



I hereby give notice that an Ordinary Meeting of Council will be held on:

Date: Tuesday, 27 August 2024

Time: 1:00 PM

**Location: Narrabri Shire Council Chambers
46-48 Maitland Street
Narrabri**

AGENDA

Ordinary Council Meeting 27 August 2024

**Eloise Chaplain
INTERIM GENERAL MANAGER**

PUBLIC FORUM (held outside formal Council Meeting)

The Council may hold a public forum prior to each Ordinary Meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting (listed on the Agenda).

Public forums may also be held prior to Extraordinary Council Meetings and meetings of committees of the Council.

Public forums are to be chaired by the mayor or their nominee.

Request to Speak in the Public Forum

To speak at a public forum, a person must first make an application to the Council in the approved form. Applications to speak at the public forum must be received by 5pm on the working day before the date on which the public forum is to be held and must identify the item of business on the agenda of the Council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

Approved speakers at the public forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council, and to identify any equipment needs at 5pm on the working day before the Public Forum.

The General Manager or their delegate may refuse to allow such material to be presented.

A person may apply to speak on no more than 2 items of business on the agenda of the Council Meeting.

Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

The General Manager or their delegate may refuse an application to speak at a public forum.

No more than three (3) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council Meeting.

If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.

Each speaker will be allowed three (3) minutes to address the Council. This time is to be strictly enforced by the Chairperson.

The Chairperson of the meeting can grant one extension of up to a maximum of two (2) minutes, should further information, be considered to be important to the Council. This is solely at the discretion of the Chair.

Speakers at public forums must not digress from their nominated item on the agenda. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a Public Forum. Questions put to a speaker must be direct, succinct and without argument. Debate will not be permitted by the speaker, Councillors or staff.

Speakers are under no obligation to answer a question. Answers by the speaker, to each question are to be limited to three (3) minutes.

Speakers at public forums cannot ask questions of the Council, Councillors or Council staff.

The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to 5 minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.

Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.

The "*Request to Speak in Public Forum*", at an Ordinary Council Meeting, can be obtained, from Council's Administration Office, or by downloading it from Council's website at:

<http://www.narrabri.nsw.gov.au/speaking-at-public-forum-1232.html>



USE OF MOBILE PHONES AND UNAUTHORISED RECORDING OF MEETINGS

Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.

(As per Council's Code of Meeting Practice)

A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the Council.

(As per Council's Code of Meeting Practice)

RECORDING NOTICE

Council advises that this Meeting will be recorded for the purpose of webcasting, and made available on the Internet. As such, all those present should refrain from making any defamatory statements. It is requested that Councillors within the duration of the Meeting, limit discussions to only the business on the agenda and what is permissible under our Code of Meeting Practice.

(As per Council's Code of Meeting Practice)



Mayor
Cr Darrell Tiemens



Deputy Mayor
Cr Brett Dickinson



Cr Rohan Boehm



Cr Robert Browning



Cr Ron Campbell



Cr John Clements



Cr Greg Lamont



Cr Lisa Richardson



Cr Cathy Redding



Interim General Manager
Mrs Eloise Chaplain



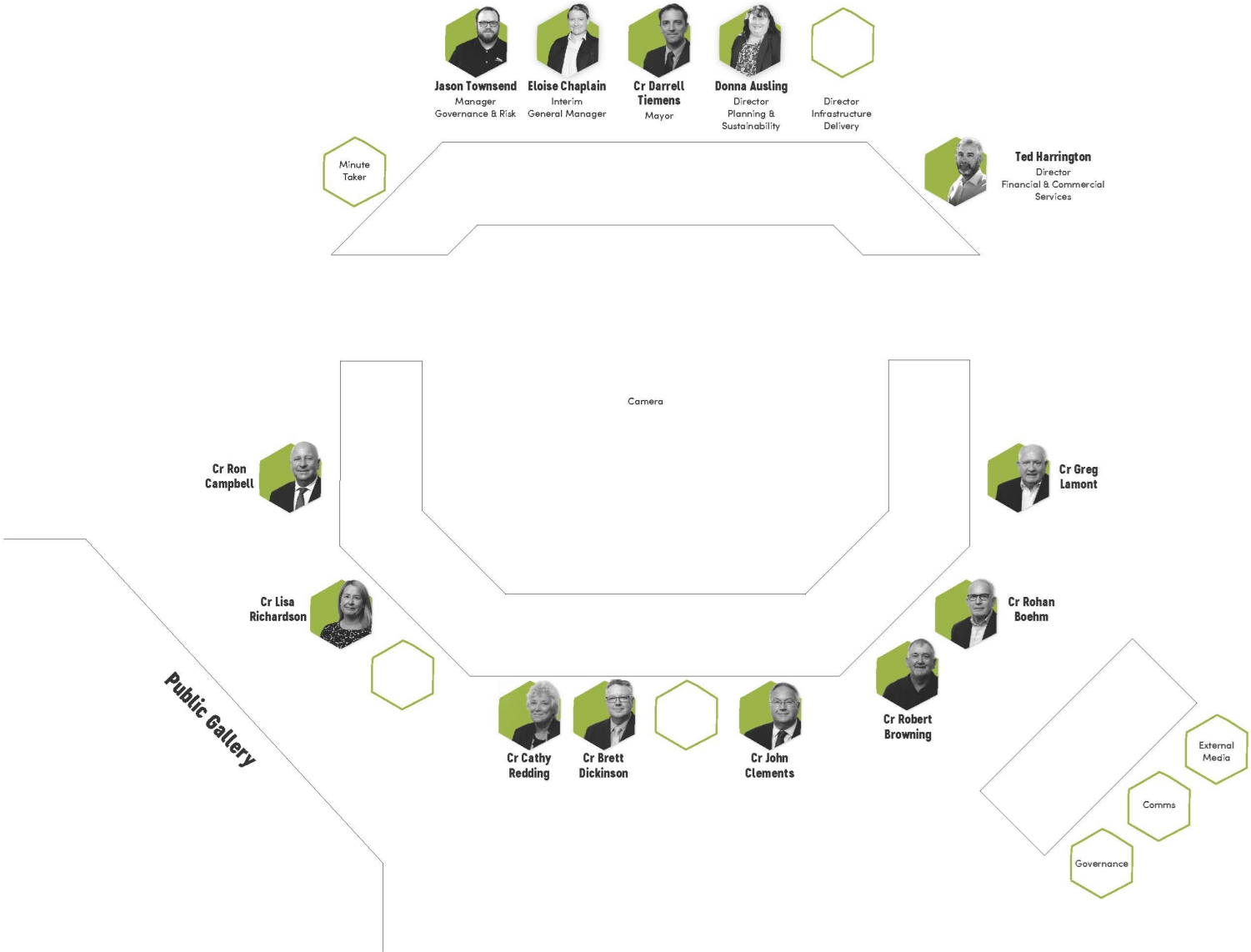
Director Financial and
Commercial Services
Mr Ted Harrington

Director Infrastructure Delivery
(Vacant)



Director Planning and
Sustainability
Ms Donna Ausling

COUNCIL CHAMBERS SEATING CHART



Corporate values



Wellbeing

Recognising safety, health, and wellbeing as a priority for all, especially our staff.



Integrity

Ensuring transparency and honesty in all our activities.



Leadership

Providing guidance and direction to our community and our people.



Community Focus

Delivering prompt, courteous, collaborative, and helpful service, while empowering and responding to the community's changing needs.



Accountability

Accepting our responsibility for the provision of quality services and information to ensure transparency and honesty in all our activities.



Respect

Treating everyone with courtesy, dignity and fairness.



Excellence

Providing services, programs and information which consistently meet and exceed standards.

Vision for 2032

OUR VISION

"The Narrabri Shire will continue to be a strong and vibrant regional economic growth centre providing a quality living environment for the entire community."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

Council as strong leaders for the community

AGENDA

1. Opening Prayer

Members and officers are asked to be upstanding for the opening prayer.

2. Acknowledgement of Country

I would like to acknowledge the Traditional Owners of Country throughout Australia, in particular the Gomeroi People of the Gamilaroi Nation, and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past, present and emerging.

3. Recognition of Service Men & Women

Council acknowledges the sacrifice made by Australian service men and women, in particular those who gave their lives in defence of the freedom we enjoy today.

4. Attendance by Audio Visual Link

5. Apologies/Granting of Leave of Absence

6. Declaration of Pecuniary and Non-Pecuniary Interests

Councillors are reminded of their obligation to declare their interest in any matters listed before them.

In considering your interest, you are reminded to include pecuniary, non-pecuniary and conflicts of interest as well as any other interest you perceive or may be perceived of you.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reasons in declaring any type of interest.

7. Items to be Considered in the Confidential (Public Excluded) Meeting

Extract from Council's Code of Meeting Practice:

14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

- (a) personnel matters concerning particular individuals (other than councillors),
 - (b) the personal hardship of any resident or ratepayer,
 - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
 - (d) commercial information of a confidential nature that would, if
-

disclosed:

- (i) prejudice the commercial position of the person who supplied it,
- or
- (ii) confer a commercial advantage on a competitor of the council, or
- (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, councillors, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

- 14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

The Following matters will be considered in the Closed (Public Excluded) Meeting:

8. Presentations

9. Confirmation of Minutes

- 9.1 Confirmation of Minutes

10. Matters of Great Urgency

Nil reports.

11. Questions with Notice

Nil reports.

12. Mayoral Minutes

- 12.1 Mayoral Appointments for the period 22 July to 18 August 2024

13. Delegates Report

14. Notice of Motions

- 14.1 Notice of Motion - Net Zero Carbon Futures Policy

15. General Manager Reports

- 15.1 Excluded Notice of Motion

- 15.2 Resolution Register - August 2024

- 15.3 Operational Plan Quarterly Report - Quarter 4 2023/2024 (1 April 2024 to 30 June 2024) and Delivery Program 6 Monthly Progress Report (30 June 2024)

16. Financial and Commercial Services

- 16.1 Quarterly Budget Review Statement - June 2024
- 16.2 Carryovers, Revotes and Overruns 2024
- 16.3 Monthly Financial Report - July 2024
- 16.4 Investment Report - July 2024
- 16.5 The Crossing Theatre Concessional Use Application - 2770 St Francis Xavier's School Dance Extravaganza
- 16.6 Financial Assistance for Learn to Swim Participants offsetting entry fees charges in 2024/2025 as adopted in the Operational Plan
- 16.7 Lease Renewal - Wee Waa Community Arts and Cultural Centre

17. Infrastructure Delivery

- 17.1 Cemeteries and Crematoria NSW - Interment Services Levy
- 17.2 Infrastructure Delivery Status Report - July 2024
- 17.3 Wee Waa Levee Design - Public Exhibition

18. Planning and Sustainability

- 18.1 Community Advocacy Opportunities - August 2024

19. Supplementary Items**20. Confidential (Closed Council) Meeting****21. Meeting Closed**

**MINUTES OF NARRABRI SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE NARRABRI SHIRE COUNCIL CHAMBERS
46-48 MAITLAND STREET
NARRABRI
ON TUESDAY, 30 JULY 2024 AT 10:30 AM**

ATTENDANCE

- PRESENT:** Mayor Darrell Tiemens, Councillor Rohan Boehm, Councillor Robert Browning, Councillor Ron Campbell, Councillor Brett Dickinson, Councillor Greg Lamont, Councillor Lisa Richardson
- IN ATTENDANCE:** Rob Williams (General Manager), Donna Ausling (Director Planning and Sustainability), Eloise Chaplain (Director Infrastructure Delivery), Ted Harrington (Director Financial and Commercial Services), Jason Townsend (Manager Governance and Risk), Kira O'Neil (Minute Clerk)

Proceedings of the meeting commenced at 10:37 am.

PUBLIC FORUM

1. Steve Bradshaw on behalf of Maules Creek Concerned Residents

1. OPENING PRAYER

Members and officers were upstanding for the opening prayer by the Mayor.

2. ACKNOWLEDGEMENT OF COUNTRY

The Mayor acknowledged the Traditional Owners of the land on which the Council met, the Kamilaroi people, and the Council paid its respects to Elders past, present and emerging.

3. RECOGNITION OF SERVICE MEN & WOMEN

Council acknowledged the sacrifice made by Australian service men and women, in particular those who gave their lives in defence of the freedom we enjoy today.

4. ATTENDANCE BY AUDIO VISUAL LINK

Nil.

5. APOLOGIES/GRANTING OF LEAVE OF ABSENCE

COUNCILLOR	DATE / DURATION	APOLOGY / LEAVE OF ABSENCE	REASON
Cr Catherine Reading	30 July 2024	Leave of Absence	Illness
Cr John Clements	30 July 2024	Leave of Absence	Work commitments

MINUTE 137/2024

Moved: Cr Lisa Richardson Seconded: Cr Brett Dickinson

1. That Leave of Absence be granted to Crs Catherine Redding and John Clements for the period of 30 July 2024.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

6. DECLARATION OF PECUNIARY AND NON-PECUNIARY INTERESTS

Nil.

7. ITEMS TO BE CONSIDERED IN THE CONFIDENTIAL (PUBLIC EXCLUDED) MEETING

The following matters will be considered in the Closed (Public Excluded) Meeting:

- Supplementary 19.1 Contract 2023-24/55 - Design and Construction of Tullamullen Creek Bridge Replacement
- 20.1 Northern Regional Planning Panel Membership
- 20.2 Contract 2023-24/52 - Construction and Bitumen Sealing of Lake Circuit
- 20.3 Contract 2023-24/54 - Concrete Causeway Replacement x 4

8. PRESENTATIONS

Nil.

9. CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES**MINUTE 138/2024**

Moved: Cr Ron Campbell Seconded: Cr Brett Dickinson

- 1. That the minutes of Ordinary Meeting of the Narrabri Shire Council held on 25 June 2024 as circularised be confirmed and signed as a correct record by the Mayor.**
- 2. That the minutes of Extraordinary Meeting of the Narrabri Shire Council held on 23 July 2024 as circularised be confirmed and signed as a correct record by the Mayor.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson,
Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

10. MATTERS OF GREAT URGENCY

Nil reports.

11. QUESTIONS WITH NOTICE

Nil reports.

12. MAYORAL MINUTES

12.1 MAYORAL APPOINTMENTS FOR THE PERIOD 17 JUNE TO 21 JULY 2024**MINUTE 139/2024**

Moved: Cr Darrell Tiemens Seconded: Cr None

- 1. That Council receive and note the Mayoral appointments for the period 17 June to 21 July 2024.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson,
Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

13. DELEGATES REPORT

13.1 2024 NATIONAL GENERAL ASSEMBLY COMMUNIQUE**MINUTE 140/2024**

Moved: Cr Rohan Boehm Seconded: Cr Brett Dickinson

- 1. That Council note the Delegate Report on the 2024 National General Assembly**

Conference held in Canberra on 2-4 July 2024.

- 2. That Council commend the General Manager and staff for their diligence in presenting the seven motions and having them successfully passed at the National General Assembly, and note the success in them having a positive impact on the Narrabri Shire Community.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

14. NOTICE OF MOTIONS

15. GENERAL MANAGER REPORTS

15.1 RESOLUTIONS REGISTER - JULY 2024

MINUTE 141/2024

Moved: Cr Lisa Richardson Seconded: Cr Rohan Boehm

- 1. That Council receive and note the outstanding Resolutions Register for July 2024.**
2. That Council receive and note the completed Resolutions Register for July 2024.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

16. FINANCIAL AND COMMERCIAL SERVICES

16.1 INVESTMENT REPORT - JUNE 2024

MINUTE 142/2024

Moved: Cr Lisa Richardson Seconded: Cr Brett Dickinson

- 1. That Council receive and note the Investment Report for June 2024.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

16.2 PROPOSED DISCOUNT FOR LEARN TO SWIM POOL ENTRY WHEN UNDERTAKING FORMAL 'LEARN TO SWIM' CLASSES

MOTION

Moved: Cr Ron Campbell Seconded: Cr Rohan Boehm

1. That Council allocate \$10,000 of the Community Grants budget to fund a 50% discount for children to enter aquatic centres for formal learn-to-swim classes.
2. That Council provides a 50% discount for children to enter aquatic centres for formal learn-to-swim classes for the 2024/2025 year, to commence 1 September 2024.

The motion was withdrawn by the Mover.

17. INFRASTRUCTURE DELIVERY**17.1 2024 NSW LOCAL ROADS CONGRESS****MINUTE 143/2024**

Moved: Cr Brett Dickinson Seconded: Cr Lisa Richardson

- 1. That Council receive and note report "2024 NSW Local Roads Congress".**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson,
Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

17.2 INFRASTRUCTURE DELIVERY STATUS REPORT - JUNE 2024**MINUTE 144/2024**

Moved: Cr Brett Dickinson Seconded: Cr Lisa Richardson

- 1. That Council receive and note the Infrastructure Delivery Status Report for June 2024.**
- 2. That Council receive and note the Local Traffic Committee Minutes of 27 February 2024 meeting.**
- 3. That Council receive and note the Local Traffic Committee Minutes of 28 March 2024 meeting.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson,
Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

17.3 40KM/HR ZONE NARRABRI CBD - HIGH PEDESTRIAN ACTIVITY AREA**MINUTE 145/2024**

Moved: Cr Lisa Richardson Seconded: Cr Greg Lamont

- 1. That Council endorse the establishment of a High Pedestrian Activity Area in Narrabri CBD, as per zone detailed in report, to be placed on public exhibition for a period of at least 28 days, and during the exhibition period call for and accept submissions.**

- 2. That a report be returned to Council following the conclusion of the Public Exhibition Period to the next available Ordinary Council Meeting detailing the results of the public exhibition.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
Against: None
Not Present: John Clements, Catherine Redding

CARRIED 7/0

17.4 ACCEPTANCE OF TENDERS UNDER DELEGATION

MINUTE 146/2024

Moved: Cr Lisa Richardson Seconded: Cr Greg Lamont

- 1. That Council note the determination of tenders under delegation for the period to June 2024.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
Against: None
Not Present: John Clements, Catherine Redding

CARRIED 7/0

18. PLANNING AND SUSTAINABILITY

18.1 PLANNING AND DEVELOPMENT REPORT - MAY AND JUNE 2024

MINUTE 147/2024

Moved: Cr Brett Dickinson Seconded: Cr Rohan Boehm

- 1. That Council receive and note the Planning and Development Report for May and June 2024.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
Against: None
Not Present: John Clements, Catherine Redding

CARRIED 7/0

18.2 DRAFT PUBLIC ART STRATEGY

MINUTE 148/2024

Moved: Cr Rohan Boehm Seconded: Cr Brett Dickinson

- 1. That Council receive and note the draft Narrabri Shire Public Art Strategy 2024 - 2028 as attached to this Report.**
2. That the draft Narrabri Shire Public Art Strategy 2024 - 2028 be placed on public exhibition for a minimum period of 28 days, and during the exhibition period call for and accept submissions from the public.
3. That a report be returned to Council following the conclusion of the public exhibition

period to the next available Ordinary Council Meeting detailing the results of the public exhibition.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

Cr Brett Dickinson left the meeting, the time being 12:09 pm.

18.3 AMENDMENT TO SECTION 7.12 CONTRIBUTIONS PLAN (SCHEDULE OF WORKS)

MINUTE 149/2024

Moved: Cr Lisa Richardson Seconded: Cr Rohan Boehm

- 1. That Council endorses the amended *Section 7.12 contributions plan* and associated *Schedule of Works* for the purposes of public exhibition.**
- 2. That Council place on public exhibition the *Section 7.12 Contributions Plan* for a period of at least 28 days, and during the exhibition period call for, and accept, submissions from the public.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Brett Dickinson, Catherine Redding

CARRIED 6/0

Cr Brett Dickinson returned to the meeting, the time being 12:11 pm.

18.4 NARRABRI CHAMBER OF COMMERCE BUSINESS AWARDS 2024 - COMPLIMENTARY TICKET ALLOCATION

The General Manager withdrew the report for Item 18.4.

Cr Ron Campbell left the meeting, the time being 12:15 pm.

Cr Ron Campbell returned to the meeting, the time being 12:19 pm.

18.5 DRAFT NARRABRI RURAL LAND STRATEGY

MINUTE 150/2024

Moved: Cr Rohan Boehm Seconded: Cr Brett Dickinson

- 1. That Council receive and note the Report on the Narrabri Rural Land Strategy.**
- 2. That the draft Narrabri Rural Land Strategy be placed on public exhibition for 60 days, and during the exhibition period call for and accept submissions from the public.**
- 3. That a report be returned to Council following the conclusion of the public exhibition**

period to the next available Ordinary Council Meeting detailing the results of the public exhibition.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
Against: None
Not Present: John Clements, Catherine Redding

CARRIED 7/0

18.6

COMMUNITY ADVOCACY OPPORTUNITIES - JULY 2024

MINUTE 151/2024

Moved: Cr Lisa Richardson Seconded: Cr Rohan Boehm

1. That Council receives and notes the Report on July 2024 community advocacy opportunities.
2. That Council receives and notes the update on childcare advocacy activities.
3. That Council receives and notes the update on the NSW Reconstruction Authority draft Disaster Adaptation Plan (DAP) Guidelines.
4. That Council receives and notes the update on the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport Inquiry into Local Government Sustainability.
5. That Council receives and notes the update on the discussion paper for the review of asbestos management in recovered material.
6. That Council receives and notes the update on the Legislative Assembly Committee inquiry on essential worker housing in NSW.
7. That Council receives and notes the update on health advocacy activities.
8. That Council receives and notes the update on the inquiry into Alcohol Consumption in Public Places (Liberalisation) Bill.
9. That Council receives and notes the update in relation to the inquiry into the use of e-scooters, e-bikes and related mobility items.
10. That Council receives and notes the update on changes to Regional Arts Development Organisations (RADO) funding arrangements and formally correspond with the Member for Barwon Roy Butler MP and NSW Minister for Arts, the Hon. John Graham, MLC requesting reinstatement of guaranteed funding for RADOs.
11. That Council receives and notes the update on the NSW Waste Levy Review and corresponding submission made by Northern Inland Regional Waste (NIRW).

