Member for Orange and Roy Butler, Member for Barwon, for their supporting in hosting this meeting.

2. **Acknowledgement of Country**

Acknowledgment to Country

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

Cr S Ferguson, Cr C Bembrick, Mr M Dicker, Cr A McGibbon, Mr C Butler and Mr T Johnson.

Resolved	**Cr J Hamling/Cr P Miller**
That the apologies for the Central NSW Joint Organisation Board meeting 23 November 2023 listed above be accepted.	

4. **Conflicts of Interest**

Resolved	**Cr P Miller/Cr J Hamling**
Nil declared	

5. **Speakers**
   1. **Ernst & Young**

Presentation on the Business Case for the Priority Investments in the Nexus Between Emissions Reduction and Energy Security in Central NSW

Resolved	**Cr M Kellam/Cr J Jennings**
That items 8L and 8K be brought forward.	

Priority Seven: Transition to a sustainable, secure and affordable energy future

8l Just Transition to a Renewable Energy Future Report

Resolved	**Cr J Jennings/Cr P Miller**

That the Board note the Just Transition to a Renewable Energy Future Report and;

1. call on the NSW Government to, as a matter of urgency;
   a. provide a whole of government approach to the logistics of the infrastructure effort to rewire regional NSW;
   b. review the State Significant Development Process particularly with regard to
      i. cumulative impacts;
      ii. its applicability to the large-scale infrastructure effort in rewiring NSW;
      iii. timeframes for the post consultation period;
      iv. additional compulsory pre consultation requirements
      v. a fit for purpose mandated planning agreement policy and process; and
   c. identify all cumulative impacts of rewiring of regional NSW including transport and housing;
   d. note development outside the Renewable Energy Zone and Energy Co remit is also substantial;
   e. provide just compensation to communities for these impacts where this compensation includes consideration of the ongoing, cumulative impacts of poor processes to date;
   f. direct NSW Government agencies and State-Owned Corporations to develop and implement policy that better engage and inform community on State Significant Development;
   g. provide assurance for energy security for the communities of Central NSW through the next decade of transition and beyond;
   h. ensure that there is sufficient water for urban communities leading into the next drought and that they have priority over the energy transition effort; and
   I. develop and implement policy that allows for optimal outcomes for agriculture co-located with large scale renewable energy generation;
   i. royalties on power generation from renewable energy productions go to all affected communities including those responsible for and impacted by the transport task;
   j. freight impacts for the Central NSW region be urgently assessed;
2. advocate for more funding for distributed energy generation, including seeking support for roll-out in the Central NSW region from Essential Energy, Endeavour Energy and Iberdrola;
3. advocate for incentivising domestic battery uptake in region, to help both support the energy transition and energy security;
4. note in particular the advice regarding windfarm projects in Forestry Corporation softwood forests in Bathurst, Lithgow, Oberon and Orange;
5. update the advocacy policy and the CNSWJO Risk Management Plan in line with the resolve above; and
6. ask the Advocacy Subcommittee of Mayors to monitor the situation closely and act in the interest of the region between Board meetings with an ongoing focus on supporting communities through this difficult period including seeking recompense and energy security.

10:50 Crs Westcott and Miller left the meeting to attend Question Time

8k Energy Report

Resolved	**Cr M Kellam/Cr J Jennings**
That the Board note the Energy Program Report and; 1. note the progress of the business case on the nexus between energy security and emissions reduction and a. note the draft business case document and the appendices; b. endorse option 3 of the business case as the recommended option; c. endorse the business case 'placemat'; 2. advocate to the NSW OECC to extend the JONZA program to ensure embedment and efficient implementation of activities that support the region's net zero aspirations into the future; 3. advocate to the EPA and the OECC for support and funding to progress activities that will assist councils in reducing emissions from landfill; 4. approve a regional application by CNSWJO for interested member councils for the Community Energy Upgrades Fund; 5. note the estimated cost savings of $2.37m for members between January to June 2023 under the large sites and streetlighting electricity contract; 6. note the AER's draft determination in relation to Essential Energy's pricing proposal for public lighting was not approved and note the importance of the ongoing work that the Southern Lights Group continues to conduct on behalf of members, where it was the only submission received in relation to public lighting; and 7. make a submission to the Renewable Energy Framework consultation.	