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
Against: None
Not Present: John Clements, Catherine Redding

CARRIED 7/0

20.

CONFIDENTIAL (CLOSED COUNCIL) MEETING

MINUTE 152/2024

Moved: Cr Brett Dickinson Seconded: Cr Lisa Richardson

That Council move into Closed (Public Excluded) Meeting of Council and that the press and members of the public be asked to leave the room whilst Council considers the following items:

Supplementary 19.1 Contract 2023-24/55 - Design and Construction of Tullamullen Creek Bridge Replacement

This matter is considered to be confidential under Section 10A2(d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the discussion of commercial information of a confidential nature.

20.1 Northern Regional Planning Panel Membership

This matter is considered to be confidential under Section 10A(2)(a) and 10A2(d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors) and the discussion of commercial information of a confidential nature.

20.2 Contract 2023-24/52 - Construction and Bitumen Sealing of Lake Circuit

This matter is considered to be confidential under Section 10A2(d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the discussion of commercial information of a confidential nature.

20.3 Contract 2023-24/54 - Concrete Causeway Replacement x 4

This matter is considered to be confidential under Section 10A2(d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the discussion of commercial information of a confidential nature.

<u>In Favour:</u>	Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson
<u>Against:</u>	None
<u>Not Present:</u>	John Clements, Catherine Redding

CARRIED 7/0

19. SUPPLEMENTARY ITEMS

19.1 CONTRACT 2023-24/55 - DESIGN AND CONSTRUCTION OF TULLAMULLEN CREEK BRIDGE REPLACEMENT

MINUTE 153/2024

Moved: Cr Ron Campbell Seconded: Cr Brett Dickinson

- 1. That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Saunders Civilbuild Pty Ltd for Contract 2023-24/55, in the total GST inclusive amount of \$1,612,393.04.**
- 2. That the General Manager be authorised to sign the Contract documents on Council's behalf.**

3. That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/55 - Design and Construction of Tullamullen Creek Bridge Replacement.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0**20.1 NORTHERN REGIONAL PLANNING PANEL MEMBERSHIP****MINUTE 154/2024**

Moved: Cr Rohan Boehm Seconded: Cr Brett Dickinson

1. That Council receive and note the Report on the Northern Regional Planning Panel technical expert appointment.**2. That Council endorse Applicant 1 and Applicant 3 as Council's appointed expert(s) on the Northern Regional Planning Panel.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0**20.2 CONTRACT 2023-24/52 - CONSTRUCTION AND BITUMEN SEALING OF LAKE CIRCUIT****MINUTE 155/2024**

Moved: Cr Brett Dickinson Seconded: Cr Robert Browning

1. That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Daracon Group for Contract 2023-24/52, in the total GST inclusive amount of \$5,480,890.74.**2. That the General Manager be authorised to sign the Contract documents on Council's behalf.****3. That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/52 - Construction and Bitumen Sealing of Lake Circuit.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0**20.3 CONTRACT 2023-24/54 - CONCRETE CAUSEWAY REPLACEMENT X 4****MINUTE 156/2024**

Moved: Cr Brett Dickinson Seconded: Cr Rohan Boehm

- 1. That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Daracon Group for Contract for 2023-24/54, in the total GST inclusive amount of \$2,104,886.66.**
- 2. That the General Manager be authorised to sign the Contract documents on Council's behalf.**
- 3. That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/54 - Concrete Causeway Replacement x 4.**

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson, Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

MINUTE 157/2024

Moved: Cr Brett Dickinson Seconded: Cr Rohan Boehm

1. That Council move out of Closed (Public Excluded) Meeting and that the resolutions from the Closed (Public Excluded) Meeting be read out to those present by the Chair of the Meeting or their nominee.

In Favour: Darrell Tiemens, Rohan Boehm, Robert Browning, Ron Campbell, Brett Dickinson,
Greg Lamont, Lisa Richardson

Against: None

Not Present: John Clements, Catherine Redding

CARRIED 7/0

Council moved out of Closed (Public Excluded) Meeting, the time being 12:44 pm and the General Manager read out to those present the resolutions of the Closed (Public Excluded) Meeting.

21. MEETING CLOSED

The Meeting closed at 12:47 pm.

The minutes of this meeting are scheduled to be confirmed at the Ordinary Council Meeting to be held on 27 August 2024.

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CHAIRPERSON

12.1 MAYORAL APPOINTMENTS FOR THE PERIOD 22 JULY TO 18 AUGUST 2024**Author:** Darrell Tiemens - Mayor**Attachments:** None**RECOMMENDATION**

1. That Council receive and note the Mayoral appointments for the period 22 July to 18 August 2024.

DETAILS**22 July 2024**

Attended a virtual workshop hosted by NSW Reconstruction Authority to share feedback on the draft Disaster Adaptation Plan Guidelines.

23 July 2024

- Chaired Narrabri Shire Council's Extraordinary Council Meeting.
- The Deputy Mayor, Cr Brett Dickinson and I accepted an invitation from Narrabri Meals on Wheels to attend their "Christmas in July" thank you lunch for their volunteers and clients.

24 July 2024

Attended an interview with ABC New England North West in response to Council adopting the 2022/2023 Financial Statements and Auditors Report.

25 July 2024

Attended an interview with Seven Network in response to Council's submission to the Inquiry into Local Government Sustainability.

26 July 2024

Attended an interview with Seven Network in response to Crime in the Narrabri Shire.

30 July 2024

Chaired Narrabri Shire Council's Ordinary Council Meeting.

1 August 2024

Accompanied by the Deputy Mayor, Cr Brett Dickinson, and Director Planning and Sustainability, Donna Ausling we attended the 2024 Local Government Week Awards Dinner.

6 August 2024

Attended an interview with Seven Network in response to the size of the Parkes Electorate.

7 August 2024

Deputy Mayor, Cr Brett Dickinson, attended Narrabri High School's NAIDOC Day Celebration.

13 August 2024

- Attended Narrabri Shire Council's Councillor Briefing Session.

- Invited by the Narrabri Branch of Australian Red Cross to attend the 110th Anniversary of the Red Cross in Australia at a special lunch to celebrate the milestone and achievement.

14 August 2024

Invited by Arts North West and Hunter New England Health to attend a morning for some social yarning, morning tea, discussions around Dementia Awareness and to see this wonderful display of Narrabri's community spirit and passion for Dementia Awareness.

16 August 2024

- Invited by the Narrabri RSL sub-Branch to attend and read the Prayer "Commemoration of the Fallen" at the Memorial Service for Victory in the Pacific and Vietnam Veterans' Day.
- Invited by the Wee Waa Show President to open the annual Wee Waa Show.

Sunday, 18 August 2024

Invited by Fairfax Public School to attend their Open Day.

14.1 NOTICE OF MOTION - NET ZERO CARBON FUTURES POLICY**Author:** Rohan Boehm, Councillor**Attachments:** None**RECOMMENDATION**

- 1. That Narrabri Shire Council develop and implement a Net Zero Carbon Futures Policy to take advantage of the economic, social and environmental benefits of a rural economy such as Narrabri Shire where it actively embraces and engages with renewable energy industry, developers, and industrialisation opportunities involving decarbonisation.**
- 2. In developing the Net Zero Carbon Futures Policy, Narrabri Shire Council engage with community members and the general public who would be engaged as a standing Committee of Council to provide general advice and oversight regarding the Net Zero Carbon Futures Policy development and execution.**
 - a. Council invites community members, including first-nations groups, to participate in various roles and forums to advise council on aspects of its Net Zero Carbon Futures Policy for the purpose of ensuring the Net Zero Carbon Futures Policy by co-developed by Council its communities.**

RATIONALE

Council recognises that by adoption of a Net Zero Carbon Futures Policy, Council can further diversify its wealth industries and also attract the new businesses, skills, and high-value jobs that similarly-minded Councils have begun to experience as Australia and New South Wales quickly transition to a low carbon economy.

Such a policy codifies the community's expectation that renewable energy developers co-invest with its hosting communities and adopt, follow, and abide by the following guiding principles, including, but not limited by the following:

- The outcomes and recommendations arising from the Renewable Energy Action Plan are incorporated in the Policy,
- A purpose of the Policy includes the development of a Business Case for Council to embrace a Renewable Energy Action Plan,
- Council commits to the support of a Renewable Energy Hub in the Policy,
- Renewable Energy Developers pledge to offer the Shire timely, quality, and effective engagement processes,
- Council facilitates active participation of its communities to provide advice concerning the establishment and ongoing operation of energy generation, distribution and storage projects,
- First nations peoples and communities are recognised in the development and application of the Policy and its principles,

- Local procurement preference and development of human capacity and skills development is a clear expectation of the Community of Renewable Energy Developers,
- Renewable Energy Developers would understand Council Policy and commit to communicate concerning the appropriateness and benefit of their projects
- A suitable formula for calculating a Voluntary Financial Contribution, or similar, and its mechanisms, are a component of the Policy.

MANAGEMENT COMMENT

Nil.

15.1 EXCLUDED NOTICE OF MOTION**Responsible Officer:** Eloise Chaplain, Interim General Manager**Author:** Eloise Chaplain, Interim General Manager**Attachments:** None**STRATEGIC LINK****4 Civic Leadership - Council as a strong leader for the community**

Objective 4.1 A transparent and accountable Council

Strategy 4.1.4 Ensures transparent and accountable decision making for our community

EXECUTIVE SUMMARY

The General Manager received a Notice of Motion. Unfortunately, due to clause 3.20 of the Code of Meeting Practice, that item of business could not be placed in the business papers for this meeting.

RECOMMENDATION

1. That Council Note this report.

BACKGROUND

On 15 August 2024, a Councillor lodged a Notice of Motion for inclusion in the agenda for this meeting. The Notice of Motion was submitted in the correct form and before the due date for submissions of Notices of Motion.

Clause 3.20 of the *Code of Meeting Practice* states that the general manager *must not include* in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, *or the implementation of the business would be, unlawful*. The general manager must report, *without giving details of the item of business*, any such exclusion to the next meeting of the council .

The prohibition included in clause 3.20 is mandatory. It is not a discretion on the part of the General Manager. If the item of business, or its implementation, is considered unlawful, the General Manager has no option but to exclude it from the agenda.

CURRENT SITUATION

The Interim General Manager has considered the Notice of Motion, and has obtained both internal and external legal advice in relation to it. Unfortunately, the implementation of the Motion proposed by the Notice would be unlawful and beyond the powers of Council. As a result, the Notice of Motion has not been included in the agenda for this meeting.

The Interim General Manager is committed to transparency and enabling the Elected Body in its role as the policy-making board of Governance of the Council. In situations where she has a discretion, the interests of transparency and the right for the Elected Body to fulfil its role weighs highly in her decision-making. Unfortunately, in this instance, the Interim General Manager did not have a discretion. Clause 3.20 of the Code and the relevant Legislation is very clear in its application and the General Manager was not left with a choice.

Similarly, the Interim General Manager would have preferred to give detailed reasons for the basis for her decision in relation to the Notice of Motion. Unfortunately, clause 3.20 prohibits the Interim General Manager from giving details of the item of business it proposes. Therefore, the Interim General Manager was not permitted in this instance to provide detailed commentary on the proposed motion and the basis for her decision.

FINANCIAL IMPLICATIONS

Nil

STATUTORY AND POLICY IMPLICATIONS

Compliance with the Code of Meeting Practice, particularly clause 3.20.

CONSULTATION**Internal Consultation**

Governance.

External Consultation

Lindsay Taylor Lawyers.

15.2 RESOLUTION REGISTER - AUGUST 2024

Responsible Officer: Jason Townsend, Manager Governance and Risk

Author: Kira O'Neil, Governance Support Officer

Attachments:

1. Outstanding Resolutions Register - August 2024
2. Completed Resolutions Register - August 2024

STRATEGIC LINK**4 Civic Leadership - Council as a strong leader for the community**

Objective 4.1 A transparent and accountable Council

Strategy 4.1.4 Ensures transparent and accountable decision making for our community

EXECUTIVE SUMMARY

Good governance and transparency dictate that Council maintains a Resolutions Register, and for it to be brought before Ordinary Council Meetings. The Resolutions Register, as at August 2024, is therefore presented to Council.

RECOMMENDATION

1. That Council receive and note the outstanding Resolutions Register for August 2024.
2. That Council receive and note the completed Resolutions Register for August 2024.

BACKGROUND

Council Resolutions are, insofar as they are lawful, binding upon the General Manager and executive arm of Council. It is important, and standard industry practice, that a register of resolutions and actions is maintained to ensure transparency and accountability in enacting those resolutions.

Bringing the register before Council at Ordinary Council Meetings will provide Council and the public with situational awareness of the implementation of its resolutions, ensuring transparency and promoting accountability.

CURRENT SITUATION

The outstanding register has been updated as at August 2024 and is attached to this report. This register lists the outstanding resolutions and action items, as well as a comment on current status. Some of the resolutions and action items are historical and, where no action is possible, a report will be brought to Council seeking resolution.

The completed register shows all actions completed. When all of the actions from a

resolution are completed, it will be moved to the completed register.

Governance and Risk intends to present the Resolutions Register in a report to each month's Ordinary Council Meeting.

FINANCIAL IMPLICATIONS

Nil.

STATUTORY AND POLICY IMPLICATIONS

Nil.

CONSULTATION**External Consultation**

Nil.

Internal Consultation

- Executive Management.
- Senior Management.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
1	25/06/2024	Audit, Risk and Improvement Committee Chairperson and Voting Members Independence and Eligibility	130/2024	1. That on the advice of staff Council approve that the currently appointed Audit, Risk and Improvement Committee Chairperson and Members satisfy the independence and eligibility criteria prescribed by the Local Government (General) Regulation 2021 (NSW) (sections 216D, 216E and 216F) commencing 1 July 2024. 2. That on that basis Council approve for appointment letters to be issued to the Audit, Risk and Improvement Committee Chairperson and Members confirming the end date of their appointment to Council's Audit, Risk and Improvement Committee.	Senior Corporate Risk Advisor	25/07/2024		18 Jul 2024 01:53 pm Senior Corporate Risk Advisor A draft appointment letter is currently underway. Appointment letters in accordance with the Office of Local Government Guidelines for Risk Management and Internal Audit for Local Government in NSW will be provided to the Mayor to proof and sign by no later than 31/08/2024.
2	25/06/2024	Cemeteries and Crematoria NSW – Interment Services Levy	126/2024	1. That Council place on Public Exhibition for a period of at least 28 days the proposed inclusion of the Interment Services Levy within council's Fees and Charges for 2024/2025, increasing burial fees by \$172 per burial and ashes interment fees by \$70 per interment of ashes (including GST).	Director Infrastructure Delivery	25/07/2024		20 Aug 2024 7:23 am Director Infrastructure Delivery The proposed inclusion of the Interment Services Levy within Council's Fees and Charges for 2024/2025, is being presented to the August Ordinary Council Meeting.
3	25/06/2024	Wee Waa NAB building CBD Memorial Grove and Dangar Park Masterplans	122/2024	1. That Council note the Community Engagement Report (Attachment 2) and acknowledge that 70% was in support of Option A (New Build). 2. That Council Adopt the Wee Waa CBD and Surrounds Masterplan (Option A).	Manager Commercial Services	25/07/2024	15/05/2026	15 Aug 2024 10:33 am Manager Commercial Services Demolition will trigger a Traffic Control Plan which will require design and approval based around Church Street. All service areas to be checked by Council as part of the demolition process.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
4	28/05/2024	Renewable Energy Action Plan (REAP) and Renewable Energy Implementation Plan (REIP)	103/2024	<p>1. That Council receive and note the report on the Renewable Energy Action Plan (REAP) and Renewable Energy Implementation Plan (REIP).</p> <p>2. That Council endorse the draft Renewable Energy Action Plan and Implementation Plan Consultation Paper, pending public response and further discussion.</p> <p>3. That the Renewable Energy Action Plan and Implementation Plan Consultation Paper be placed on public exhibition for a minimum period of 28 days, and during the exhibition period call for and accept submissions from the public.</p> <p>4. That a report be returned to Council following the conclusion of the Public Exhibition Period to the next available Ordinary Council Meeting detailing the results of the public exhibition.</p>	Director Planning and Sustainability	27/06/2024	30/09/2024	14 Aug 2024 1:17 pm Director Planning and Sustainability Items 1-3 completed in line with the terms of Council's resolution. Item 4 progressing and under review in consultation with the project consultants.
5	30/04/2024	Naming of a public asset – Park Bench in honour of DR. Robert Anderson	075/2024	<p>1. That Council receive and note the report on the naming of a park bench to be installed in Selina Street Open Space area known as Lot 1 Section 6 DP 939800.</p> <p>2. That Council name the park bench in honour of Dr. Robert (Bob) Anderson.</p> <p>3. That Council note that Rotary of Narrabri will be responsible for the costs associated with the supply of the proposed park bench and concrete slab in accordance with Council's specifications.</p> <p>4. That Council undertake the installation works at the expense of the Narrabri Rotary Club.</p> <p>5. Upon completion Council retain ownership of the asset.</p>	Land and Leasing Coordinator	30/05/2024	30/05/2024	15 Aug 2024 10:33 am Manager Commercial Services Rotary is looking at a ceremony to officially open the area in November 2024. Seats have been installed, awaiting arrival of the plaque.
6	26/03/2024	Fee Waiver for Burial Interment	054/2024	<p>1. That Council will review its policy regarding concessions for certain burials/interments in its next Policy review cycle.</p>	Manager Governance and Risk	25/04/2024	30/09/2024	22 Apr 2024 11:35am Director Financial and Commercial Services – Reallocation Action reassigned to Manager Governance and Risk by Director Financial and Commercial Services – Jason Townsend to drive Policy Review.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
7	22/08/2023	Proposed Amendment to Narrabri Local Environmental Plan (LEP) 2012 - Additional Permitted Use	213/2023	<p>1. That Council prepare a Planning Proposal to amend the Narrabri Local Environmental Plan 2012, pursuant to section 3.33 of the Environmental Planning and Assessment Act 1979 (NSW) to permit the land use 'retail premises' on Lots 10 and 11 in DP1242823, 10 and 11 Caroline Way, Narrabri.</p> <p>2. That Council forward the Planning Proposal to the NSW Department of Planning and Environment accompanied by a request for gateway determination pursuant to section 3.34 of the Environmental Planning and Assessment Act 1979 (NSW).</p> <p>3. That Council undertake community and government agency consultation in accordance with the requirements of the gateway determination and Council's adopted Policy.</p> <p>4. That Council consider a further report on the results of the community consultation.</p>	Manager Planning and Development	21/09/2023	31/12/2024	<p>18 Jul 2024 2:37pm Manager Planning and Development - Target Date Revision</p> <p>Planning Proposoal has been prepared and Draft Scoping Report is now completed.</p> <p>1. Draft Scoping report has been completed and set to DPHI officers to review, once comments received will be lodged via the Planning Portal with a request for Gateway Determination.</p> <p>2. Will be actioned once a Gateway Determination is received.</p> <p>3. Will be actioned once a Gateway Determination is received.</p>

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
8	22/11/2022	Notice of Motion – Wee Waa Lagoon Bridge Extension	373/2022	<p>1. That Narrabri Shire Council seek funding under the NSW Betterment fund or similar State or Commonwealth resilience fund for the following purposes:</p> <p>(a) To fully investigate and develop costed plans (not engineering) to extend the Wee Waa lagoon bridge south past Harris Lane. This being to remove the isolation caused to residents and businesses by the inundation of this section of road;</p> <p>(b) To fully investigate whether with a Lagoon creek bridge extension, an increase in the road height at Bohena Creek would be justified;</p> <p>(c) To fully investigate and develop costed plans (not engineering) to raise the road height by bridge or culvert on the Kamilaroi highway east of Wee Waa at Glencoe channel road crossing, Glenarvon floodway;</p> <p>(d) That investigations include assessment of the reduction in isolation and financial and other impacts on individual and business due to isolation caused by flood waters;</p> <p>(e) That a local reference committee be set up at the appropriate time to utilise local knowledge.</p>	Director Infrastructure Delivery	22/12/2022	31/07/2024	20 Aug 2024 7:23 am Director Infrastructure Delivery Initial draft report received internal review being completed and feedback summarised.
9	27/09/2022	Notice of Motion – Roads	293/2022	<p>1. That NSC investigate and report on the following;(a) Road repair and construction workforce adequacy.(b) Adequacy of current plant and equipment to the capacity to repair and maintain our roads.(c) Adequacy of current arrangements with external contractors as far a support for the repair and maintenance of NSC roads.(d) A full list of culverts in need of repair or upgrade to concrete base. (e) The current state of all negotiations with state disaster recovery funding processes.(f) Funds held currently for road repair.</p>	Director Infrastructure Delivery	27/10/2022	31/07/2024	20 Aug 2024 7:23 am Director Infrastructure Delivery Councillor briefing completed in August 2024 for Scoping Report.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
10	23/08/2022	Road Opening and Closure at 3206 Killarney Gap Road Narrabri	CO-282/2022	1. That Council: (a) approve the proposed land swap with the landowner noted within this report. (b) completes the required Council Road Closure Process under Part 4 Division 3 of the Roads Act 1993 (NSW). (c) completes the required Council Road Opening Process under Part 2 Division 1 of the Roads Act 1993 (NSW). (d) prepares a Plan of First Title Creation and takes all steps required to complete registration by the Land Registry Services NSW. (e) authorise the General Manager to sign all relevant documents required to effect the road opening and closure and land swap.	Manager Commercial Services	22/09/2022	31/03/2023	12 Jun 2024 11:06am Manager Commercial Services Section 30 Agreement with landowner's solicitors for signing, Fyfe making arrangements for lodgement of survey plans.
11	26/04/2022	Narrabri Underground Voluntary Planning Agreement (VPA) Update	-	1. That Council accept the \$2.603 million Voluntary Planning Agreement offer from Whitehaven Coal dated 27 January 2022, as negotiated for the Narrabri Underground mine and this motion remain confidential until such time as the matter is concluded.	Manager Planning and Development	26/05/2022	30/04/2024	18 Jul 2024 2:37pm Manager Planning and Development - Target Date Revision Date will need to be revised. Due to Legal Appeals against the Underground expansion project there has been no progress on finalisation of the VPA. Last email correspondence 24/03/2024 with no ETA given
12	22/03/2022	Council Committees	070/2022	1. That Council hold a workshop to consider the formation of Council standing committees.	Manager Governance and Risk	21/04/2022	30/06/2023	20 Feb 2024 3:19pm Manager Governance and Risk On advice from GM that matter is currently on hold.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
13	23/02/2021	Provision Of New Doctors Residence in Boggabri	038/2021	<p>1. That Council provide a suitable prefabricated home on vacant Council land at 37 Dalton Street Boggabri, at an estimated cost of \$274,800.</p> <p>2. That the provision of the home be funded from the Maules Creek Coal Voluntary Planning Agreement (VPA) for Boggabri Community projects.</p> <p>3. That Council upon the successful completion of the new residence, place 29 Laidlaw St, Boggabri for sale with an authorised real estate agent in its current condition; any profits from sale are to be placed into a reserve for Community Projects within Boggabri.</p> <p>4. That rental income received from 37 Dalton Street, Boggabri be placed into a reserve (restricted) for maintenance and upkeep of the 37 Dalton Street Boggabri.</p> <p>5. That Council approve the use of the Council Seal for all relevant documents to enact this resolution.</p>	Manager Commercial Services	09/03/2021	28/06/2026	12 Jun 2024 11:07am Manager Commercial Services - Target Date Revision EOI to go out for 36 Dalton Street, Boggabri, following internal discussions.
14	26/02/2019	Single Property - Amendment to Local Government Boundary	025/2019	<p>That Council:</p> <p>1. Support the proposed boundary change.</p> <p>2. Seek a Council resolution from Moree Plains Shire Council that also supports the boundary change.</p> <p>3. Authorise making a joint proposal to the Minister for Local Government and His Excellency the Governor of New South Wales.</p> <p>4. Request a provision for the payment of any outstanding rates and charges to be included in a proclamation to affect the boundary change.</p>	Finance Coordinator	12/03/2019	30/06/2023	18 Jul 2024 2:51pm Manager Financial Services Rates are awaiting the Boundary Commission to Gazette the change. No response has been received from the Boundary Commission; further follow up email to be sent this month.

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
15	25/09/2018	Acquisition of Land for Expansion for Narrabri Landfill	224/2018	<p>1. Commence action by negotiation or compulsory acquisition to acquire a 15-metre wide strip of land having a total area of approximately one (1) hectare adjoining the Narrabri Landfill site, being part of Lot 153 in DP588798.</p> <p>2. Authorise the General Manager to negotiate a sale price in accordance with advice from an independent Certified Practising Valuer, and meet all reasonable survey and legal costs associated with this acquisition.</p> <p>3. Make all necessary arrangements to:</p> <p>(a) Classify the land as operational land in accordance with section 31 of the Local Government Act 1993.</p> <p>(b) Apply its Common Seal to any necessary documents relating to the acquisition.</p>	Director Financial and Commercial Services	09/10/2018	31/12/2024	<p>19 Jul 2024 3:24 pm Director Financial and Commercial Services</p> <p>Target date exceeded due to number of ongoing projects devoting resources. Project Plan to be developed and include all operational requirements of future proposed landsites – recommend by end of Calendar year 2024, based on ongoing projects.</p>
16	11/04/2023	Notice of Motion – Security in Wee Waa	052/2023	<p>1. That as a matter of urgency:</p> <p>(a) The Council reports on the possibility of installing back to base monitoring of Council Cameras in Wee Waa to allow 24/7 access for the NSW Police.</p> <p>(b) The Council reports on the possibility of purchasing a mobile camera system for Wee Waa which would allow the Police to monitor trouble spots in Wee Waa (as well as any other spots within the Shire).</p> <p>(c) That Council seek grant funding for potential purchase of the items referred to above.</p>	Director Financial and Commercial Services	11/05/2023	Ongoing	<p>19 Jul 2024 3:24 pm Director Financial and Commercial Services</p> <p>Potential Grant funding sourced for upgrades to CCTV network and provision of access, awaiting advice of outcome from submission. Grants and IT Teams are on the lookout for suitable avenues of funding for mobile systems and are garnering information in relation to specifications from likeminded Councils who have previously procured similar systems, including evaluation of pitfalls and items of a positive nature encountered.</p>
17	30/07/2024	40 KM/HR Zone Narrabri CBD – High Pedestrian Activity Area	145/2024	<p>1. That Council endorse the establishment of a High Pedestrian Activity Area in Narrabri CBD, as per zone detailed in report, to be placed on public exhibition for a period of at least 28 days, and during the exhibition period call for and accept submissions.</p> <p>2. That a report be returned to Council following the conclusion of the Public Exhibition Period to the next available Ordinary Council Meeting detailing the results of the public exhibition.</p>	Director Infrastructure Delivery	30/08/2024		<p>Item has been actioned in accordance with the resolution and the document is on public exhibition until Friday, 29 November 2024. A report will be presented at the next available Ordinary Council Meeting at the conclusion of this period.</p>

Outstanding Actions

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Comment
18	30/07/2024	Draft Public Art Strategy	148/2024	1.That Council receive and note the draft Narrabri Shire Public Art Strategy 2024 – 2028 as attached to this Report. 2.That the draft Narrabri Shire Public Art Strategy 2024 – 2028 be placed on public exhibition for a minimum period of 28 days, and during the exhibition period call for and accept submissions from the public. 3.That a report be returned to Council following the conclusion of the public exhibition period to the next available Ordinary Council Meeting detailing the results of the public exhibition.	Manager Tourism and Cultural Services	30/08/2024		14 Aug 2024 11:23 am Governance Support OfficerItem has been actioned in accordance with the resolution and the document is on public exhibition until Wednesday, 28 August 2024. A report will be presented at the next available Ordinary Council Meeting at the conclusion of this period.
19	30/07/2024	Amendment to Section 7.12 Contributions Plan (Schedule of Works)	149/2024	1.That Council endorses the amended Section 7.12 contributions plan and associated Schedule of Works for the purposes of public exhibition. 2.That Council place on public exhibition the Section 7.12 Contributions Plan for a period of at least 28 days, and during the exhibition period call for, and accept, submissions from the public.	Manager Planning and Development	30/08/2024		31 July 2024 4:30 pm Manager Planning and Development Item has been actioned in accordance with the resolution and the document is on public exhibition until Wednesday, 28 August 2024.
20	30/07/2024	Draft Narrabri Rural Land Strategy	150/2024	1.That Council receive and note the Report on the Narrabri Rural Land Strategy. 2.That the draft Narrabri Rural Land Strategy be placed on public exhibition for 60 days, and during the exhibition period call for and accept submissions from the public. 3.That a report be returned to Council following the conclusion of the public exhibition period to the next available Ordinary Council Meeting detailing the results of the public exhibition.	Manager Planning and Development	30/08/2024		31 July 2024 4:30 pm Manager Planning and Development Item has been actioned in accordance with the resolution and the document is on public exhibition until Wednesday, 28 August 2024. A report will be presented at the next available Ordinary Council Meeting at the conclusion of this period.

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
1	25/06/2024	Donations in Lieu of Ordinary Rates 2024/2025	119/2024	1. That Council authorise the individual amounts totalling \$124,986.11 to be donated to community organisations in this report in accordance with the Donations in Lieu of Ordinary Rates Policy and section 356 of the Local Government Act 1993 (NSW). 2. That Council authorise the late application for the amount of \$5,391.57.	Director Financial and Commercial Services	25/07/2024		14/08/2024	14 Aug 2024 12:40 pm Director Financial and Commercial Services Completed.
2	23/07/2024	2022/2023 Annual Financial Statements	133/2024	1. That Council present the 2022/2023 Audited Financial Statements including auditors reports as shown in Attachment 1 of this report. 2. That Council adopt the 2022/2023 Annual Report as shown as Attachment 2 to this Report, updated for the Audited Financial Statements as presented in Attachment 1 above.	Manager Financial Services	23/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required. 2022/2023 Annual Report and 2022/2023 Annual Financial Statements available on our website.
3	23/07/2024	Appointment of Interim General Manager	135/2024	1. That Council appoint an interim General Manager pursuant to sections 334 and 336 of the <i>Local Government Act 1993</i> (NSW) for a period of up to twelve months, to commence on 16 August 2024 and to terminate on 15 August 2025, with the option to terminate the appointment upon recruitment of a permanent General Manager. 2. That the Mayor be authorised to take all steps necessary to effect the appointment, including signing any letters of offer, instruments of appointment, and negotiating remuneration with the appointed person commensurate with the responsibilities of the position. 3. That the person appointed as interim General Manager remain confidential until announced by the General Manager on or before 26 July 2024.	General Manager	23/08/2024		14/08/2024	No further action required.

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
4	30/07/2024	Mayoral Appointments for the period 17 June to 21 July 2024	139/2024	1. That Council receive and note the Mayoral appointments for the period 17 June to 21 July 2024.	Executive Assistant	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
5	30/07/2024	2024 National General Assembly Communique	140/2024	1. That Council note the Delegate Report on the 2024 National General Assembly Conference held in Canberra on 2-4 July 2024. 2. That Council commend the General Manager and staff for their diligence in presenting the seven motions and having them successfully passed at the National General Assembly, and note the success in them having a positive impact on the Narrabri Shire Community.	Executive Assistant	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
6	30/07/2024	Resolutions Register – July 2024	141/2024	1. That Council receive and note the outstanding Resolutions Register for July 2024. 2. That Council receive and note the completed Resolutions Register for July 2024.	Senior Governance Advisor	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
7	30/07/2024	Investment Report – June 2024	142/2024	1. That Council receive and note the Investment Report for June 2024.	Manager Financial Services	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
8	30/07/2024	2024 NSW Local Roads Congress	143/2024	1. That Council receive and note report "2024 NSW Local Roads Congress".	Executive Assistant	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
9	30/07/2024	Infrastructure Delivery Status Report – June 202	144/2024	1. That Council receive and note the Infrastructure Delivery Status Report for June 2024. 2. That Council receive and note the Local Traffic Committee Minutes of 27 February 2024 meeting. 3. That Council receive and note the Local Traffic Committee Minutes of 28 March 2024 meeting.	Director Infrastructure Delivery	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
10	30/07/2024	Acceptance of Tenders Under Delegation	146/2024	1.That Council note the determination of tenders under delegation for the period to June 2024.	Contracts and Projects Coordinator	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.
11	30/07/2024	Planning and Development Report – May and June 2024	147/2024	1.That Council receive and note the Planning and Development Report for May and June 2024.	Manager Planning and Development	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
12	30/07/2024	Community Advocacy Opportunities	151/2024	<p>1.That Council receives and notes the Report on July 2024 community advocacy opportunities.</p> <p>2.That Council receives and notes the update on childcare advocacy activities.</p> <p>3.That Council receives and notes the update on the NSW Reconstruction Authority draft Disaster Adaptation Plan (DAP) Guidelines.</p> <p>4.That Council receives and notes the update on the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport Inquiry into Local Government Sustainability.</p> <p>5.That Council receives and notes the update on the discussion paper for the review of asbestos management in recovered material.</p> <p>6.That Council receives and notes the update on the Legislative Assembly Committee inquiry on essential worker housing in NSW.</p> <p>7.That Council receives and notes the update on health advocacy activities.</p> <p>8.That Council receives and notes the update on the inquiry into Alcohol Consumption in Public Places (Liberalisation) Bill.</p> <p>9.That Council receives and notes the update in relation to the inquiry into the use of escooters, e-bikes and related mobility items.</p> <p>10. That Council receives and notes the update on changes to Regional Arts Development Organisations (RADO) funding arrangements and formally correspond with the Member for Barwon Roy Butler MP and NSW Minister for Arts, the Hon. John Graham, MLC requesting reinstatement of guaranteed funding for RADOs.</p> <p>11. That Council receives and notes the update on the NSW Waste Levy Review and corresponding submission made by Northern Inland Regional Waste (NIRW).</p>	Director Planning and Sustainability	30/08/2024		14/08/2024	14 Aug 2024 11:23 am Governance Support Officer No further action required.

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
13	30/07/2024	Contract 2023-24/55 - Design and Construction of Tullamullen Creek Bridge Replacement	153/2024	1. That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Saunders Civilbuild Pty Ltd for Contract 2023-24/55, in the total GST inclusive amount of \$1,612,393.04. 2. That the General Manager be authorised to sign the Contract documents on Council's behalf. 3. That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/55 - Design and Construction of Tullamullen Creek Bridge Replacement.	Contracts and Projects Coordinator	30/08/2024		07/08/2024	15 Aug 2024 12:23 am Contracts Officer Letter of Acceptance sent to Saunders Civilbuild
14	30/07/2024	Northern Regional Planning Panel Membership	154/2024	1. That Council receive and note the Report on the Northern Regional Planning Panel technical expert appointment. 2. That Council endorse Applicant 1 and Applicant 3 as Council's appointed expert(s) on the Northern Regional Planning Panel.	Director Planning and Sustainability	30/08/2024			14 Aug 2024 1:17 pm Director Planning and Sustainability Completed in line with the terms of Council's resolution.
15	30/07/2024	Contract 2023-24/52 - Construction and Bitumen Sealing of Lake Circuit	155/2024	1. That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Daracon Group for Contract 2023-24/52, in the total GST inclusive amount of \$5,480,890.74. 2. That the General Manager be authorised to sign the Contract documents on Council's behalf. 3. That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/52 - Construction and Bitumen Sealing of Lake Circuit.	Contracts and Projects Coordinator	30/08/2024		07/08/2024	15 Aug 2024 12:23 am Contracts Officer Letter of Acceptance sent to Daracon Contractors

Resolution Register

(Completed)

No.	Start Date	Report Title	Minute	Resolution	Responsible Officer	Original Target Date	Revised Target Date	Completed Date	Comment
16	30/07/2024	Contract 2023-24/54 - Concrete Causeway Replacement x 4	156/2024	<p>1.That, in accordance with the Tender Panel Recommendation, Council accepts the tender from Daracon Group for Contract for 2023-24/54, in the total GST inclusive amount of \$2,104,886.66.</p> <p>2.That the General Manager be authorised to sign the Contract documents on Council's behalf.</p> <p>3.That Council maintain the confidentiality of the documents and considerations in respect of Contract 2023-24/54 - Concrete Causeway Replacement x 4.</p>	Contracts and Projects Coordinator	30/08/2024		07/08/2024	15 Aug 2024 12:23 am Contracts Officer Letter of Acceptance sent to Daracon Contractors

15.3 OPERATIONAL PLAN QUARTERLY REPORT - QUARTER 4 2023/2024 (1 APRIL 2024 TO 30 JUNE 2024) AND DELIVERY PROGRAM 6 MONTHLY PROGRESS REPORT (30 JUNE 2024)

Responsible Officer: Jason Townsend, Manager Governance and Risk

Author: Alice Gemmell-Smith, Senior Governance Advisor

Attachments:

1. Operational Plan Quarterly Report - Quarter 4 2023/2024
2. Delivery Program 6 Monthly Progress Report - 30 June 2024

STRATEGIC LINK

4 Civic Leadership - Council as a strong leader for the community

Objective 4.1 A transparent and accountable Council

Strategy 4.1.1 Ensure all operations are pre-planned and executed in the best interests of the community

EXECUTIVE SUMMARY

Council's Quarterly Operational and Service Plan Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works projects. Quarterly Operational and Service Plan Reporting lets the community track each service of Council regarding what that service is providing, at what cost and where works are occurring throughout the year. As at 30 June 2024, 77% of Council's adopted 2023/2024 Operational Plan Actions were achieved.

RECOMMENDATION

1. That Council adopt the Quarter 4 2023/2024 Quarterly Operational and Service Plan Progress Report, as attached, detailing Council's progress in meeting its actions, capital works and key performance measures for 2023/2024.
2. That Council adopt the Delivery Program 6 Monthly Progress Report, as attached, detailing Council's progress in meeting its objectives, strategies and measures up to 30 June 2024 period.

BACKGROUND

In 2009, the NSW Government introduced the Integrated Planning and Reporting (IPR) Framework. The Integrated Planning and Reporting (IP&R) Framework recognises that most communities share similar aspirations:

- A safe, healthy, and pleasant place to live;
- A sustainable environment;
- Opportunities for social interaction;
- Opportunities for education and employment; and,

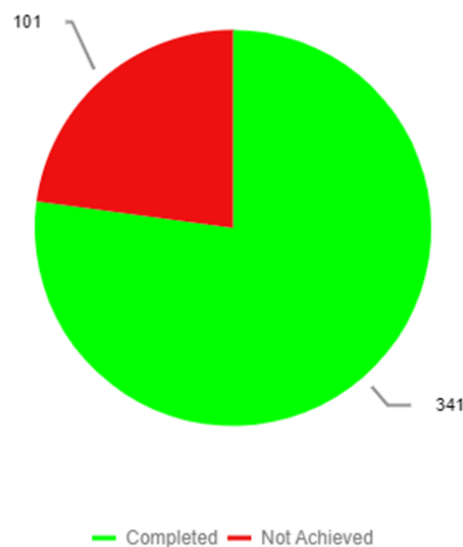
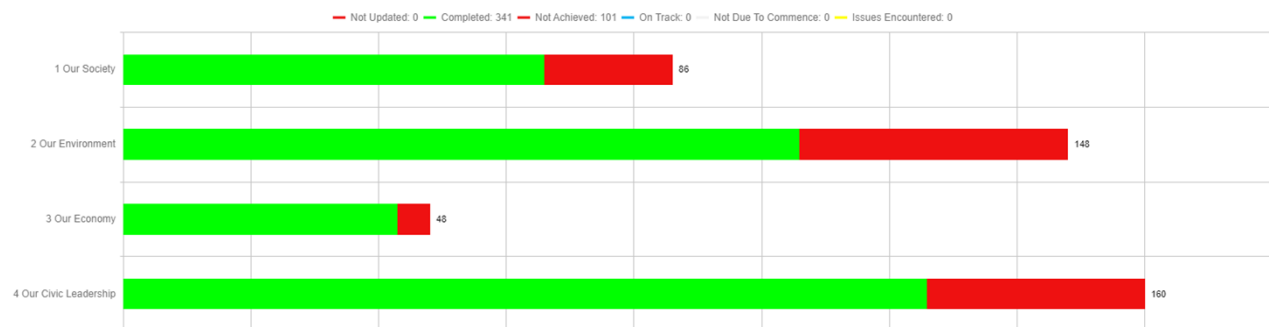
- Reliable infrastructure.

This framework allows NSW councils to draw their various plans together, understand how they interact and maximise efficiency by planning holistically and sustainably for the future.

CURRENT SITUATION

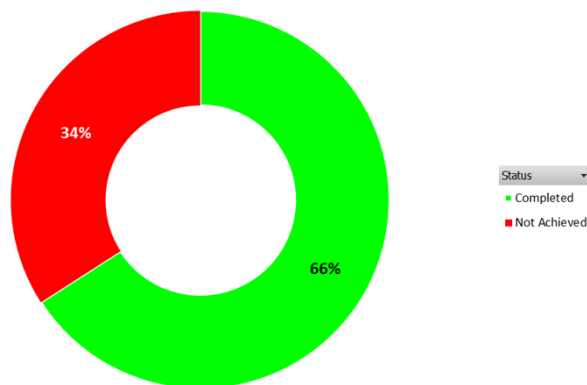
The attached operational and service plan report provides the community with Council's progress in meeting its agreed actions, capital works program and key performance measures from July 2023 to June 2024 consistent with adopted 2023/2024 Operational Plan. As at the end of the 2023/2024 financial year, Council achieved 77% of its agreed actions, as outlined in Figure 1 (with 82% of operational actions achieved and 66% of capital works scheduled for 2023/2024 achieved).