11:50 Crs Westcott and Miller returned from Question time

Speaker: The Hon. Penny Sharpe, MLC, Minister for Climate Change, Minister for Energy
Minister for the Environment, Minister for Heritage and Leader of the Government in the Legislative Council

Action/s: Minister Sharpe welcomed spending more time early in the New Year on the Ernst and Young Business Case. CNSWJO staff to follow-up.

Speaker: The Hon. Chris Minns, MP
Premier, Member of the Legislative Assembly, Member for Kogarah

Action/s: Follow-up to be provided on disaster funding.

Speaker: The Hon. Daniel Mookhey, MLC, Treasurer
Action/s: Follow up on population projections review and water & sewer disaster funding.

6. Minutes

6a. Noting of the Minutes of the CNSWJO GMAC Meeting 26 October in Forbes

Resolved	**Cr R Fagan/Cr P Miller**
That the Central NSW Joint Organisation Board confirm the Minutes of the CNSWJO GAMC Meeting 23 October 2023 held in Forbes	

6b. Confirmation of the Minutes of the CNSWJO Board Meeting 23 August held in Sydney

Resolved	**Cr P Miller/Cr R Fagan**
That the Central NSW Joint Organisation Board confirm the Minutes of the CNSWJO Board Meeting 23 August 2023 held in Sydney	

7. Business Arising from the Minutes – Matters in Progress

Resolved	**Cr P Miller/Cr M Kellam**
That the Central NSW Joint Organisation Board note the Matters in Progress, making deletions as suggested.	

8. Reports on Statement of Regional Strategic Priority

Priority One: Inter-Council Co-operation

a. Financial Report

Resolved	**Cr M Kellam/Cr P Miller**
That the Board note the Financial Report.	

b. Adoption of the Audited Financial Statements for the year ended 30 June 2023

Resolved	**Cr J Hamling/Cr M Kellam**
That the Board note the Compliance Report	

c. Annual Compliance and CNSWJO Meeting dates for 2024

Resolved **Cr N Westcott/Cr P Miller**

That the Board note the Compliance report and;

1. note the Calendar of Compliance and Reporting-Requirements update;
2. endorse the 2023 Annual Performance Statement and place it on the website;
3. note the advice from the Chair and Executive Officer that this is summarised in the Annual Performance Statement;
4. note the report to on code of conduct complaint statistics;
5. note the Pecuniary Interest Returns under clause 4.21 of the Model Code of Conduct;
6. determine the dates for GMAC and Board meetings for 2024 be:

Board	29 February	30 May	29 August	28 November
Location	Lachlan	State Parliament	Federal Parliament	Lithgow
GMAC	1 February	2 May	25 July	31 October
Location	Orange	Oberon	Parkes	Orange

d. Policy and Procedure Annual Review

Resolved **Cr P Miller/Cr M Statham**

That the Board note the CNSWJO Policy Procedure Annual Review report and adopt the updated Policy and Procedure Manual noting it includes;

1. a new policy on the JO making applications through competitive grants processes;
2. policy aligning with Modern Slavery Legislation;
3. inclusion in the Charter an annual fee for the Chair of $10K;
4. changes to the credit card use to allow for increased programming; and
5. updates associated with policy in procurement adopted in May of this year

e. The CNSWJO Governance and Advocacy Report

Resolved **Cr P Phillips/Cr M Kellam**

That the Board note the Governance and Advocacy Report and;

1. nominate Portfolio Mayors as follows:
   a. Cr J Jennings to Energy, Water and Transport; and
   b. Cr R Fagan to Regional Prosperity; and
2. note that a report will be received from the Rural Doctors' Network workshop in Forbes 31 October and encourage members to take up the "State of Play" opportunity in the interim;
3. endorse the activities of the Opt in Advocacy Subcommittee of Mayors, that being;
   a. developing a media campaign on Council sustainability;
   b. progressing advocacy for a Safe Swift and Secure Link between Sydney and Central NSW; and
   c. providing oversight of advocacy for on the renewable energy transition and council financial sustainability;
4. provide a letter of support for Cr J Jennings for his fact finding visit to the United States;
5. develop policy on the need for national strategy for the Safe Swift and Secure Link between Sydney and Central NSW;