Progress by CSP Theme – Quarter 4 2023/2024

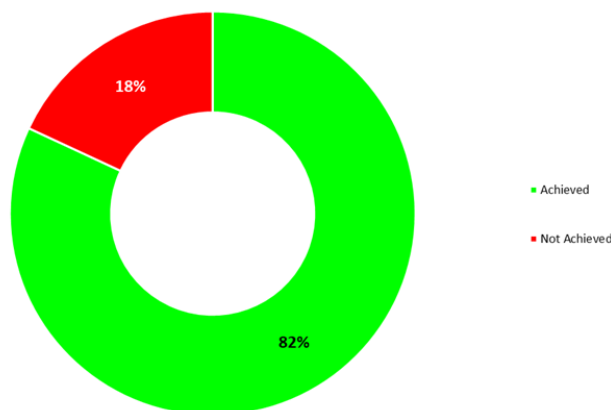


Progress by Action - Quarter 4 2023/2024

Count of Projected Budget



Progress of Projects - Quarter 4 2023/2024



Progress of Operational Actions - Quarter 4 2023/2024

The attached Delivery Program progress report is the third progress report against Council's 2022/2026 Delivery Program, covering progress from 1 July 2022 to 30 June 2026. Council currently presents the Delivery Program and Operational Plan reports separately. However, in future it is looking to incorporate the presentation of these reports.

FINANCIAL IMPLICATIONS

At 1 July 2023, Council's adopted capital works budget was \$47.06 million. This was reviewed and amended to \$41.11 million throughout the course of the financial year due to a revision in the scope of works to be delivered in comparison to current priorities and available resources. Council has delivered \$30.37 million of the budgeted works (being the total budget sum of all capital works marked as completed for 2023/2024); whilst total capital expenditure was \$28.66 million. Council expended 70% of its capital works program budget which is a significant improvement on the previous financial year.

STATUTORY AND POLICY IMPLICATIONS

Local Government Act 1993 (NSW) s 8C.

Local Government (General) Regulation 2021 (NSW) reg 196A.

CONSULTATION

External Consultation

- Council's Audit, Risk and Improvement Committee.

Internal Consultation

- Executive Management.
- Senior Management.

2023/2024

www.narrabri.nsw.gov.au



OPERATIONAL AND SERVICE PLAN QUARTERLY REPORT **QUARTER 4 2023/2024**

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Vision for 2032

OUR VISION

"The Narrabri Shire will continue to be a strong and vibrant regional economic growth centre providing a quality living environment for the entire community."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

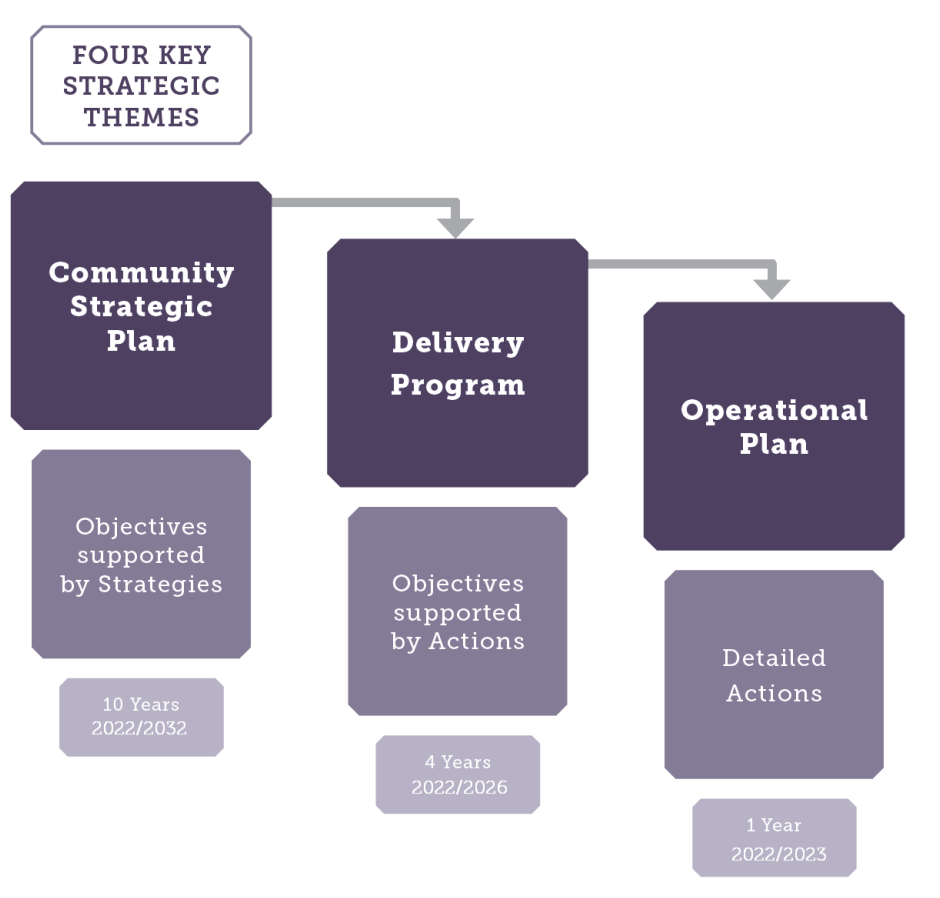
Council as strong leaders for the community

THE DELIVERY PROGRAM

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure: Integrated Planning and Reporting Elements



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

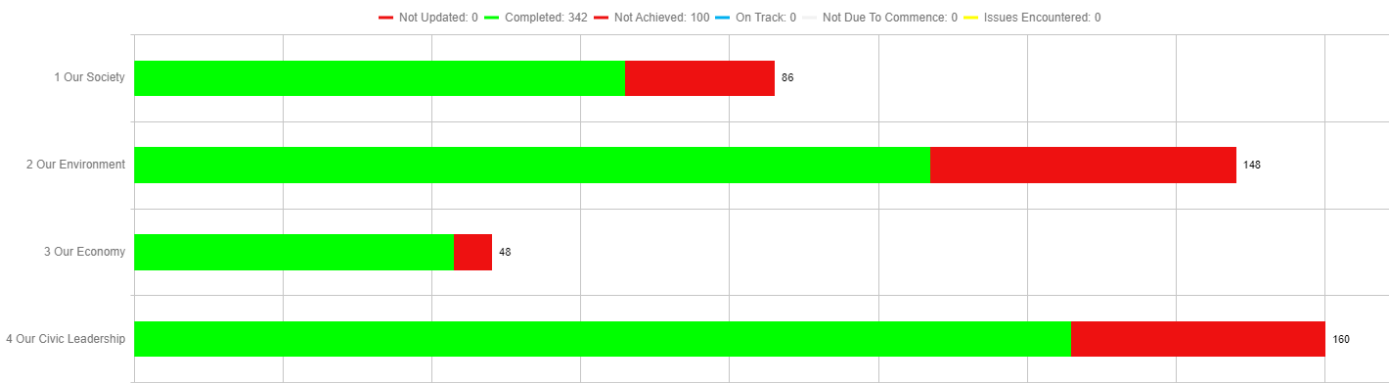
Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.

Executive Summary

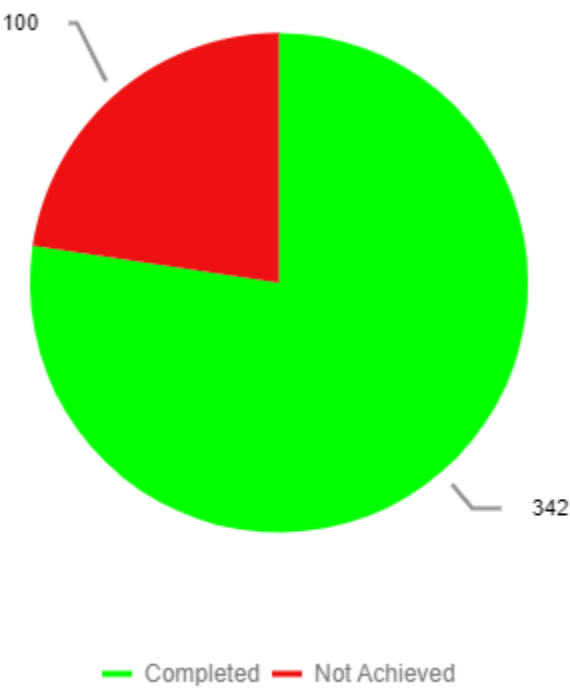
Council’s Quarterly Service Report provides the community with an update on Council’s progress in achieving its strategic objectives through specific actions, key performance measures and capital works programs. This allows the community to track each service regarding what it is providing, at what cost and where works are occurring throughout the year.

Theme	Not Achieved	Achieved	Total
Our Society	20	66	86
Our Environment	41	107	148
Our Economy	5	43	48
Our Civic Leadership	34	126	160
	101	341	441

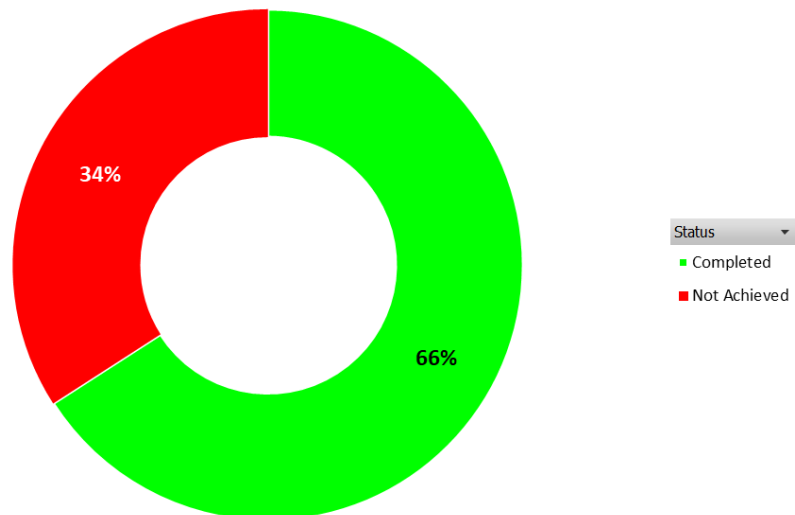
Progress by Theme – Quarter 4 2023/2024



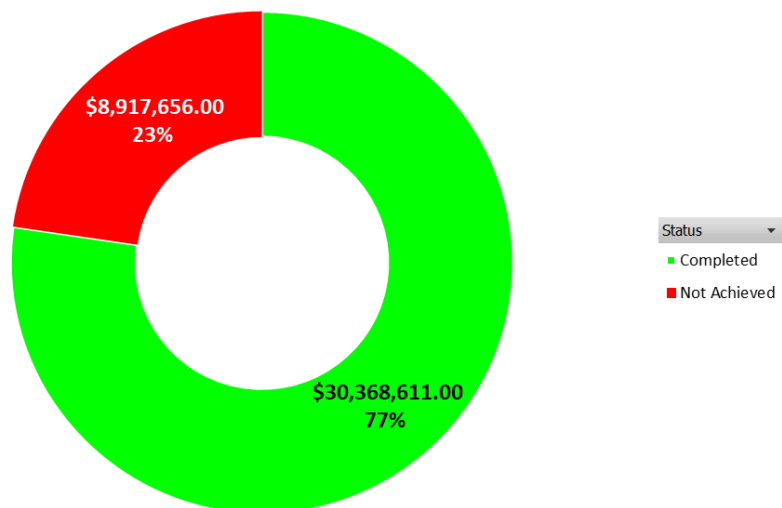
Progress by Action - Quarter 4 2023/2024



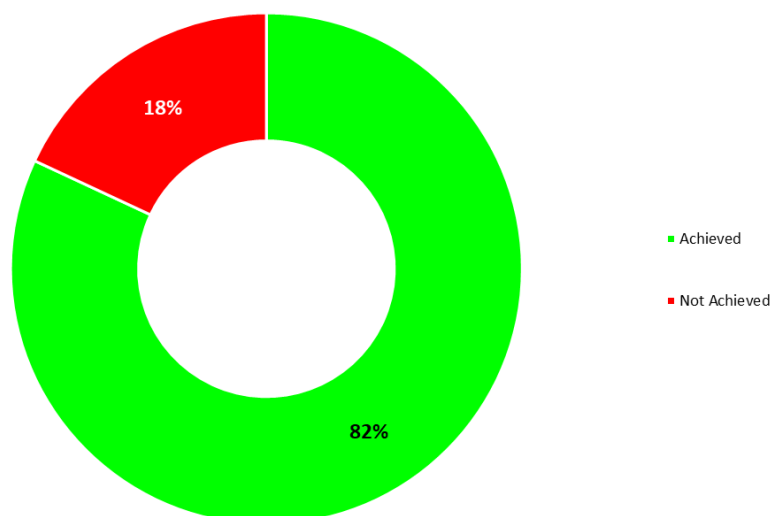
Progress of Capital Works - Quarter 4 2023/2024



Progress of Capital Works by Budget - Quarter 4 2023/2024



Progress of Operational Actions - Quarter 4 2023/2024



Performance Across the Service Areas

Not Updated: 0 Completed: 342 Not Achieved: 100 On Track: 0 Not Due To Commence: 0 Issues Encountered: 0







 Achieved

 Not Achieved

Project Snapshot




Financial and Commercial Services

Customer and Information Services



CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.2.19	Council Technological Upgrades - Client Devices (Laptops and Desktops)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget. As the device are distributed to nominated staff they are enrolled into council endpoint management system for asset management and security purposes.	100%		\$113,333.00	\$113,333.00	\$111,911.00
4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget. As the device are distributed to nominated staff they are enrolled into Mobile Device Management (MDM) for asset management and security purposes.	95%		\$43,200.00	\$43,200.00	\$34,282.00
4.3.2.22	Council Technological Upgrades - Client Peripherals (Monitors)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget.	100%		\$42,500.00	\$42,500.00	\$7,160.00
4.3.2.48	Council Records Digitation Project	30/06/2024	The digitised records were returned in Quarter 4 2023/2024 and uploaded to councils' records keeping system.	100%		\$20,000.00		

 Achieved

 Not Achieved






CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.2.49	Network Switching Upgrades	30/06/2024	The network hardware has been procured with expected delivery and installation in Quarter 1 2024/2025.	80%		\$18,000.00	\$18,000.00	\$0.00
4.3.2.50	System Upgrades (Security)	30/06/2024	Security devices have been procured and expected delivery and installation in Quarter 1 2024/2025. Endpoint security uplift continues to be rolled out to all council devices.	80%		\$25,000.00	\$25,000.00	\$0.00
4.3.2.51	Narrabri - Depot - Replace Disaster Recovery System	30/06/2024	The servers and related hardware have been procured with expected delivery and installation in Quarter 1 2024/2025.	80%		\$121,000.00	\$121,000.00	\$0.00

Commercial Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded) (Carryover 2022/2023)	30/06/2023	Legal advice received in January 2024 recommended that Council go out for an Expression of Interest for the sale of the land with the proviso that it is used for the construction of a Doctor's residence.	5%		\$298,540.00	\$1,621.00	\$1,690.00
1.2.2.5	Boggabri, Wee Waa - Pool - Renew Access Stairs for Pool Entry (carryover 2022/2023)	30/06/2023	Project complete. Stairs were installed Quarter 2 2023/2024. Lifting equipment installed in Quarter 3 2023/2024.	100%		\$0.00	\$22,694.00	\$22,694.00






 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.6	Boggabri - Pool - Renew change room area (carryover 2022/2023)	30/06/2023	Project near completion June 2024. Electrician to commission early July 2024. Change room has been repurposed to fully accessible entertainment space.	95%		\$0.00	\$35,000.00	\$6,924.00
1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	30/06/2024	Project completed Quarter 2 2023/2024.	100%		\$30,000.00	\$29,375.00	\$29,375.00
1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	30/06/2024	Property Services to carry out works that will overlap with another project. This will be delayed until Quarter 1 2024/2025. Anticipated commencement date of 1 August 2024.	15%		\$20,000.00	\$3,925.00	\$3,925.00
1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric (carryover 2022/2023)	30/06/2023	Installed and electrical connection completed Quarter 2 2023/2024. Installation of bench top completed Quarter 3 2023/2024. BBQ is now fully installed and operational.	100%		\$0.00	\$2,944.00	\$1,900.00
1.2.2.22	Wee Waa - Pool - Remove asbestos from plant room	30/06/2024	Wee Waa Pool pump shed completely replaced Quarter 4 2023/2024.	100%		\$130,000.00	\$130,000.00	\$68,993.00







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022) (multiyear project)	30/06/2022	Master Plan for the area was developed, exhibited and adopted. Architects now appointed and provided details received from the community through the engagement process to ensure their designs align with the community's expectations. Site visit completed with State Libraries and Architects in Quarter 4 2023/2024. Designs for the library and community hall expected in Quarter 1 2024/2025.	100%		\$1,500,000.00	\$251,278.00	\$47,151.00
1.2.2.55	Narrabri - The Crossing Theatre - External refurbishment	30/06/2024	Carpark section of carryover expected to be completed Quarter 2 2024/2025.	30%		\$150,000.00	\$70,000.00	\$22,475.00
1.2.2.57	Wee Waa - Old NAB Building - Refurbishment (Resources for Regions Funded)	30/06/2024	Masterplan adopted by Council on 25 June 2024. RFQ for architects and demolition of existing structure to go out in Quarter 1 2024/2025.	5%		\$1,500,000.00	\$250,000.00	\$9,537.00
1.2.2.62	Boggabri - Chemical Dosing (VPA Funded) (carryover 2022/2023)	30/06/2023	Majority of project finalised in 2022/2023. Minor works (including painting and repairs) completed in July 2023.	100%		\$0.00	\$1,263.00	\$1,263.00
1.2.2.69	Narrabri - Pool - Replace auxillary equipment (pumps, valves, pipes etc)	30/06/2024	Final works were scheduled for June 2024, however, Council has been unable to secure contractor to complete foot valve replacement works.	80%		\$40,000.00	\$40,000.00	\$21,410.00






 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.3.1.13	Narrabri - Old Gaol - Upgrade Design and Investigation	30/06/2024	To be carried over to 2024/2025 with the premise that once Council has a clear scope of works funding can be sorted to initiate the program.	0%		\$30,000.00	\$0.00	\$0.00
1.3.1.14	Boggabri - Court House - Refurbishment Stage 2 (subject to funding)	30/06/2024	Contractor secured in Quarter 4 2023/2024. Works to be completed in 2024/2025.	15%		\$70,000.00	\$2,000.00	\$690.00
2.1.4.9	Narrabri - Council Admin Building - Install Solar (Carryover 2022/2023)	30/06/2023	Solar panel installed in Quarter 4 2023/2024. Property Services to review and monitor benefits during 2024/2025.	100%		\$150,000.00	\$160,000.00	\$159,394.00
2.1.4.10	Narrabri - Council Admin Building - Upgrade Electrical to increase capacity for solar (Carryover 2022/2023)	30/06/2023	Both distribution boards have been replaced to ensure RCD's are on all electrical circuits.	100%		\$50,000.00	\$49,825.00	\$49,825.00
2.2.1.3	Narrabri - Airport - Install LED Apron (Grant Funded 50%)	30/06/2024	Light poles delivered and concrete bases poured in March 2024. Final testing and compliance conducted end of June 24. Report to be received early Quarter 1 2024/2025.	100%		\$210,000.00	\$210,000.00	\$93,388.00
2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	30/06/2024	Project completed in June 2024. Induction session on the installation process was held on 21 June 2024 attended by Property Services and The Crossing Theatre staff.	100%		\$150,000.00	\$150,000.00	\$146,917.00









 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.1.29	Narrabri - The Crossing Theatre Band Room - Repair Flood Damage (carryover 2022/2023)	30/06/2023	All works completed in Quarter 4 2023/2024 however insurance is questioning payout on damaged concert auditorium speakers that were in the storage area. Expect to have resolved in Quarter 1 2024/2025.	95%		\$0.00	\$180,420.00	\$124,494.00
2.3.1.30	Narrabri - The Crossing Theatre - Install Backup Generator and Upgrade Hot Water System for increased functionality as an Emergency Evacuation Centre (Severe Weather and Flooding Grant Funded)	30/06/2024	Still awaiting decision following resubmitting documentation in Quarter 4 2024/2025.	0%		\$410,000.00	\$0.00	\$0.00
3.2.3.22	Boggabri - Caravan Park - Upgrade fences and swale drain	30/06/2024	Contractor commenced Stage 2 of the upgrades. to be completed early Quarter 1 2024/2025.	90%		\$30,000.00	\$30,000.00	\$32,269.00
3.3.4.4	Narrabri - Saleyards - Truck Wash Tank (carryover 2022/2023)	30/06/2023	Existing concrete tank walls have split allowing seepage of water to inundate the area. Proposed shut down July 2024 to temporary reseal interior to allow site for preparation of new tank install in Quarter 1 2024/2025.	20%		\$0.00	\$22,399.00	\$449.00
3.3.4.6	Narrabri - Saleyards - Upgrade Truck Wash Pumps and Electrical Boards	30/06/2024	Electrical board and pumps commissioned in Quarter 4 2023/2024. Pumps are viable speed to meet Council's energy saving targets.	100%		\$60,000.00	\$60,000.00	\$49,230.00


 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.1.2.18	Narrabri - Depot - Upgrade the Chemical Loading Station (carryover 2022/2023)	30/06/2023	Funds transferred from Internal Carpark, Chemical wash bay, loading area problem resolved, funds transferred back to Internal Carpark which was completed Quarter 1 2023/2024.	100%		\$0.00	\$3,897.00	\$3,897.00
4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	30/06/2024	Major Plant have been out to tender and purchase Order issued, awaiting supply.	100%		\$3,699,548.00	\$4,148,688.00	\$3,732,608.00
4.3.2.46	Narrabri - Depot - Replacement Furniture (carryover 2022/2023)	30/06/2023	Project completed.	100%		\$0.00	\$23,000.00	\$22,254.00
4.3.2.52	Narrabri - Council Admin Building - Furniture replacement	30/06/2024	Completed and furniture fully installed.	100%		\$60,000.00	\$61,699.00	\$61,699.00
4.3.2.53	Narrabri - Council Admin Building - Air-conditioning Reconfiguration	30/06/2024	Completed and operational.	100%		\$120,000.00	\$112,682.00	\$112,682.00
4.3.2.54	Narrabri - Council Admin Building - Upgrade access Security System	30/06/2024	Completed and operational.	100%		\$40,000.00	\$13,677.00	\$13,677.00
4.3.2.55	Narrabri - The Crossing Theatre - Auditorium public address system (PA system) (Year 1 of 2)	30/06/2025	Majority of the PA system has arrived, awaiting backordered components. Project on track for completion in 2024/2025.	100%		\$40,000.00	\$40,000.00	\$0.00
4.3.4.6	Wee Waa - Depot - Amenities Upgrade Stage 2 Fit Out	30/06/2024	Project completed and officially opened on 25 March 2024.	100%		\$110,000.00	\$258,440.00	\$257,440.00

 Achieved

 Not Achieved



CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.4.7	Boggabri - Depot - Relocation Stage 2 - Fit Out	30/06/2024	Frames and trusses stood in Quarter 4 2023/2024. Expected completion in Quarter 1 2024/2025.	60%		\$80,000.00	\$307,896.00	\$77,787.00

 Achieved


 Not Achieved

Infrastructure Delivery

Projects and Assets








CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
3.2.1.4	Narrabri - West Precinct Freight Link - Upgrade	30/06/2024	The original scope of the project aimed to close the level crossing from Old Turrawan Road to Gately Street and reopen the level crossing from Old Turrawan Road to Old Newell Highway, in addition to the extension of Avon Street to Old Turrawan Road and the realignment of the Southern Intersection from Old Turrawan Road to the Kamilaroi Highway. However, the State Government withdrew funding in December 2023.	20%		\$2,857,108.00	\$22,493.00	\$11,474.00
4.3.3.10	Procure Drone (with LiDAR) and training to improve efficiencies and survey quality	30/06/2024	Matrice 350 RTK has been purchased along with required software and hardware.	100%		\$50,000.00	\$70,000.00	\$53,358.00

Parks and Open Spaces

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received and paid after 30 June 2023.	100%		\$0.00	\$18,753.00	\$18,753.00








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.3.8	Narrabri - Leitch Oval - Replace Lighting (SCCF5 Funded)	30/06/2024	Tender has been awarded with construction planned in Quarter 2 2024/2025.	100%		\$396,863.00	\$20,000.00	\$19,012.00
1.1.3.11	Narrabri - Collins, Hogan and Leitch Ovals - Access Roads	30/06/2024	Seal contractor rescheduled to Quarter 1 2024/2025 due to wet weather conditions.	50%		\$50,000.00	\$50,000.00	\$7,282.00
1.1.3.14	Narrabri - Collins Park - Electric Scoreboard (Grant Funded) (carryover 2021/2022)	30/06/2023	Score board installed. Official plaque and opening completed at the start of the Rugby League season in April 2024.	100%		\$30,477.00	\$30,477.00	\$30,477.00
1.1.3.16	Narrabri - Tennis Court Infrastructure (SCCF3 Funded) (Carryover 2021/2022)	30/06/2022	Handrails and entry gate installed in October 2023. Project completed.	100%		\$35,000.00	\$12,944.00	\$21,070.00
1.1.3.17	Shire Wide - Sporting Fields - Renewal Program (Narrabri - Gately Field - Replace Irrigation Pumps and Tanks (Carryover 2022/2023))	30/06/2023	Issues encountered with design and location this project is now currently being redesigned and quoted. Will need to rollover to 2024/2025.	20%		\$162,600.00	\$162,600.00	\$0.00
1.1.3.18	Wee Waa - Tennis Court - Install two multipurpose courts (SCCF5 Funded) (Year 1 of 2)	30/06/2025	Construction commenced. The concrete base has been poured and the fence has been erected. This project is grant funded over two years.	100%		\$680,000.00	\$680,000.00	\$329,875.00
1.1.3.19	Boggabri - Jubilee Oval - Install Lighting (subject to funding)	30/06/2024	Funding sourced. Tender has been awarded with construction planned for Quarter 2 2024/2025.	100%		\$400,000.00	\$350,000.00	\$438.00








 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.1	Boggabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation, design and tender completed. Installation scheduled for Quarter 2 2024/2025.	100%		\$180,000.00	\$500.00	\$972.00
1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation and design completed. Installation scheduled in 2024/2025.	100%		\$225,000.00		\$168.00
1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation and design completed . Tender has been awarded for installation in 2024/2025.	100%		\$103,000.00		\$804.00
1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump (carryover 2022/2023)	30/06/2023	This project will not continue as further investigations found that the water quality would not improve through storage method.	100%		\$0.00	\$0.00	\$0.00
1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows (carryover 2022/2023)	30/06/2023	Rows installed. Project completed.	100%		\$0.00	\$20,000.00	\$16,051.00
1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	30/06/2024	Draft Master Plan completed. Public consultation of the plan will be released in 2024/2025.	85%		\$25,000.00		
1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%		\$0.00	\$19,451.00	\$19,451.00





 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	30/06/2022	Electrical upgrades completed and guard rails installed. Project completed.	100%		\$103,700.00	\$103,700.00	\$79,106.00
1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park (VPA Funded) (carryover 2022/2023)	30/06/2023	Project re-scheduled for 2024/2025 to prioritise time sensitive grant funded projects and to better align with the future capital works in the area.	100%		\$0.00	\$24,542.00	\$0.00
1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation (subject to funding)	30/06/2024	Project completed awaiting final invoices.	100%		\$160,000.00	\$190,000.00	\$133,820.00
1.2.2.64	Narrabri - Lawn Cemetery - Renew internal roads and carpark (Carryover 2021/2022)	30/06/2022	Due to contractor failure, this work will now be undertaken by roads department in Quarter 2 2024/2025.	40%		\$100,000.00	\$0.00	\$0.00
1.2.2.65	Wee Waa - Cemetery - Upgrade Entrance Road (carryover 2021/2022)	30/06/2022	Project completed in 2022/2023, with final invoices received after 30 June 2023.	100%		\$0.00	\$12,592.00	\$12,592.00
1.2.2.66	Narrabri - Netball Courts - Upgrade (SCCF4 Funded)	30/06/2024	The upgrade of the netball courts has been completed.	100%		\$615,000.00	\$615,000.00	\$636,984.00
1.2.2.67	Narrabri - Dangar Park - Upgrade and install additional fencing, grandstand, and pathways (Resources for Regions Funded)	30/06/2025	This project is scheduled to take place over two years. Security fence to be installed in Quarter 1 2024/2025. The grandstand tender has been awarded for installation in Quarter 2 2024/2025.	100%		\$1,497,500.00	\$176,000.00	\$306,309.00


 Achieved

 Not Achieved







CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	30/06/2024	Grant funding was not sourced this year.	100%		\$200,000.00	\$0.00	\$0.00
1.2.3.32	Narrabri - Tibbereena Street Accessible Amenities Block (Tourism Hub) (BSBR Grant Funded)	30/06/2024	Block installed and connected to services. Garden beds also installed to improve the amenity of the space. Project completed.	100%		\$0.00	\$84,035.00	\$84,034.00
1.3.1.1	Boggabri - CBD and Surrounds (including Vickery Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Master plan for Vickery Park CBD and Civic precinct was adopted by Council at the February 2024 Ordinary Council Meeting.	100%		\$40,000.00		
1.3.1.11	Wee Waa - CBD Upgrade (VPA) (carryover 2020/2021)	30/06/2023	CBD roundabout with cotton ball sculptures and signage has been installed.	100%		\$41,154.00	\$43,956.00	\$43,956.00

Road Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	30/06/2024	Contract has been awarded, with construction set to commence in July 2024. Delay caused due to contract falling through earlier in 2023/2024.	25%		\$431,830.00	\$231,830.00	\$647.00





 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.3.33	Narrabri - Tibbereena Street to Narrabri Creek Bridge - Construct Shared Pathway (Get Active NSW Funded)	30/06/2024	Path works completed. Extra scope added due to available budget. Extra works including additional carpark area. Full scope expected to be finalised in July 2024.	100%		\$0.00	\$45,375.00	\$27,114.00
2.2.1.15	Bellata - SR1 Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	30/06/2023	Works completed in June 2023 with remaining expenses receipted in 2023/2024.	100%		\$0.00	\$60,000.00	\$39,418.00
2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	30/06/2022	Project incurred delays following the major flood event in September/November 2022. Bridge work was completed in 2022/2023. Seal and guard rail works completed in Quarter 1 2023/2024 with the bridge now open to traffic. Project complete.	100%		\$0.00	\$109,149.00	\$81,595.00
2.2.1.17	Boggabri - SR21 Caloola Road - Upgrade (Carryover 2022/2023)	30/06/2023	Works have been completed.	100%		\$100,000.00	\$221,709.00	\$180,424.00
2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022) (R4R Funded)	30/06/2022	Project completed and open to the public.	100%		\$1,000,000.00	\$1,000,000.00	\$916,141.00
2.2.1.19	Boggabri - MR357 Rangari Road - Rehabilitation (LRRF Funded)	30/06/2024	Project completed and open to traffic.	100%		\$1,012,207.00	\$1,012,207.00	\$303,137.00






 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Year 1 of 2) (carryover 2021/2022)	30/06/2023	All Year 1 works completed, with tender currently out to market. Award expected in July. 2024. Greenhills Quarry - Council is working to resolve Land Title issues. These issues will need to be resolved prior to work being able to commence.	100%		\$224,421.00	\$224,421.00	\$48,321.00
2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%		\$916,547.00	\$2,307,431.00	\$2,263,109.00
2.2.1.24	Merah North - Doreen Lane - Rehabilitation (FLRP Funded)	30/06/2024	Majority of works completed on the project, with inclement weather preventing the completion of final drainage works. Works to be finalised when conditions dry.	95%		\$1,824,382.00	\$1,824,382.00	\$972,363.00
2.2.1.27	Pilliga - SR127 Pilliga Road - Upgrade (ROSI, FCR and BLOCK Grant Funded) (Year 1 of 2)	30/06/2025	Works scheduled for 2023/2024 have been completed. The project is ahead of schedule and progressing through Stages 10 and 11.	100%		\$4,445,000.00	\$5,845,180.00	\$5,622,534.00







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Flood Event)	30/06/2023	Emergency Works and Immediate Rectification Works claims submitted in 2022/2023, \$555,000. Further flooding has occurred and a review of all flood damage is now occurring. Outstanding damages have been rolled into most recent event. Works completed and claim has been finalised.	100%		\$0.00	\$0.00	\$700.00
2.2.1.30	Shire Wide - Footpaths - Renewal programs	30/06/2024	Project completed and open to the public.	100%		\$50,000.00	\$50,000.00	\$24,346.00
2.2.1.31	Shire Wide - Floodway and Causeway Renewals	30/06/2024	Preliminary investigations are completed, with tender currently out to market. Delayed due to delay in receiving Environmental Studies.	25%		\$750,000.00	\$750,000.00	\$23,248.00
2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	30/06/2024	Contract advertised and failed to be awarded due to budgetary constraints. Package now to be completed inhouse during 2024/2025.	15%		\$1,360,000.00	\$1,347,513.00	\$2,337.00
2.2.1.35	Shire Wide - Regional Roads - Reseal Programs	30/06/2024	Budget to be transferred to Pilliga Road MR127 upgrade as part of Council's co-contribution, please see Pilliga Road action for comments. Expenditure relates to 2022/2023 works invoiced after 30 June 2023.	100%		\$414,280.00	\$35,100.00	\$35,100.00







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	30/06/2024	Project completed and open to traffic.	100%		\$487,344.00	\$487,344.00	\$257,593.00
2.2.1.37-1	Shire Wide - Shire Roads - Rehabilitation Programs - Merah North - SR46 Doreen Lane - Rehabilitation (LRRF Funded)	30/06/2024	Project completed and open to traffic.	100%		\$1,078,189.00	\$1,078,189.00	\$724,414.47
2.2.1.37-2	Shire Wide - Shire Roads - Rehabilitation Programs - Wee Waa - SR4 Spring Plains Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%		\$608,332.00	\$608,332.00	\$369,505.27
2.2.1.37-3	Shire Wide - Shire Roads - Rehabilitation Programs - Boggabri - SR12 Leards Forest Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%		\$629,604.00	\$629,604.00	\$200,650.08
2.2.1.37-4	Shire Wide - Shire Roads - Rehabilitation Programs - Narrabri - SR29 Yarrie Lake Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 1 2023/2024.	100%		\$640,295.00	\$640,295.00	\$491,995.85
2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	30/06/2023	No budget allocation in 2023/2024. Expenditure relates to works completed in 2022/2023 that was not invoiced until after 30 June 2023.	100%		\$0.00	\$363,790.00	\$363,790.00







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.41	Shire Wide - Town Streets - Reseal Programs	30/06/2023	Issues with preferred contractor availability encounter. Secondary contractor engaged, however unfavorable weather conditions persisted, delaying the program to 2024/2025.	5%		\$0.00	\$409,835.00	\$0.00
2.2.1.43	Wee Waa - SR30 Culgoora Road - Upgrade (R2R Funded) (Carryover 2021/2022)	30/06/2022	Project completed and open to traffic.	100%		\$1,000,000.00	\$1,000,000.00	\$1,115,877.00
2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km) (Year 1 of 2) (FLR & LRCI Funded)	30/06/2024	This is a two-year project with this year's works completed. Tender and award all completed, with construction continuing into 2024/2025.	100%		\$2,348,926.00	\$3,120,000.00	\$3,210,575.00
2.2.1.50	Wave Hill Road (SR18) Upgrade (VPA) (carryover 2021/2022)	30/06/2023	Works completed.	100%		\$0.00	\$12,394.00	\$12,394.00
2.2.1.54	Saleyards Lane/ Newell Highway intersection (carryover 2020/2021)	30/06/2021	Project completed.	100%		\$0.00	\$60,030.00	\$60,030.00
2.2.1.55	Narrabri - Cooma Road (BP to Gibbons Street) - Complete installation of shared pathway (carryover 2021/2022)	30/06/2023	Majority of concreting was completed in 2022/2023. remaining concreting, batter works and guard rail reinstallation completed in Quarter 1 2023/2024. Project completed.	100%		\$0.00	\$0.00	\$0.00


 Achieved

 Not Achieved



CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.56	Shire Wide - Flood Damage Restoration	30/06/2024	Work is continuing to obtain approvals for further packages of works on the EPA claim. All approved works have been completed.	100%		\$7,000,000.00	\$30,000.00	\$118,775.00
2.2.1.57	Boggabri - Lynn Street - Extension (carryover 2022/2023)	30/06/2023	Works completed.	100%		\$0.00	\$67,227.00	\$24,433.00
2.2.1.59	Narrabri - SR10 Old Gunnedah Road/SR5 Kaputar Road Intersection (Black Spot Funded) (carryover 2022/2023)	30/06/2024	Works completed.	100%		\$0.00	\$179,971.00	\$179,971.00
2.2.1.60	Upgrade - SR31 Yarrie Lake Circuit - Upgrade Design and Investigation (Year 1 of 2) (R4R Funded)	30/06/2025	Year 1 works completed. Project currently out to tender and award expected in July 2024.	100%		\$200,000.00	\$200,000.00	\$171,601.00
2.2.1.62	Baan Baa - Harparary Road - Seal to from Maules Creek Intersection 5km Southwest (Year 1 of 2) (FLRP4 Funded)	30/06/2025	Preliminary investigation and design are continuing. Construction set to commence in Quarter 1 2024/2025. Delay in design due to contractor delay, This is not expected to delay next years works.	80%		\$150,000.00	\$150,000.00	\$20,874.00
2.2.1.63	Narrabri - SR17 Old Narrabri Road & SR61 Turrawan Road Intersection Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%		\$1,750,000.00	\$1,750,000.00	\$1,519,200.00

 Achieved

 Not Achieved





CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.1.11	Narrabri - SR5 Kaputar Road - Complete a feasibility study to investigate the upgrade and widening of SR5 Kaputar Road including the provision of passing bays and safety fencing to improve safety and response times for fires in the Mt Kaputar National Park and assist with evacuations	30/06/2025	No funding this financial year, currently in Operational Plan 2024/2025.	0%		\$150,000.00	\$0.00	\$0.00

Solid Waste Management

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	30/06/2024	Meeting held with GHD and final document expected by the end of July 2024. GHD delayed due to work load.	95%		\$300,000.00	\$297,285.00	\$57,530.00
2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction (Improved Waste Separation and General Waste Cell Tipping Point)	30/06/2024	Bins dividers ordered and awaiting delivery. 50% deposit paid and \$70,000 committed against the project.	95%		\$75,000.00	\$75,000.00	\$35,116.00

 Achieved







 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.28	Shire Wide - Transfer Station Upgrades (carryover 2022/2023)	30/06/2023	Delays in fencing and electronic gate contractors . Remaining 62,000 to be allocated to NBRI transfer station and well and the purchase of more new skip bins for the shire network.	95%		\$0.00	\$350,000.00	\$346,721.00
2.3.4.38	Narrabri - Acquisition of Land and Environmental Assessments (carryover 2022/2023)	30/06/2023	Project is progressing and awaiting design and EIS for DA approvals.	50%		\$0.00	\$60,000.00	\$0.00
2.3.4.41	Narrabri - Upgrade Tip Road (LG Recover Grant Funded (\$50K Council contribution))	30/06/2024	Project amended due to funding issues and work to be completed inhouse at a reduced budget to patch and create an all weather surface. On site meeting with Roads completed and waiting for service schedule.	50%		\$300,000.00	\$0.00	\$0.00
2.3.4.42	Narrabri - Waste Management Facility - Washdown Pad and Separator	30/06/2024	Three quotes received now and project waiting on a liquid trade waste plan for application and to choose supplier.	85%		\$200,000.00	\$200,000.00	\$0.00

 Achieved







 Not Achieved


Water Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2) (carryover 2022/2023)	30/06/2023	The contract to remediate the stormwater detention pond in line with our requirements to detain wet weather flows is nearing completion and the sites environmental capacity to manage such flows is restored to its operational capacity.	100%		\$0.00	\$395,685.00	\$134,880.00
2.3.1.26	Wee Waa - Stop Valve Replacement (carryover 2021/2022)	30/06/2022	The project has been completed in Pilliga, Wee Waa, Gwabegar, Bellata in Quarter 3 2023/2024 and Narrabri. Boggabri and Baan Baa were completed in Quarter 4 2023/2024	100%		\$0.00	\$60,000.00	\$0.00
2.3.1.27	Wee Waa - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender awarded and project is in progress and is to be completed in Quarter 1 2024/2025.	70%		\$0.00	\$300,000.00	\$10,399.00
2.3.3.1	Bellata, Boggabri, Wee Waa - Install Bulk Water Filling Stations (carryover 2022/2023)	30/06/2023	Bulk water filling stations are under contraction and being installed at 3 new sites in Narrabri.	75%		\$0.00	\$350,000.00	\$0.00
2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	30/06/2024	Works completed and final funding claim has been lodged.	100%		\$50,000.00	\$0.00	\$0.00
2.3.3.4	Boggabri - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender has been awarded and project is currently in progress and is scheduled to be complete by the end of Quarter 1 2024/2025.	60%		\$0.00	\$178,613.00	\$8,680.00







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.3.10	Narrabri - Safe Chlorine Storage Unit	30/06/2024	Project will be delivered as part of bulk chlorine delivery at Saleyards Reservoir during 2024/2025.	0%		\$75,000.00	\$75,000.00	\$0.00
2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	30/06/2024	A structural design has been produced is currently out to RFQ construction is estimated to commence in July 2024.	45%		\$100,000.00	\$100,000.00	\$0.00
2.3.3.14	Narrabri - Water Main Renewals	30/06/2023	Fitzroy Street Water main is currently having services connected and final commissioning, the project will be completed early Quarter 1 2024/2025.	90%		\$0.00	\$367,452.00	\$296,142.00
2.3.3.15	Pilliga - Bore Augmentation (carryover 2022/2023)	30/06/2023	Project works have been completed for the site.	100%		\$0.00	\$0.00	\$0.00
2.3.3.30	Shire Wide - Instrumentation Works (Water)	30/06/2024	Work has been amalgamated into SCADA (Action4.3.3.8) and Telemetry upgrades (Action 2.3.3.34).	100%		\$40,000.00	\$0.00	\$0.00
2.3.3.32	Shire Wide - Reservoirs - Structural Review and Upgrade	30/06/2024	A structural design was produced for the access requirements at RFQ is released for the construction of stairs at Selina St Res in Narrabri, The award of the RFQ will see works commence in Quarter 1 2024/2025.	80%		\$250,000.00	\$250,000.00	\$9,170.00