6. adopt the response to the Inquiry into the performance of the Regional Investment Activation Fund and the Regional Job Creation Fund; and
7. endorse the following submissions that have been lodged to:
   a. AEMC on Enhancing Community Engagement in Transmission Building;
   b. the Inquiry into the implementation of recommendations relating to workforce issues, workplace culture and funding considerations for remote, rural and regional health; and
   c. IPART Water NSW Operating Licence Review;
   d. Water Infrastructure NSW 91 Proposed New Indicators for LWUs; and
   e. The Planning system and the Impacts of Climate Change on the Environment and Communities.
   f. the Inquiry into Protecting Local Water Utilities from privatisation

f. Report from Policy Labs for dissemination to attendees

Resolved **Cr J Hamling/Cr R Fagan**

That the Board note the Report from Policy Lab#1 with Charles Sturt University adopt policy, update advocacy plans and receive advice on programming for;

1. reframing the rhetoric – speak about local government in terms of capability, opportunity etc;
2. encouraging a 'big conversation' about expanding regional collaboration – consider a more authoritative regional board (representing member councils) that's better placed to advise/negotiate with state and federal agencies;
3. using a regional strategy to build trust in/respect for local government and improve its status in the overall system of government while not glossing over the difficult issues for example financial sustainability;
4. removing red tape barriers to more regional action while avoiding raising amalgamations;
5. leveraging available resources and talent more effectively;
6. reviewing financial sustainability, addressing 'spatial fiscal imbalance' particularly between Western Sydney and Central NSW where this is to include a review Federal Assistance Grants system and distribution of other grants to improve equity; avoid competitive grants;
7. expanding self-regulation (eg in planning, environment, water) – Audit Risk and Improvement Committees could be useful but must have effective local representation;
8. supporting the primary democratic role of councillors;
9. providing more background information on election candidates;
10. exploring opportunities for improving candidacy;
11. optimising the Integrated Planning & Reporting framework including as a basis for enhanced community engagement and making the cycle a better fit for newly elected councils;
12. rejecting
    a. mandatory popular election of mayors or wards;
    b. amalgamations
    c. changes that might increase oversight and
    d. changing the councillor-executive relationship at least in the short term pending needed changes; and regarding social media;
13. the Board provide the advice on social media to Council as a proforma report; and
14. that this advice include;
    a. canvassing the idea of a shared resource in social media support; and
    b. consideration of Councils' other regulatory obligations relevant to social media under the Local Government Act, Work Health and Safety Act and other material legislation and
15. the Mayoral Board report to Councils include advice from this report

g. Regional Procurement and Contracts

Resolved **Cr P Miller/Cr N Wescott**

That the Board note the report on Procurement and Contract Management and that it;

1. note the use of delegations under the procurement policy between Board meetings;
2. note the procurement activity report since the last meeting;

3. approve a 12-month extension of the Supply of Linemarking Services Contract;
4. approve to seek a variation to the current TLD1_2021 Safety Compliance Training Contract for Admire Workplace Safety, enabling the delivery of Traffic Control Training Services under the TLD1_2021 Contract; and
5. approve the additional procurement processes added to the CNSWJO regional procurement plan for 2023/2024.

h. Disaster Risk Reduction Fund (DRRF) Program report

Resolved	**Cr P Miller/Cr M Kellam**

That the Board note the Disaster Risk Reduction Fund Program report and note;

1. the progress on the needs analysis currently underway;
2. the progress on the Regional Resilience Program working groups;
   a. including the commencement of a collaborative procurement for the technology deliverable;
3. the update and upcoming commencement of the Transport for NSW Customer Resilience Journey Plans project; and
4. the progress of the 'Fix Me' project

Priority Five: Transport and Infrastructure

i. Transport Advocacy

Resolved	**Cr J Hamling/Cr J Jennings**

That the Board note the Transport report and adopt the 'plan on a page' for the recently adopted CNSWJO Regional Transport Technical Committee Strategy 2023-2028.

Priority Six: Regional Water Security and Productive Water

j. Regional Water Report

Resolved	**Cr J Jennings/Cr P Best**

That the Board note the Regional Water Report and

1. endorses the Priority Water Infrastructure brochure; and
2. notes the renegotiation of the agreement with Smart Water for the provision water efficiency collateral for member councils.

9. Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025

Resolved	**Cr M Kellam/Cr J Jennings**

That the Board note the Quarterly Review of the Central NSW JO Strategic Plan and Statement of Regional Strategic Priority 2022-2025; and

1. note that Councils have been sent their PlaceMats for the pre-Community Strategic Plan consultation period;
2. receive a report from State agency consultations to inform Community Strategic Plans and in the interim circulate this to members for feedback;
3. note costs saving of $4.2m and ROI of 9.4:1 for members in the 2022/2023 financial year;
4. progress an application to the Round Two EOI for the Disaster Risk Reduction Fund to be developed by the sponsoring General Managers under the hand of the Chair;
5. employ a new staff member under the auspices of the Chair to
   a. provide continuity of service during a maternity leave period and
   b. provide a greater level of operational support to the water priority;
6. note that a briefing is being sought for members regarding budgetary implications of 4 and 5 above and work arrangements of the Executive Officer give her family commitments where the Chair will make his final decisions based on member feedback; and
7. a full report on the Executive Officer transition will be provided to the Board in February in the context if the overall budget going forward.

10. Late reports – Regional NSW will circulate reports for members in due course

11. Matters raised by Members and attendees

OLG advised there is a JO review and an IP&R leading practice program in progress.

12. Speakers to the next meeting.

Saul Griffith or suitable alternative, Alistair Lunn and Ant Hayes from TfNSW

13. Next meetings:

GMAC: 1 February 2024 – Orange.
Board: 29 February 2024 – Lachlan

Speaker: The Hon. Rose Jackson, MLC, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth, and Minister for the North Coast

Action/s: The region will continue to provide follow-up on priority water projects and preparedness for the upcoming drought.

Speaker: The Hon. Jenny Aitchison, Member for Maitland and Minister for Regional Transport and Roads

Action/s: Follow-up on the challenges of freight from the rewiring of NSW construction task will be provided.

14. Meeting closed 4:40pm

Page 7 is the last page of the Central NSW Joint Organisation meeting 23 November 2023 at Sydney

Cherise Small

From: jypayne@bigpond.net.au
Sent: Monday, 27 November 2023 11:01 AM
To: Councillor Paul Phillips
Subject: Tourism Centre Opening

Hi Paul,

Just thought I'd slip you a message confirming my sincere appreciation at having been especially invited, with my wife Joan, to the Official Opening of your fine Tourism Centre last Saturday, and to confirm my views that I believe it will be the "re-making of Condo", something pretty special.

I'd like to thank you for the special and specific mentioning of myself in your speech, for the small part I played in the establishment of the Fallen Jockeys Memorial Wall, - Any assistance I gave Robert Hunt and Amy Strudwick in their initial endeavours back in 2018, was a real pleasure – I can assure you.

I'd also like to reiterate that, while I'm a little disappointed in the "lost opportunity" of recognising the almost 250 men and women on the "Wall of Remembrance", who have given their lives to racing through trackwork and associated accidents, I'm well aware of the costs associated with doing so, and can appreciate your decision to do as you have, and restrict it to those who have died just in racing accidents. Any errors &/ or omissions, and there are a one or two, I hasten to take full responsibility for. When one tackles a project on history, one ALWAYS makes a few mistakes, and I profusely apologise for mine!

In saying that, I firmly believe that, despite the eliminations of trackwork fatalities, it is the best (and the only) true Memorial to those jockeys anywhere in Australia (others in existence in Sydney and Melbourne, are simply Monuments, and the one in Adelaide is restricted to those killed in SA, and they ALL contain many errors &/or omissions, a huge many more than those on yours) . I would go so far as to say that you have the best Memorial, anywhere in the World, for that matter, and you have it there in Condo!!!

I know of a certain race-caller who takes people to Condo to specifically see the fine Monument, and until you and your constituents travel around a bit, and view the alternatives, you won't fully appreciate it Paul.

As I think I said to you and your charming wife, Denise, the self-published book "The Last Ride" has now sold out of three editions, (to my total surprise) and I am therefore seeking no publicity whatsoever, but it would be nice to see some acknowledgement on the Memorial, perhaps on the front panel giving some credit to the book as a source of contribution. Only an opinion Paul, and I'm too bloody ancient to care much now!!

Again, hearty congratulations to all in Condo, to your forward thinking in your Tourism Centre ideas, and I truly trust it is the success you all thoroughly deserve – it was a real pleasure for me, and my guests, just to be there. And, we were all blessed with the weather!

Good luck for the future Paul and if ever I get the chance to visit Lake Cargelligo again, I will take you up on your fine offer.

John Payne

Cherise Small

From: Greg Tory
Sent: Monday, 4 December 2023 1:43 PM
To: Cherise Small
Subject: FW: REGISTER YOUR INTEREST | NSW ALGWA 2024 Conference

Hi Cherise,

Would you include this information in the correspondence report please.