 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.3.34	Shire Wide - Telemetry Review (Water)	30/06/2024	Telemetry review has been undertaken and an action plan has been enacted for a review to remediate current faults and a long-term maintenance and repair contract to be executed during 2024/2025.	100%		\$25,000.00	\$0.00	\$0.00
2.3.3.36	Narrabri - Chlorine Monitoring Online - Carryover 2021/2022)	30/06/2022	Will form part of the bulk chlorine design for Saleyards Reservoir.	0%		\$100,000.00	\$31,548.00	\$31,548.00
2.3.3.37	Shire Wide - Operational Upgrades at Existing Facilities (carryover 2022/2023)	30/06/2023	Identification of upgrades have been identified and the renewal program for telemetry hardware has been completed.	100%		\$0.00	\$0.00	\$0.00
2.3.3.39	Wee Waa - Depot - Water Shed	30/06/2024	DA/CC secured in Quarter 4 2023/2024. Works program to commence Quarter 1 2024/2025.	20%		\$0.00	\$120,000.00	\$35,087.00
2.3.3.40	Regional Leakage Reduction Program - Local Water Utility Program	30/06/2024	Zone Mag flow meter with data capture have been procured so the production of water loss information is available to Council	100%		\$0.00	\$10,000.00	\$9,890.00
2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update (carryover 2021/2022)	30/06/2022	Contractor availability will require works to be rescheduled as responds to Councils request for quotation could not commit to the work.	90%		\$0.00	\$140,000.00	\$0.00



 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Alternate Access Road	30/06/2024	ARTC have resolved that provision of an access to the STP will required land swaps and transfer of crown land during this last quarter. The process would be protracted and may not result in an adequate resolution. It has been resolved that access of Logans Lane over a council owned access be upgraded and the easement into the treatment works be confirmed that this can be used for vehicle access by Councils property team this will allow for the access to be upgraded without further delay.	100%		\$125,000.00	\$20,000.00	\$0.00
2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	30/06/2024	All augmentation works for Wee Waa STP have been delivered.	100%		\$68,322.00	\$0.00	\$0.00
2.3.4.14	Shire Wide - Instrumentation Works (Water) (carryover 2022/2023)	30/06/2023	This project has been delivered as part of the SCADA review and upgrade.	100%		\$0.00	\$0.00	\$0.00
2.3.4.36	Shire Wide - Sewer - Telemetry Upgrades (Carryover 2022/2023)	30/06/2023	Condition assessment and gap determination was completed and the upgrade of components and systems were delivered to the SCADA and some parts of the Telemetry.	100%		\$10,000.00	\$2,600.00	\$0.00

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.43	Narrabri - Sewer Treatment Plant - Demountable Building	30/06/2024	Planning approval achieved and conditions of consent being applied for use of the administrative and maintenance planning area.	100%		\$150,000.00	\$113,426.00	\$114,447.00
4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	30/06/2024	Engineering investigations and initial survey works completed and survey prisms stations installed onto the reservoir to monitor its movements, survey reports will be produced quarterly to report on the reservoir to have an active assessment of its risk done at those intervals. The current assessment is low.	100%		\$30,000.00	\$0.00	\$0.00






 Achieved

 Not Achieved

Detailed Report








Financial and Commercial Services

Customer and Information Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.4.2	Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	30/06/2024	Customer Service Coordinator, in consultation with the Customer Service Team, continually review and update procedures.	100%	
4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	30/06/2024	The upgrade of the Customer Request Module has been investigated as part of a wider roadmap regarding system improvement. The initial roadmap has been created and the scope of works determined revealing a two-year project. Project to commence in 2024/2025 and expected to be completed 2025/2026.	100%	
4.3.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	30/06/2024	To be considered as part of a wider Customer Service Initiative, including focus of the team.	0%	
4.3.2.19	Council Technological Upgrades - Client Devices (Laptops and Desktops)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget. As the device are distributed to nominated staff they are enrolled into council endpoint management system for asset management and security purposes.	100%	
4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget. As the device are distributed to nominated staff they are enrolled into Mobile Device Management (MDM) for asset management and security purposes.	95%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.22	Council Technological Upgrades - Client Peripherals (Monitors)	30/06/2024	A final batch of devices have been procured to round out the allocated 2023/2024 budget.	100%	
4.3.2.48	Council Records Digitation Project	30/06/2024	The digitised records were returned in Quarter 4 2023/2024 and uploaded to councils' records keeping system.	100%	
4.3.2.49	Network Switching Upgrades	30/06/2024	The network hardware has been procured with expected delivery and installation in Quarter 1 2024/2025.	80%	
4.3.2.50	System Upgrades (Security)	30/06/2024	Security devices have been procured and expected delivery and installation in Quarter 1 2024/2025. Endpoint security uplift continues to be rolled out to all council devices.	80%	
4.3.2.51	Narrabri - Depot - Replace Disaster Recovery System	30/06/2024	The servers and related hardware have been procured with expected delivery and installation in Quarter 1 2024/2025.	80%	
4.3.3.4	Develop and Implement Council's Software Management Strategy	30/06/2024	Discovery is occurring with the creation of a software register and associated documentation to take place in 2024/2025. Once completed a formal strategy can be formulated.	30%	
4.3.3.5	Investigate and implement a system to contact all staff simultaneously in case of an emergency	30/06/2024	Competing priorities and resource limitations meant this action has been delayed beyond 2023/2024.	0%	

 Achieved


 Not Achieved

Action: Key Performance Measures – Community Relations

Performance Measure	Annual Target	Actual (Year to Date)
Number of Media Releases developed and distributed	> 100	75
Registration and tasking of daily correspondence to be completed by the end of each working day (% of days)	100%	99%
Percentage of CRM requests actioned by Customer Service Agents	30%	29%
Percentage of CRM Telephone Messages taken by Customer Service Agent	20%	21%
Percentage of CRM's taken by Customer Service Agent that were a CSR	50%	30%







Action: Key Performance Measures – Information Services

Performance Measure	Annual Target	Actual (Year to Date)
Average time to retrieve files from archives (depot).	< 3 Days	2
Keep Internal Network Downtime to less than 5% during working hours	< 5 %	0%
Keep Email Service downtime to 5% during working hours	5%	0%
Compliance with State Records for disposal of hard copy documents	100%	100%
Average response time on IT helpdesk request	2 Hours	2
Number of Records Department correspondence	8,250	23,686
Number of Office 365 licenses	280	280
Number of Council's Desktop/Laptop Users	200	200
Number of Virtual Servers	40	37
Number of Mobile devices	150	150
Update asset layers in GIS	500	150

 Achieved






 Not Achieved

Commercial Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded) (Carryover 2022/2023)	30/06/2023	Legal advice received in January 2024 recommended that Council go out for an Expression of Interest for the sale of the land with the proviso that it is used for the construction of a Doctor's residence.	5%	
1.2.2.2	Boggabri - Pool - Investigate and implement accessibility upgrades (subject to funding)	30/06/2024	Building inspection identified multiple opportunities to upgrade accessibility. Grant funding was not secured; however, Council appointed a contractor to implement accessibility to the repurposed change room. Works are due to be complete in July 2024 due to contractor delays.	90%	
1.2.2.3	Boggabri - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	30/06/2024	Community consultation resulted in the recommendation of the installation of a gas BBQ to increase patronage. The BBQ has been installed.	100%	
1.2.2.4	Boggabri - Pool - Investigate keyless entry into the Facility	30/06/2024	Investigations have revealed that this is a costly process to retrofit a dated facility with keyless entry systems, and not feasible for implementation.	100%	
1.2.2.5	Boggabri, Wee Waa - Pool - Renew Access Stairs for Pool Entry (carryover 2022/2023)	30/06/2023	Project complete. Stairs were installed Quarter 2 2023/2024. Lifting equipment installed in Quarter 3 2023/2024.	100%	
1.2.2.6	Boggabri - Pool - Renew change room area (carryover 2022/2023)	30/06/2023	Project near completion June 2024. Electrician to commission early July 2024. Change room has been repurposed to fully accessible entertainment space.	95%	







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	30/06/2024	Preliminary investigations revealed if Council were to implement a large-scale aquatic recreational facility, it will require significant grant funding for planning, design and construction. For reference, Tamworth Regional Council recently recommended a \$45 million upgrade to their aquatic facility (including \$250,000 in designs). An upgrade of this size is not feasible without funding, recommend remain on hold until funding achieved for planning, design and construction stages.	100%	
1.2.2.11	Narrabri - Pool - Investigate and complete a design for the upgrade of the 50m pool and equipment	30/06/2024	No CAPEX approved for 2023/2024, and project will be significant in terms of required dollars, given Tamworth recently recommended a \$45m upgrade including \$250k design for their facility. Council will require significant grant funding for planning, design and construction. Propose to remain on hold until funding achieved for planning, design and construction. This forms part 2 of the project (see above for Stage 1), Noting the existing outdoor pool has outlived its original expected utility and was due for replacement years ago. Repairs and Maintenance on the facility is increasing.	0%	
1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	30/06/2024	Project completed Quarter 2 2023/2024.	100%	
1.2.2.17	Wee Waa - Investigate keyless entry into the Facility	30/06/2024	Investigations have revealed that this is a costly process to retrofit a dated facility with keyless entry systems, and not feasible for implementation.	100%	
1.2.2.18	Wee Waa - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	30/06/2024	Community Consultation complete resulting in the recommendation of the installation of a gas BBQ to increase patronage. This has been completed.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	30/06/2024	Property Services to carry out works that will overlap with another project. This will be delayed until Quarter 1 2024/2025. Anticipated commencement date of 1 August 2024.	15%	
1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric (carryover 2022/2023)	30/06/2023	Installed and electrical connection completed Quarter 2 2023/2024. Installation of bench top completed Quarter 3 2023/2024. BBQ is now fully installed and operational.	100%	
1.2.2.22	Wee Waa - Pool - Remove asbestos from plant room	30/06/2024	Wee Waa Pool pump shed completely replaced Quarter 4 2023/2024.	100%	
1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	30/06/2024	At present there is a Native Title on the site that needs to be completed before any expansion can be considered. RMS online is now operational to ensure bookings are an easy process for the travelling public.	45%	
1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022) (multiyear project)	30/06/2022	Master Plan for the area was developed, exhibited and adopted. Architects now appointed and provided details received from the community through the engagement process to ensure their designs align with the community's expectations. Site visit completed with State Libraries and Architects in Quarter 4 2023/2024. Designs for the library and community hall expected in Quarter 1 2024/2025.	100%	
1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	30/06/2024	On advice from Council's WHS Officer, Council is to use Safe Work NSW "How to Remove Asbestos Code of Practice" as the main strategy for this matter. This allows updates to occur without having to change the overall strategy. On line training is also available from SafeWork NSW as a means of refreshing and updating for Council operational matters.	100%	









 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.55	Narrabri - The Crossing Theatre - External refurbishment	30/06/2024	Carpark section of carryover expected to be completed Quarter 2 2024/2025.	30%	
1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	30/06/2024	Two options were presented to the Wee Waa community with the results of the process indicating an overwhelming desire to update and upgrade the site by demolishing the existing structure. Adopted by Council on 25 June 2024 (Minute 074/2024).	100%	
1.2.2.57	Wee Waa - Old NAB Building - Refurbishment (Resources for Regions Funded)	30/06/2024	Masterplan adopted by Council on 25 June 2024. RFQ for architects and demolition of existing structure to go out in Quarter 1 2024/2025.	5%	
1.2.2.62	Boggabri - Chemical Dosing (VPA Funded) (carryover 2022/2023)	30/06/2023	Majority of project finalised in 2022/2023. Minor works (including painting and repairs) completed in July 2023.	100%	
1.2.2.69	Narrabri - Pool - Replace auxillary equipment (pumps, valves, pipes etc)	30/06/2024	Final works were scheduled for June 2024, however, Council has been unable to secure contractor to complete foot valve replacement works.	80%	
1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	30/06/2024	Council's Grants Officer proactively shares grant opportunities with The Crossing Theatre as they arise. No further grant opportunities have been identified in Quarter 4 2023/2024 to assist with the provision of additional events.	100%	
1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	30/06/2024	The Crossing Theatre changed the Cafe floor plan for disability inclusion and accessibility. An inclusion plan was implemented, and staff trained to be more mindful and inclusive. Training included using a wheelchair, a walker and a pram to understand the difficulty associated with these items to in turn provide greater inclusive services to the community.	75%	









 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	30/06/2024	Engineering report completed and opportunities for revitalisation have been identified. Property Services will continue to seek grant funding to undertake Stage 1 of the recommended upgrades.	100%	
1.3.1.13	Narrabri - Old Gaol - Upgrade Design and Investigation	30/06/2024	To be carried over to 2024/2025 with the premise that once Council has a clear scope of works funding can be sorted to initiate the program.	0%	
1.3.1.14	Boggabri - Court House - Refurbishment Stage 2 (subject to funding)	30/06/2024	Contractor secured in Quarter 4 2023/2024. Works to be completed in 2024/2025.	15%	
2.1.2.3	Develop and implement Crown Land Plans of Management for urban open spaces and environmental areas	30/06/2024	Plans of Management is a continuing program at this point in time and it is expected to have this completed in Quarter 3 2024/2025.	40%	
2.1.4.1	Identify opportunities to reduce Council's fuel consumption	30/06/2024	Hybrid assets being purchased where applicable. Small plant changeover to battery power where possible.	100%	
2.1.4.2	Develop Council's Renewable Energy Action Plan (REAP)	30/06/2024	Renewable Energy Action Plan (REAP) developed and submitted to the May 2024 Ordinary Council Meeting for endorsement. Renewable Energy Implementation Plan (REIP) placed on public exhibition for community comment with three (3) submissions received. REIP to be submitted to a future Council meeting for final endorsement following review of the submissions.	100%	
2.1.4.9	Narrabri - Council Admin Building - Install Solar (Carryover 2022/2023)	30/06/2023	Solar panel installed in Quarter 4 2023/2024. Property Services to review and monitor benefits during 2024/2025.	100%	
2.1.4.10	Narrabri - Council Admin Building - Upgrade Electrical to increase capacity for solar (Carryover 2022/2023)	30/06/2023	Both distribution boards have been replaced to ensure RCD's are on all electrical circuits.	100%	










 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	30/06/2024	First draft presented to Airport Advisory Committee in Quarter 4 2023/2024. Expectation to be completed in Quarter 2 2024/2025.	50%	
2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	30/06/2024	Due to commence in 2024/2025 by external contractors.	0%	
2.2.1.3	Narrabri - Airport - Install LED Apron (Grant Funded 50%)	30/06/2024	Light poles delivered and concrete bases poured in March 2024. Final testing and compliance conducted end of June 24. Report to be received early Quarter 1 2024/2025.	100%	
2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	30/06/2024	Once Masterplan is received in Quarter 2 2024/2025, investigations can occur to increase utilisation.	0%	
2.2.2.1	Market and transact Council's developed sites	30/06/2024	Ongoing review is being carried out. Property portfolio program to be completed in Quarter 1 2024/2025.	75%	
2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	30/06/2024	Pursuing grant funding for this project. Full electrical audit needs to be completed for all sites prior to completing scope of works.	10%	
2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	30/06/2024	Project completed in June 2024. Induction session on the installation process was held on 21 June 2024 attended by Property Services and The Crossing Theatre staff.	100%	
2.3.1.29	Narrabri - The Crossing Theatre Band Room - Repair Flood Damage (carryover 2022/2023)	30/06/2023	All works completed in Quarter 4 2023/2024 however insurance is questioning payout on damaged concert auditorium speakers that were in the storage area. Expect to have resolved in Quarter 1 2024/2025.	95%	












 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.1.30	Narrabri - The Crossing Theatre - Install Backup Generator and Upgrade Hot Water System for increased functionality as an Emergency Evacuation Centre (Severe Weather and Flooding Grant Funded)	30/06/2024	Still awaiting decision following resubmitting documentation in Quarter 4 2024/2025.	0%	
3.2.3.22	Boggabri - Caravan Park - Upgrade fences and swale drain	30/06/2024	Contractor commenced Stage 2 of the upgrades. to be completed early Quarter 1 2024/2025.	90%	
3.2.3.23	Update The Crossing Theatres Event Prospectus	30/06/2024	Scope of document achieved. Welcome to Country, venue technical specifications, room capacities and floor plans developed. Photographer to be engaged for imagery and draft document to be prepared.	30%	
3.3.4.4	Narrabri - Saleyards - Truck Wash Tank (carryover 2022/2023)	30/06/2023	Existing concrete tank walls have split allowing seepage of water to inundate the area. Proposed shut down July 2024 to temporary reseal interior to allow site for preparation of new tank install in Quarter 1 2024/2025.	20%	
3.3.4.6	Narrabri - Saleyards - Upgrade Truck Wash Pumps and Electrical Boards	30/06/2024	Electrical board and pumps commissioned in Quarter 4 2023/2024. Pumps are viable speed to meet Council's energy saving targets.	100%	
4.1.1.5	Narrabri - Library - Develop Master Plan	30/06/2024	On the hold till Tourist hub has been finalised.	5%	
4.1.1.6	Narrabri - Saleyards - Annual Business Review	30/06/2024	Meeting held with Saleyard Advisory Committee in Quarter 4 2023/2024.	55%	
4.1.2.18	Narrabri - Depot - Upgrade the Chemical Loading Station (carryover 2022/2023)	30/06/2023	Funds transferred from Internal Carpark, Chemical wash bay, loading area problem resolved, funds transferred back to Internal Carpark which was completed Quarter 1 2023/2024.	100%	
4.3.1.5	Shire Wide - Depots - Develop Management Master Plan and Operational Protocols	30/06/2024	No budget allocated for 2024/2025. Depot Management Committee in Quarter 1 2024/2025.	0%	







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.1.13	Develop internal procedures and suite of documents for event bookings	30/06/2024	Review of documentation to rationalise processes for internal use completed in Quarter 3 2023/2024. Event management software in use meets the needs of the organisation.	100%	
4.3.1.14	Develop a business manual for the operation of The Crossing Theatre	30/06/2024	Procedures developed to ensure business continuity.	100%	
4.3.2.5	Develop Council's Workshop Upgrade Plan	30/06/2024	No funding available for this project 2024/2025. Safe Works NSW operational procedures to be followed.	15%	
4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	30/06/2024	Major Plant have been out to tender and purchase Order issued, awaiting supply.	100%	
4.3.2.7	Investigate appropriate structures to provide undercover protection of Council's Plant	30/06/2024	Has been deferred.	0%	
4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	30/06/2024	Carry over project to 2024/2025.	20%	
4.3.2.31	Finalise Facilities Management Plans for all of Council's real property	30/06/2024	Building inspections were completed in Quarter 3 2023/2024. All Facility Management Plans will be completed Quarter 2 2024/2025.	70%	
4.3.2.35	Shire Wide - Buildings and Other Structures - Assets revaluations and condition assessments	30/06/2024	All sites have been visited/inspected by independent auditors in Quarter 4 2023/2024. Awaiting report on finding.	40%	
4.3.2.46	Narrabri - Depot - Replacement Furniture (carryover 2022/2023)	30/06/2023	Project completed.	100%	
4.3.2.52	Narrabri - Council Admin Building - Furniture replacement	30/06/2024	Completed and furniture fully installed.	100%	
4.3.2.53	Narrabri - Council Admin Building - Air-conditioning Reconfiguration	30/06/2024	Completed and operational.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.54	Narrabri - Council Admin Building - Upgrade access Security System	30/06/2024	Completed and operational.	100%	
4.3.2.55	Narrabri - The Crossing Theatre - Auditorium public address system (PA system) (Year 1 of 2)	30/06/2025	Majority of the PA system has arrived, awaiting backordered components. Project on track for completion in 2024/2025.	100%	
4.3.3.6	Centralise and simplify Council's key system	30/06/2024	Initial audit completed in 2023/2024. Ongoing process, no budget available.	30%	
4.3.4.5	Narrabri - Library - Investigate and implement safety improvements	30/06/2024	An assessment of the library has revealed that the lighting was not up to Australian standards. No further safety upgrades required. Lighting to be installed in 2024/2025.	100%	
4.3.4.6	Wee Waa - Depot - Amenities Upgrade Stage 2 Fit Out	30/06/2024	Project completed and officially opened on 25 March 2024.	100%	
4.3.4.7	Boggabri - Depot - Relocation Stage 2 - Fit Out	30/06/2024	Frames and trusses stood in Quarter 4 2023/2024. Expected completion in Quarter 1 2024/2025.	60%	

 Achieved

 Not Achieved

Action: Key Performance Measures – Airport Services


Increase in flight movements due to FIFO contracts.

Performance Measure	Annual Target	Actual (Year to Date)
Total operating expenses per RPT Passenger	< \$85	\$26.96
Number of Non-Conformance Notices received from CASA Surveillance	0	0
Number of written complaints received per annum	0	0
Percentage of non-conformances rectified within agreed timeframes and to regulator satisfaction	100%	100
Number of RPT Movements per annum	800	612
Number of RPT Passengers per annum	3,500	3106
Number of non-RPT aircraft movements per annum	2,000	496

Action: Key Performance Measures – Fleet

KPM's are on track - slight impact due to staffing, so work was contracted out. This impacted the completion time due to fitting in with outsourcing to contractors. Overall a good result.

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of total maintenance conducted was unplanned	< 50 %	47
Number of planned maintenance activities completed on time	> 95 %	90
Residual Value vs Auction Proceeds	85%	77
Number of Service Requests recorded	2,274	522
Number of Plant Procurement Renewals	73	4
Number of Insurance Claims	< 20	8
Number of Disposal Assets Dispatched to Auction	73	20

 Achieved

 Not Achieved

Action: Key Performance Measures – Aquatic Facilities

Performance Measure	Annual Target	Actual (Year to Date)
Operational cost per patron is maintained below \$15 per patron - Boggabri	\$15	266.29
Operational cost per patron is maintained below \$15 per patron - Narrabri	\$11	28.37
Operational cost per patron is maintained below \$15 per patron - Wee Waa	\$14	1,776
Percentage of water quality compliance with NSW Health Regulations.	100%	100
Number of membership passes increased on previous year	5%	28
Number of events held at the Narrabri Aquatic Centre Multi-Function Room increased on previous year	5%	29
Number of patrons accessing the pools - Boggabri	9,000	116
Number of patrons accessing the pools - Narrabri	47,000	7,356
Number of patrons accessing the pools - Wee Waa	11,850	14
Number of Learn to Swim classes (Council run) offered at Boggabri, Narrabri and Wee Waa pools	550	75



Achieved



Not Achieved

Action: Key Performance Measures – Property Services


All areas are being monitored to ensure KPI's are being met

Performance Measure	Annual Target	Actual (Year to Date)
Reduce overall energy consumption (kilowatt hours)	> 7 %	33.76%
Response time to unforeseen / urgent repairs	< 3 Days	2
Complete property related insurance claims	10	1
Maintain less than 5% rental arrears	< 5 %	4
Undertake Lease / Licence audit	100%	100%
Attend to, negotiate, and update all expiring leases, licences, and occupancy agreements	8	4
Prepare plans of management, property related policies, property management protocols, structures, and frameworks	5	3
Undertake ongoing condition-based assessment of Council buildings and establish facilities management plans	10	5

Action: Key Performance Measures – Saleyards

Agents have indicated that they will no longer hold sales out of Narrabri Saleyards and therefore reporting will indicate zero for any sales related KPI's

Performance Measure	Annual Target	Actual (Year to Date)
Net cost of operation to Council (excluding capital)	\$40,000	\$73 154.88
Zero reported WHS incidents attributable to Council	< 0	0
Number of head sold per annum	< 14,000	0
Number of separate uses of truck wash facilities	> 1,500	389
Net operational cost per animal sold (\$ per animal)	\$15	0
Compliance with the National Saleyards Quality Accreditation (NSQA) annual audit	100%	100
Number of individual sale days per annum	> 20 Days	0

 Achieved

 Not Achieved

Action: Key Performance Measures – The Crossing Theatre





Outstanding rates balance higher than target, however debt collection procedures have commenced so we will see a drop in this in the coming months.


Performance Measure	Annual Target	Actual (Year to Date)
Number of events held in the Exhibition Room	60	17
Number of coffees sold	6,000	4,232
Number of events held in the Riverside Room	90	7
Number of events held in the Auditorium	60	16
Operating Costs per paying venue patron	< \$18	29.05
Number of event catering lunches provided	2,500	504
Number of Cinema patrons	20,000	4,611
Cinema Two (2) occupancy rate	25%	9.3
Number of event attendees	9,000	6,303
Cinema One (1) occupancy rate	20%	7.78
Overall customer satisfaction (google and Facebook reviews)	4	4.2
Overall room utilisation rate	20%	14.16
Number of Café main meals sold	10,000	2,614
Number of events held in the Gallery Lounge	50	8


 Achieved

 Not Achieved

Financial Services


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	30/06/2024	Factsheet released with Operational Plan and Budget in June 2024.	100%	
4.3.1.2	Review procurement process to reflect best practice.	30/06/2024	Presentation to MANEX of revised procurement guidelines and policy delayed due to competing end of year priorities this will be completed in August 2024.	80%	
4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	30/06/2024	Rating restructure reviewed as part of Operational Plan and Annual Budget process for 2024/2025.	100%	
4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	30/06/2024	Risk monitored throughout the year and reported to MANEX and Council as required	100%	

 Achieved

 Not Achieved

Action: Key Performance Measures – Financial Services








Performance Measure	Annual Target	Actual (Year to Date)
Rates outstanding (rates, annual charges, interest, and extra charges outstanding %)	< 11 %	13%
Accounts receivable - average monthly percentage of accounts outstanding for more than 90 days	10%	8%
Accounts payable - average monthly percentage of invoices outstanding for more than 30 days	5%	0%
Statutory Accounting and Reporting completed by due date	100%	100%
All taxation returns completed by due dates	100%	100%
Monthly investment portfolio performance meets the policy benchmarks	100%	100%
Number of days overdraft facility required	< 0 Days	0
Rates and water accounts issued by due dates	100%	100%
Stock take variances within 2% of total stock value	100%	100%
Number of rate assessments (annual issue)	6,740	7028
Number of water accounts issued per quarter (last quarter issued)	4,100	4482
Number of s603 certificates issued	350	385
Number of pensioner rebates granted at levy	780	733
Number of accounts receivable transactions processed	700	1103
Number of accounts payable transactions processed	18,000	12368
Number of stores transactions processed	5,000	9120

 Achieved

 Not Achieved







General Manager

Governance and Risk

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	30/06/2024	All GIPA Applications determined on time. No internal or external reviews requested or successful in YTD.	100%	
4.1.2.4	Implement Council's Service Review Strategy	30/06/2024	Provider engaged and reviews conducted in Quarter 4 2023/2024. Some reports provided in Quarter 4 2023/2024, others to be provided in Quarter 1 2024/2025.	100%	
4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	30/06/2024	Exercise conducted in March 2024. BCP under review for presentation to Acting GM following their appointment.	100%	
4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	30/06/2024	Audit Risk and Improvement Committee meeting held each quarter in 2023/2024.	100%	
4.1.2.12	Continue to implement Council's Internal Audit Program	30/06/2024	Internal audits completed in Payroll, Grant Management, and Asset Management. Cybersecurity Audit commenced in Quarter 4 2023/2024.	100%	
4.1.2.13	Deliver and maintain Council's Safety Audit System	30/06/2024	Training provided to new employees. System regularly monitored and events responded to effectively and quickly.	100%	
4.1.2.16	Finalise Council's Fraud and Corruption Plan	30/06/2024	Council has Fraud and Corruption Policy and Risk Register, as well as a new Integrity Framework. This, along with its subordinate procedures and protocols, constitutes Council's fraud and corruption plan.	100%	







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.19	Ensure Council Meetings are conducted in accordance with the Local Government Act 1993 (NSW) and the Code of Meeting Practice	30/06/2024	Council meetings progressing. The Governance team provides regular and timely advice to Councillors and the Council on procedural matters to ensure compliance with the Code of Meeting Practice (COMP).	100%	
4.1.2.20	Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration, or breaches of the Code of Conduct	30/06/2024	Advice and education being regularly provided to staff and Councillors. Otherwise, this action is on track with any matters being investigated as they arise.	100%	
4.1.2.22	Administer and promote a consistent approach to risk through the Risk Management Framework	30/06/2024	Transition to Pulse Risk Module complete with training ongoing. Council's risk management culture has improved through increased engagement through the introduction of Bulletins from the risk team and interteam collaboration.	100%	
4.1.2.23	Promote business improvement and risk management through the implementation of initiatives arising from internal and external audits	30/06/2024	Quarterly reporting to ARIC with reviews. Audit actions have been uploaded into pulse for better monitoring and action management. Risk team works closely with MANEX and managers to implement audit actions. StateWide Continuous Improvement Pathway report received and under implementation.	100%	
4.1.2.24	Implement Guidelines for Risk Management and Internal Audit for Local Government in NSW	30/06/2024	In 2023/2024 Council undertook a comprehensive review of its compliance with the Guidelines. This led to the adoption of a new Internal Audit Charter, ARIC Terms of Reference, ARIC work plans and strategies, and other measures as required by the Guidelines. Council is now compliant with the Guidelines.	100%	
4.1.2.25	Implement Council's chemical monitoring system	30/06/2024	All sites' chemicals have been entered into WHS Monitor. Treatment plans developed and implemented.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.4.4	Review and improve the Corporate Planning Module	30/06/2024	Pulse Corporate Planning and Reporting module implemented and training delivered to staff. In use as of Quarter 1 2023/2024.	100%	
4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	30/06/2024	Council's Community Engagement Officer worked with Council's Community Development Coordinator, Aboriginal Liaison Officer, and Planning and Development teams to promote engagement with community during the update of any strategic planning instruments that were due for review in 2023/2024.	100%	
4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	30/06/2024	Worked cooperatively with Youth Council to develop Youth Strategy, which will now be implemented by Community Development. Council's Community Engagement Officer continues to work collaboratively with the Youth Council on Youth issues in the community.	100%	
4.2.2.15	Oversee and provide advice to ensure Council effectively engages with internal and external stakeholders	30/06/2024	Community Engagement occurring across several projects including the Boggabri Civic Centre, the Wee Waa Community and Business Centre, the Drought Resilience Project, Youth Council, and Your Village Matters meetings, among others. In addition, Council's Governance team regularly provides advice and enabling to other sections of Council in community and stakeholder engagement.	100%	
4.2.3.8	Support Council's executive management team	30/06/2024	Personal Assistant providing ongoing support. The Governance and Risk team provides high level legal, governance, safety, and risk management advice to Executive Management on an ongoing and as-needs basis.	100%	
4.2.4.8	Provide administrative support to Planning and Sustainability Directorate in their functions	30/06/2024	Ongoing support to Planning and Sustainability Directorate being provided by an Administration Officer.	100%	








 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.4.9	Provide administrative support to Infrastructure Delivery Directorate in their functions	30/06/2024	Administration Officers are providing key administrative support to all areas of Infrastructure Delivery. In fulfilling this role, Administration Officers are working with stakeholders to develop more efficient ways of conducting Council business.	100%	
4.3.1.9	Support departments in the capturing and storage of business processes and corporate knowledge	30/06/2024	Administration Officers are working with different teams to codify corporate knowledge in procedures and other documents.	100%	
4.3.1.10	Finalise review of Council's Safe Work Method Statements	30/06/2024	Competing priorities and limited resources has limited progress on this project. Additional efforts to be undertaken in 2024/2025 to ensure completion as early as possible.	25%	
4.3.1.11	Provide advice and enabling resources to wider Council in order for Council to comply with its obligations under the WHS legislation and Codes of Practice	30/06/2024	Regular advice, training, and tools given to workforce and management surrounding safe work practices, including improving work practices to make them safer.	100%	
4.3.1.12	Develop and implement Council's WHS Strategy	30/06/2024	Competing priorities and limited resources prevented development. This will be developed with Acting GM and new Council in the 2024/2025 year.	0%	
4.3.3.11	Quarterly reporting of continuous improvement initiatives (including service review progress and recommendations) provided to the Audit, Risk and Improvement Committee	30/06/2024	Audit, Risk and Improvement Committee (ARIC) meeting held in August 2023, December 2023, March 2024, and May 2024. Continuous improvements initiatives are on the agenda for ARIC meetings. Service reviews commenced Quarter 3 2023/2024 and due for completion Quarter 4 2023/2024 with progress reported to the ARIC in Quarter 1 2024/2025	100%	
4.3.4.8	Organise and execute Council's Safety Awards annually	30/06/2024	Peak Safety Awards are presented at each monthly Peak Safety BBQ.	100%	



 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.9	Review and implement Council's Risk Management Framework	30/06/2024	Implementation ongoing with implementation plan to increase coverage by service areas across Council. Risk Management Framework under review for adoption by new Council in 2024/2025.	100%	
4.3.4.10	Conduct quarterly Health and Safety Committee meetings	30/06/2024	Health and Safety Committee held in July and October 2023, January 2024, and April 2024.	100%	
4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	30/06/2024	Inductions occurring for new employees. Bullying and Harassment training delivered to outdoor workforce in Quarter 2 2023/2024.	100%	
4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	30/06/2024	Health and Wellbeing Days held in February 2024. These were successful events at which staff were provided with guidance and information regarding health and wellbeing initiatives and were also able to undertake health screening and baseline health testing.	100%	
4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	30/06/2024	Consideration underway as to the future of this project. Placed on hold while it is under review.	40%	
4.3.4.14	Investigate and implement opportunities to improve employees health and wellbeing	30/06/2024	Opportunities have been investigated including the following; adoption of Health Monitoring Operational Protocol; RU Ok Day; Training to staff around difficult customers; regular education for workers around health and wellness issues and initiatives; and the review of health monitoring initiatives. Staff Health and Wellbeing Days held in February 2024. Flu shots for staff occurred in April 2024	100%	
4.3.4.17	Investigate serious or systemic safety incidents	30/06/2024	All major incidents investigated thoroughly and corrective actions issued and followed up.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.18	Manage Council's return to work program	30/06/2024	Consistently working with injured workers to support them and promote a quick return to work. This includes going to appointments with injured workers and liaising with management to arrange alternate duties. Council's return to work program is currently the highest performing in the region, and significantly higher performing than all averages across the Local Government sector.	100%	
4.3.4.19	Manage Council's Drug and Alcohol Testing program	30/06/2024	Reintroduction of Council's Drug and Alcohol testing program was successful and will become a long term part of Council's operations.	100%	

 Achieved


 Not Achieved

Action: Key Performance Measures – Governance

Performance Measure	Annual Target	Actual (Year to Date)
Council Meeting Business Papers published at least three (3) days prior to the meeting date	100%	100%
Delegations are reviewed biannually	100%	100%
Policies reviewed and adopted by Council	10	7
Breaches of the Council's Code of Conduct	0	4
Ordinary Council Meetings	> 10	11
Extraordinary Council Meetings	1	3
Formal Access to Information Applications dealt with within the legislated timeframes	100%	100%
Formal Access to Information Applications Received	> 10	9
Informal Access to Information Applications Received	> 80	56

Action: Key Performance Measures – Corporate Planning

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of reporting completed by due date	100%	99%
Progress Reports produced and presented to Council	6	6

 Achieved

 Not Achieved


Action: Key Performance Measures – Corporate Risk

Performance Measure	Annual Target	Actual (Year to Date)
Number of inductions/refreshers sessions	> 4	
Number of Risk Alerts issued	< 5	1
CIP Risk Management Action Plan Completed	100%	100
Number of BCP exercises completed	> 1	0
Percentage of Corporate Risks that have been determined 'As Low As Reasonably Practicable'	> 50 %	


Action: Key Performance Measures – Work Health & Safety

Performance Measure	Annual Target	Actual (Year to Date)
Number of Safety Award presentations	10	2
Percentage of incident investigations completed	85%	100%
Number of Incidents - Plant & Infrastructure (Low)	< 25	9
Council's cumulative previous 3 years total Workers Compensation Claims Cost	\$180,000	\$106,013.71
Percentage of Vault Events closed by due date	100%	88%
Audit results for Workplace Health & Safety	> 75 %	88%
Number of Incidents - Plant & Infrastructure (Critical)	< 5	0
Percentage of serious incidents are investigated	100%	100%
WHS Strategy Objectives met	> 75 %	0%
Percentage of all Vault's corrective actions completed	100%	96%
Number of Safety Bulletins issued	12	3
Number of Incidents - Plant & Infrastructure (Medium)	< 0	0

 Achieved




 Not Achieved

Performance Measure	Annual Target	Actual (Year to Date)
Number of Open Workers Compensation Claims (Rolling Average)	25	14
Number of toolbox talks issued	12	2
Percentage of high-risk worksites are inspected at least once annually	100%	100%
Number of Incidents reported - Injury (Lost Time)	< 10	1
Percentage of safety reporting to MANEX completed by due date	100%	100%
Number of New Workers Compensation Claims	< 15	1
Number of Safety Interactions completed	40	5
Number of Incidents reported - Injury (First Aid)	< 20	5
Number of Workplace Inspections Completed	36	4
Number of Lost Time Injuries (Workers Compensation Premium Impacting)	< 10	0
Number of Incidents reported - Injury (Medical Treatment)	< 10	2
Number of Safety Alerts issued	10	3
Number of Incidents - Plant & Infrastructure (High)	< 5	0
Percentage of reported hazards that have been assigned corrective actions	75%	100%

 Achieved

 Not Achieved







Emergency Management


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.1.4	Advocate for information sharing processes between response agencies.	30/06/2024	This is a continuous process that is completed through the Local Emergency Management Committee (LEMC). The Emergency Management Plan and Consequence Management Guidelines were updated and endorsed in Quarter 4 2022/2023.	100%	
2.3.1.5	Shire Wide - Investigate the establishment of Heli Pads in key locations (such as areas near isolated workforces) across Narrabri, Boggabri, Wee Waa and the Pilliga to assist in emergency management and evacuation efforts.	30/06/2024	Advocacy is continuous in conjunction with the Local Emergency Management Committee.	100%	
2.3.1.6	Assess and manage the impacts of climate change (such as heat, floods, storms and drought) on Council's assets and services	30/06/2024	Included in current Asset Management Plans. Asset Management Plans due for renewal late 2024.	100%	

 Achieved







 Not Achieved


People and Values

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.8	Develop Council's Entry Level Employment Strategy	30/06/2024	Opportunities to introduce more Apprenticeship and Traineeship opportunities continue to be explored. In this quarter a new Trainee Building Survey was introduced into the establishment.	100%	
4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	30/06/2024	Currently investigating HR modules within TechOne to assess their functionality, usability and lay the groundwork for future implementation. This will assist in centralising and accurately capturing data, streamline business processes, minimise the potential for human error, and create reporting opportunities throughout the entire employee life cycle. In the interim we are also investigating the option to integrate HRonboard and Scout to enhance data capture during this period. It is anticipated that implementation of the various TechOne modules would span over a 2 year period and cannot be achieved during the period of this Operational Plan.	50%	
4.3.2.11	Investigate non-salary-based incentives for Council Staff	30/06/2024	Salary packaging solutions are actively promoted on an ongoing basis and Council has distributed the Education and Accreditation Assistance Protocol.	100%	
4.3.2.12	Investigate opportunities to support a culturally diverse workforce	30/06/2024	Opportunities continue to be explored as they are presented.	100%	
4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	30/06/2024	Transition to retirement opportunities continue to be implemented.	100%	
4.3.2.15	Develop Council's Workforce Knowledge Retention Strategy	30/06/2025	The development of a strategy has not been achieved and this action will be reviewed in 2024/2025.	0%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.16	Develop Council's Recruitment Strategy	30/06/2025	Council continues to apply recruitment strategies to encourage diversity, promote career opportunities and pathways. A Recruitment and Selection Protocol has also been adopted by MANEX in Quarter 4 2023/2024.	100%	
4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	30/06/2024	Council continues to take up opportunities to conduct or participate in workshops to encourage people of all abilities.	100%	
4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	30/06/2024	Fact Sheet developed in 2022/2023 and continues to be included in advertisements and improved on as required.	100%	
4.3.4.1	Conduct annual Staff Recognition Program	30/06/2024	Service Awards were presented to employees during November and December 2023.	100%	
4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies and processes	30/06/2024	New staff are issued with policies when they receive their letter of offer. They are also asked to undertake code of conduct training via Council's e-learning system. Relevant sections of Council are notified of the employees system and equipment requirements prior to commencement so that the employee feels included and engaged from their first day. Supervisors undertake a worksite induction over the first few days of commencement. During the induction, employees become familiar with standards of work, safe work methods, the training and development framework and governance and risk requirements.	100%	
4.3.4.3	Develop and implement Council's Aboriginal Employment Strategy	30/06/2024	A strategy has not been developed at this stage. The Reconciliation Action Plan which is currently being developed will inform a future strategy. The Action Plan proposes strategies and actions in relation to employment practice. This action has been carried over to 2024/2025.	10%	

 Achieved

 Not Achieved

Action: Key Performance Measures – People & Values





Performance Measure	Annual Target	Actual (Year to Date)
Average length in Recruitment Process (in days)	< 60 Days	58.65
Staff Turnover (%)	12%	22.44
Employee Initiated Staff Turnover (%)	10%	18.86
Employer Initiated Staff Turnover (%)	2%	3.77
Number of positions recruited for	> 60	22
Number of Apprenticeships/Traineeships recruited	7	1
Number of grievances processed	0	0
Number of Performance Management cases	0	2
Number of group training events coordinated	1	3

 Achieved

 Not Achieved









Infrastructure Delivery

Projects and Assets

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	An assessment looked at current car parking configuration in accordance with the requirements of AS 2890 (for general car parking spaces) and AS 2890.6-2022 (for disabled car parking spaces). It was determined that current car parking configuration abides by these standards (not exceeding the standard) with no available space for more car parks.	100%	
1.2.3.4	Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes) (Stage 1 of 3)	30/06/2026	This is a four-year action and this year's actions for sourcing funding, council was unsuccessful in its Active Transport grant submission.	100%	
1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	An assessment of the Maitland Street car parking was completed in March 2024. The assessment looked at current car parking configuration in accordance with the requirements of AS 2890 (for general car parking spaces) and AS 2890.6-2022 (for disabled car parking spaces). It was determined that current car parking configuration abides by these standards (not exceeding the standard) with no available space for more car parks.	100%	
1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	An assessment looked at current car parking configuration in accordance with the requirements of AS 2890 (for general car parking spaces) and AS 2890.6-2022 (for disabled car parking spaces). It was determined that current car parking configuration abides by these standards (not exceeding the standard) with no available space for more car parks.	100%	