LACHLAN SHIRE COUNCIL
Wiradjuri Country

Greg Tory
General Manager
P: (02) 6895 1901 M: 0427 073 770

PO Box 216 CONDOBOLIN NSW 2877
www.lachlan.nsw.gov.au

From: Council <council@lachlan.nsw.gov.au>
Sent: Monday, 4 December 2023 12:53 PM
To: Greg Tory <Greg.Tory@lachlan.nsw.gov.au>
Subject: FW: REGISTER YOUR INTEREST | NSW ALGWA 2024 Conference

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From: City of Ryde <cityofryde@ryde.nsw.gov.au>
Sent: Friday, 1 December 2023 4:15 PM
To: Council <council@lachlan.nsw.gov.au>
Subject: REGISTER YOUR INTEREST | NSW ALGWA 2024 Conference

REGISTER YOUR INTEREST | NSW ALGWA 2024 Conference

No images? Click here

1

Register now!

Dear CEO/ General Manager,

The Australian Local Government Women's Association (ALGWA) is the peak body for women in local government. A voluntary-run organisation, ALGWA supports both employees and elected representatives.

The 2024 ALGWA NSW Annual Conference is designed to provide training and support for councillors and staff, whether they are new to local government or have been around for a long time. It's an opportunity to learn and gain valuable insights from our guest speakers along with networking with other delegates from across NSW. The City of Ryde is proud to host this important event in 2024.

The theme of this year is "The World Belongs to Optimists". In an era marked by rapid change it's the optimists that see beyond immediate challenges and envisage a world where technological advances compliment human endeavours and elevates them to new heights. Together let's delve deeper to explore the economic impacts to society, the potential, and embrace opportunities to shape our future communities.

Optimism is the most powerful tool a Leader has. Our NIDA masterclass will help you master intentional optimism as you pay close attention to the energy and language you are bringing into the space in leading your communities.

Register online for the conference

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Conference Details

When: Thursday 14 March – Saturday 16 March 2024
Start time: 8.45am
Venue: MGSM Executive Hotel
99 Talavera Road, Macquarie Park
(For accommodation details see the program below)

Guest Speakers

- **Juanita Phillips** - For 21 years, Juanita had anchored the ABC's flagship 7pm News in Sydney, making her the public broadcaster's longest-serving prime-time female TV news presenter. She resigned from the ABC in 2023. She specialises in business, fintech and cyber security, but has a wide range of both business and government clients, including the mining and banking industries, local and state governments, and the finance and technology sector.
- **Melissa Neighbour** - Melissa is an environmental town planner, community builder and sustainability specialist. She is the Owner of Sky Town Planning, a purpose-driven town planning consultancy based in Sydney. She has developed and implemented award-winning sustainable development projects across Australia, and is on a mission to activate sustainable forms of living in urban spaces of the future.
- **Effie Zahos** - Effie has a knack for making money matters easy for everyone to understand. One of Australia's most respected personal finance commentators, Effie is the Media Finance Editor at Bauer. In this capacity, she takes responsibility for integrating the financial capacity of a portfolio of leading publications including The Australian Women's Weekly, Elle, Real Living and Harpers Bazaar.
- **Amanda Johnstone** - Amanda is the CEO of Transhuman and is one of Australia's most globally recognised AI technologists and emerging technology communicators. TIME have awarded her as a Next Generation Leader for her work in social impact technology, The CEO Magazine awarded her as Start-up Executive of the Year.
- **Debbie Haski-Leventhal** - Author of the bestselling book "*Make it meaningful*", Debbie is an awarded and well-published professor of business management and the MBA Director at Macquarie University, Australia. With over sixty academic articles, five books and a TED talk, she dedicates her teaching, research, and knowledge to creating impact and enabling others to find meaningfulness and purpose.

View the program for more information

Pricing

All inclusive price for the conference includes:

- Welcome Reception Party on Thursday night

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- Conference Friday and Saturday
- Transport to Eastwood on Friday night
- Dinner Saturday night (including transfers to Curzon Hall)

Early Bird discount before 1 January 2024 - $1,100.00
After 1 January 2024 - $1,300.00

Register online today.

For more information

Contact cityofryde@ryde.nsw.gov.au or call 9952 8222

City of Ryde

Forward

City of Ryde | 1 Pope Street | Ryde NSW 2112 | 9952 8222

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