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.1	Capex - Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues - Development Feasibility Study (R4R Funded)	30/06/2024	Draft received and briefing presented to Council. Awaiting further information from Crown Lands prior to completing.	85%	
2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	30/06/2026	This is a four year action - this year's actions for sourcing funding, Council was unsuccessful in its Active Transport grant submission.	100%	
2.2.1.8	Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links	30/06/2026	This is a four year action - this year's actions for sourcing funding, Council was unsuccessful in its Active Transport grant submission.	100%	
2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	30/06/2024	This is a four year action - this year's actions for sourcing funding, Council was unsuccessful in its Active Transport grant submission.	100%	
2.2.1.10	Investigate and address impediments to regional freight network and work with stakeholders to upgrade transport network capacity as demand changes	30/06/2024	Investigations and advocacy are continuous throughout the year in conjunction with heavy vehicle operators.	100%	
2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	30/06/2024	Project complete. Culvert and bridges inspected and completed by staff. Consultant engaged and desktop study completed.	100%	
2.3.1.1	Shire Wide - Investigate and advocate for telemetric gauges on the creek systems that are subject to flash flooding	30/06/2024	Investigations and advocacy ongoing. Funding opportunities also being investigated.	100%	
3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	30/06/2024	Information session was conducted at the Narrabri aquatic center this session included how to sign up to Council vendor panel.	100%	

 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.1.4	Narrabri - West Precinct Freight Link - Upgrade	30/06/2024	The original scope of the project aimed to close the level crossing from Old Turrawan Road to Gately Street and reopen the level crossing from Old Turrawan Road to Old Newell Highway, in addition to the extension of Avon Street to Old Turrawan Road and the realignment of the Southern Intersection from Old Turrawan Road to the Kamilaroi Highway. However, the State Government withdrew funding in December 2023.	20%	
3.2.4.1	Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	30/06/2024	A review this strategy has commenced following recruitment of additional Design staff, this action is due for completion next reporting year.	20%	
4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	30/06/2024	Asset Management Policy and Contract Management Policy have been developed and adopted at the June 2024 Ordinary Council Meeting. The team will continue to develop and enhance best practice principles for project and asset management practices.	100%	
4.3.2.27	Finalise Council's Project Management Framework	30/06/2024	Due to unforeseen issues in relation to staffing levels, this action has been reviewed and given a revised finish date for 11 September 2024.	60%	
4.3.2.29	Run annual Project Management workshops with Managers	30/06/2024	Complete.	100%	
4.3.3.10	Procure Drone (with LiDAR) and training to improve efficiencies and survey quality	30/06/2024	Matrice 350 RTK has been purchased along with required software and hardware.	100%	

 Achieved

 Not Achieved

Action: Key Performance Measures – Design Services

Performance Measure	Annual Target	Actual (Year to Date)
Cost per kilometre of road design produced	< \$7,500	0
Internal designs completed within the allocated (agreed) timeframe	100%	100
External designs reviewed and comment provided within 15 working days	100%	100
Heavy Vehicle permits assessed and completed within 15 working days	100%	100
Development Applications assessed and reply submitted to the Director of Infrastructure Delivery within 15 working days	100%	100
Dial Before You Dig requests are replied to within 3 working days	100%	100
Number of new Assets created for associated Capital Works Projects	110	> 110
Asset inspections work schedules developed for services with maintenance schedules	4	> 20
Number of major projects design completed (>\$100,000 total project cost)	20	0
Number of minor projects design completed (<\$100,000 total project cost)	150	150
Number of external designs assessed	60	60
Number of Traffic Count Data collected	200	200
Number of Heavy Vehicle Permits assessed	120	> 120
Number of Development Applications assessed	60	60
Number of Dial Before You Dig requests completed	50	50

 Achieved

 Not Achieved











Action: Key Performance Measures – Projects and Assets

Performance Measure	Annual Target	Actual (Year to Date)
Number of annual contracts managed (Unit Rate Panel Type Contracts)	9	>9
Number of legislative and/or Policy breaches relating to tendering	< 0	0
Number of new construction and plant contracts processed	10	>10
Number of Capital Works Projects documented as per Project Management Framework	85%	85
Contract Progress Claims are checked and processed within the stipulated time	100%	100

 Achieved












 Not Achieved

Parks and Open Spaces

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.3.1	Narrabri - Investigate the construction of an Indoor Sports Centre	30/06/2024	Investigation into the construction of a indoor sporting facility has been completed. Council has obtained funds for a Masterplan to be developed in 2024/2025. Scope of works for consultant are being finalised and then released for Vendor panel assessment and consultation.	100%	
1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received and paid after 30 June 2023.	100%	
1.1.3.8	Narrabri - Leitch Oval - Replace Lighting (SCCF5 Funded)	30/06/2024	Tender has been awarded with construction planned in Quarter 2 2024/2025.	100%	
1.1.3.11	Narrabri - Collins, Hogan and Leitch Ovals - Access Roads	30/06/2024	Seal contractor rescheduled to Quarter 1 2024/2025 due to wet weather conditions.	50%	
1.1.3.14	Narrabri - Collins Park - Electric Scoreboard (Grant Funded) (carryover 2021/2022)	30/06/2023	Score board installed. Official plaque and opening completed at the start of the Rugby League season in April 2024.	100%	
1.1.3.16	Narrabri - Tennis Court Infrastructure (SCCF3 Funded) (Carryover 2021/2022)	30/06/2022	Handrails and entry gate installed in October 2023. Project completed.	100%	
1.1.3.17	Shire Wide - Sporting Fields - Renewal Program (Narrabri - Gately Field - Replace Irrigation Pumps and Tanks (Carryover 2022/2023))	30/06/2023	Issues encountered with design and location this project is now currently being redesigned and quoted. Will need to rollover to 2024/2025.	20%	
1.1.3.18	Wee Waa - Tennis Court - Install two multipurpose courts (SCCF5 Funded) (Year 1 of 2)	30/06/2025	Construction commenced. The concrete base has been poured and the fence has been erected. This project is grant funded over two years.	100%	
1.1.3.19	Boggabri - Jubilee Oval - Install Lighting (subject to funding)	30/06/2024	Funding sourced. Tender has been awarded with construction planned for Quarter 2 2024/2025.	100%	
1.1.3.20	Bellata - Multi-Purpose Court (SCCF3 Funded) (Carryover 2022/2023)	30/06/2023	Project complete in 2022/2023. Final invoice received after 30 June 2023.	100%	










 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.1	Boggabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation, design and tender completed. Installation scheduled for Quarter 2 2024/2025.	100%	
1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation and design completed. Installation scheduled in 2024/2025.	100%	
1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Investigation and design completed . Tender has been awarded for installation in 2024/2025.	100%	
1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump (carryover 2022/2023)	30/06/2023	This project will not continue as further investigations found that the water quality would not improve through storage method.	100%	
1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows (carryover 2022/2023)	30/06/2023	Rows installed. Project completed.	100%	
1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	30/06/2024	Draft Master Plan completed. Public consultation of the plan will be released in 2024/2025.	85%	
1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%	
1.2.2.29	Wee Waa - CBD and Surrounds (including the War Memorial and Dangar Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Master plan completed and adopted by Council.	100%	
1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	30/06/2022	Electrical upgrades completed and guard rails installed. Project completed.	100%	
1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park (VPA Funded) (carryover 2022/2023)	30/06/2023	Project re-scheduled for 2024/2025 to prioritise time sensitive grant funded projects and to better align with the future capital works in the area.	100%	
1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	30/06/2024	Continual works to sports field amenities have been completed works to netball courts repairs to amenities and park furniture.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation (subject to funding)	30/06/2024	Project completed awaiting final invoices.	100%	
1.2.2.64	Narrabri - Lawn Cemetery - Renew internal roads and carpark (Carryover 2021/2022)	30/06/2022	Due to contractor failure, this work will now be undertaken by roads department in Quarter 2 2024/2025.	40%	
1.2.2.65	Wee Waa - Cemetery - Upgrade Entrance Road (carryover 2021/2022)	30/06/2022	Project completed in 2022/2023, with final invoices received after 30 June 2023.	100%	
1.2.2.66	Narrabri - Netball Courts - Upgrade (SCCF4 Funded)	30/06/2024	The upgrade of the netball courts has been completed.	100%	
1.2.2.67	Narrabri - Dangar Park - Upgrade and install additional fencing, grandstand, and pathways (Resources for Regions Funded)	30/06/2025	This project is scheduled to take place over two years. Security fence to be installed in Quarter 1 2024/2025. The grandstand tender has been awarded for installation in Quarter 2 2024/2025.	100%	
1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	30/06/2024	Grant funding was not sourced this year.	100%	
1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	30/06/2024	Council has incorporated accessibility design into all procurement of new amenities and will continue to upgrade existing amenities. New accessible amenities buildings have been installed in Wee Waa Cemetery and Narrabri Tibbereena Street upgrades. A suitable site within the Narrabri CBD has been identified and preliminary planning is underway.	100%	
1.2.3.32	Narrabri - Tibbereena Street Accessible Amenities Block (Tourism Hub) (BSBR Grant Funded)	30/06/2024	Block installed and connected to services. Garden beds also installed to improve the amenity of the space. Project completed.	100%	
1.3.1.1	Boggabri - CBD and Surrounds (including Vickery Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Master plan for Vickery Park CBD and Civic precinct was adopted by Council at the February 2024 Ordinary Council Meeting.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.1.3	Narrabri - CBD - Review and Update Master Plan	30/06/2024	Plans reviewed. Council will continue with sourcing grant funding to upgrade seated areas.	100%	
1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	30/06/2024	Council had identified opportunities to beautify the entryways which includes installation of the town signage, planting of additional trees and gardens.	100%	
1.3.1.11	Wee Waa - CBD Upgrade (VPA) (carryover 2020/2021)	30/06/2023	CBD roundabout with cotton ball sculptures and signage has been installed.	100%	
1.3.4.1	Narrabri - CBD - Identify an appropriate area to install an inclusive amenities block	30/06/2024	Council has investigated two potential sites one of which would require purchase of existing building the other is currently under investigation for future development. If Council want further amenities this building will need to be considered in future upgrades surrounding the CBD.	100%	
2.1.2.2	Shire Wide - Street Tree Strategy and Program	30/06/2024	Now that the development of the Renewable Energy Action Plan (REAP) strategy is complete the project will be implemented in 2024/2025.	0%	
2.2.1.12	Narrabri - CBD - Replace pavers	30/06/2024	Paver works completed and shop front areas pressure washed down.	100%	


 Achieved

 Not Achieved

Action: Key Performance Measures – Cemeteries

This year saw a total of 85 casket interments and 23 Ashes interments this total has increased over the past five years adding additional pressure on service level for cemeteries.

Performance Measure	Annual Target	Actual (Year to Date)
Revenue from interments fee charges cover at least half of the associated Interment Expenses.	> 50 %	60
Number of written complaints relating to interments	< 0	0
Number of written complaints regarding maintenance of Cemeteries	< 0	0
Number of incidents of vandalism incurred at Council managed Cemeteries	< 0	0
Number of casket interments	90	22
Number of ash interments	10	7

 Achieved

 Not Achieved

Action: Key Performance Measures – Parks and Open Spaces









2023/24 saw increased number of rain days which has resulted in increased maintenance with the pressure of increasing operational costs.

Performance Measure	Annual Target	Actual (Year to Date)
Number of hectares of recreational areas maintained	51 Ha	51
Amount of Grant funding received annually for Open space department	\$150,000	\$1.4 million
Number of hectares of sports fields maintained	22 Ha	22
Number of hectares of open spaces maintained	221 Ha	221
Annual cost per Ha to maintain Sports Facilities.	< \$3,500	6550
Annual cost per Ha to maintain Open Space and stormwater areas	\$1,762	3299
Cost to clean public toilets across shire (Total of 11)	\$280,962	301,000
Annual cost per Ha to maintain Recreation Parks	\$2,012	7540
Customer satisfaction with level of service provided at parks, recreation, and sporting facilities	75%	83
Percentage of Plans of Management reviewed by date	> 100 %	100
Hours of the Shire's sports field bookings and utilisation	2,000	1,610

 Achieved








 Not Achieved

Road Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	30/06/2024	Contract has been awarded, with construction set to commence in July 2024. Delay caused due to contract falling through earlier in 2023/2024.	25%	
1.2.3.33	Narrabri - Tibbereena Street to Narrabri Creek Bridge - Construct Shared Pathway (Get Active NSW Funded)	30/06/2024	Path works completed. Extra scope added due to available budget. Extra works including additional carpark area. Full scope expected to be finalised in July 2024.	100%	
2.2.1.15	Bellata - SR1 Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	30/06/2023	Works completed in June 2023 with remaining expenses receipted in 2023/2024.	100%	
2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	30/06/2022	Project incurred delays following the major flood event in September/November 2022. Bridge work was completed in 2022/2023. Seal and guard rail works completed in Quarter 1 2023/2024 with the bridge now open to traffic. Project complete.	100%	
2.2.1.17	Boggabri - SR21 Caloola Road - Upgrade (Carryover 2022/2023)	30/06/2023	Works have been completed.	100%	
2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022) (R4R Funded)	30/06/2022	Project completed and open to the public.	100%	
2.2.1.19	Boggabri - MR357 Rangari Road - Rehabilitation (LRRF Funded)	30/06/2024	Project completed and open to traffic.	100%	
2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Year 1 of 2) (carryover 2021/2022)	30/06/2023	All Year 1 works completed, with tender currently out to market. Award expected in July, 2024. Greenhills Quarry - Council is working to resolve Land Title issues. These issues will need to be resolved prior to work being able to commence.	100%	










 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.21	Develop a Rural Roads Maintenance Strategy	30/06/2024	Roads hierarchy has been developed and endorsed. A consultant has been engaged to develop the draft Strategy and review current resources and practices. Initial Scoping Report nearing completion after additional financial information provided. This project will be finalised in 2024/2025.	75%	
2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	30/06/2024	Council has developed a Mine Safety Management Plan, which is reviewed on an ongoing basis. This plan encompasses the environmental aspects of all Council quarries to ensure they are operated to an appropriate environmental standard.	100%	
2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%	
2.2.1.24	Merah North - Doreen Lane - Rehabilitation (FLRP Funded)	30/06/2024	Majority of works completed on the project, with inclement weather preventing the completion of final drainage works. Works to be finalised when conditions dry.	95%	
2.2.1.27	Pilliga - SR127 Pilliga Road - Upgrade (ROSI, FCR and BLOCK Grant Funded) (Year 1 of 2)	30/06/2025	Works scheduled for 2023/2024 have been completed. The project is ahead of schedule and progressing through Stages 10 and 11.	100%	
2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Flood Event)	30/06/2023	Emergency Works and Immediate Rectification Works claims submitted in 2022/2023, \$555,000. Further flooding has occurred and a review of all flood damage is now occurring. Outstanding damages have been rolled into most recent event. Works completed and claim has been finalised.	100%	
2.2.1.30	Shire Wide - Footpaths - Renewal programs	30/06/2024	Project completed and open to the public.	100%	











 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.31	Shire Wide - Floodway and Causeway Renewals	30/06/2024	Preliminary investigations are completed, with tender currently out to market. Delayed due to delay in receiving Environmental Studies.	25%	
2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	30/06/2024	Contract advertised and failed to be awarded due to budgetary constraints. Package now to be completed inhouse during 2024/2025.	15%	
2.2.1.35	Shire Wide - Regional Roads - Reseal Programs	30/06/2024	Budget to be transferred to Pilliga Road MR127 upgrade as part of Council's co-contribution, please see Pilliga Road action for comments. Expenditure relates to 2022/2023 works invoiced after 30 June 2023.	100%	
2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	30/06/2024	Project completed and open to traffic.	100%	
2.2.1.37-1	Shire Wide - Shire Roads - Rehabilitation Programs - Merah North - SR46 Doreen Lane - Rehabilitation (LRRF Funded)	30/06/2024	Project completed and open to traffic.	100%	
2.2.1.37-2	Shire Wide - Shire Roads - Rehabilitation Programs - Wee Waa - SR4 Spring Plains Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%	
2.2.1.37-3	Shire Wide - Shire Roads - Rehabilitation Programs - Boggabri - SR12 Leards Forest Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%	
2.2.1.37-4	Shire Wide - Shire Roads - Rehabilitation Programs - Narrabri - SR29 Yarrie Lake Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 1 2023/2024.	100%	
2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	30/06/2023	No budget allocation in 2023/2024. Expenditure relates to works completed in 2022/2023 that was not invoiced until after 30 June 2023.	100%	





 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.41	Shire Wide - Town Streets - Reseal Programs	30/06/2023	Issues with preferred contractor availability encounter. Secondary contractor engaged, however unfavorable weather conditions persisted, delaying the program to 2024/2025.	5%	
2.2.1.42	Investigate the upgrade of SR29 Yarrie Lake Road to provide all-weather, flood free access between Narrabri and the outskirts of Wee Waa, whilst maintaining consideration for Northern NSW Inland Port (N2IP)'s priorities	30/06/2024	A project manager and specialist hydrology consultant have been engaged, with final report due in July 2024. Slight delay due to additional time required for flood modelling.	90%	
2.2.1.43	Wee Waa - SR30 Culgoora Road - Upgrade (R2R Funded) (Carryover 2021/2022)	30/06/2022	Project completed and open to traffic.	100%	
2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km) (Year 1 of 2) (FLR & LRCI Funded)	30/06/2024	This is a two-year project with this year's works completed. Tender and award all completed, with construction continuing into 2024/2025.	100%	
2.2.1.50	Wave Hill Road (SR18) Upgrade (VPA) (carryover 2021/2022)	30/06/2023	Works completed.	100%	
2.2.1.54	Saleyards Lane/ Newell Highway intersection (carryover 2020/2021)	30/06/2021	Project completed.	100%	
2.2.1.55	Narrabri - Cooma Road (BP to Gibbons Street) - Complete installation of shared pathway (carryover 2021/2022)	30/06/2023	Majority of concreting was completed in 2022/2023. remaining concreting, batter works and guard rail reinstallation completed in Quarter 1 2023/2024. Project completed.	100%	
2.2.1.56	Shire Wide - Flood Damage Restoration	30/06/2024	Work is continuing to obtain approvals for further packages of works on the EPA claim. All approved works have been completed.	100%	
2.2.1.57	Boggabri - Lynn Street - Extension (carryover 2022/2023)	30/06/2023	Works completed.	100%	
2.2.1.59	Narrabri - SR10 Old Gunnedah Road/SR5 Kaputar Road Intersection (Black Spot Funded) (carryover 2022/2023)	30/06/2024	Works completed.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.60	Upgrade - SR31 Yarrie Lake Circuit - Upgrade Design and Investigation (Year 1 of 2) (R4R Funded)	30/06/2025	Year 1 works completed. Project currently out to tender and award expected in July 2024.	100%	
2.2.1.62	Baan Baa - Harparary Road - Seal to from Maules Creek Intersection 5km Southwest (Year 1 of 2) (FLRP4 Funded)	30/06/2025	Preliminary investigation and design are continuing. Construction set to commence in Quarter 1 2024/2025. Delay in design due to contractor delay, This is not expected to delay next years works.	80%	
2.2.1.63	Narrabri - SR17 Old Narrabri Road & SR61 Turrawan Road Intersection Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%	
2.3.1.11	Investigate and advocate for funding to seal and widen SR5 Kaputar Road and provide passing bays and safety fencing to improve safety and response times for fires in the Mt Kaputar National Park and assist with evacuations.	30/06/2024	Numerous grant opportunities have been sought and applied for, with no success to date. Future funding opportunities will continue to be sought in 2024/2025.	100%	

 Achieved

 Not Achieved








Action: Key Performance Measures – Road Services

Performance Measure	Annual Target	Actual (Year to Date)
Wee Waa Streets Maintained	30 Kilometres	30
Completing road inspection follow public complaint and lodgment of CRM within 48 hours	> 80 %	80
Local Access Roads Maintained	1,561 Kilometres	1,561
Cost per kilometre of grading roads	\$1,000	1,000
Narrabri Streets Maintained	91 Kilometres	91
Collector Roads Maintained	416 Kilometres	416
Boggabri Streets Maintained	35 Kilometres	35
Village Streets Maintained	20 Kilometres	20
Regional Roads Maintained	168 Kilometres	168
TfNSW State Highways Maintained	165 Kilometres	165

 Achieved








 Not Achieved


Solid Waste Management

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	30/06/2024	Council continues to hold Keep Australia Beautiful memberships and utilise the education programs available as a resource. The Eco School Program has been obtained through Council's membership and will be implemented as required.	100%	
2.3.4.18	Deliver Waste Education Programs	30/06/2024	Internal and external waste education programs have been completed through the year. Including visits from neighboring shire schools, shire school presentations, NIRWS presentation, internal department presentation, Counsellor presentations etc.	100%	
2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre	30/06/2024	Investigation and visit to the MID Coast Council in Forster has resulted in a plan which will be scoped in the future (planned 2026).	100%	
2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	30/06/2024	Funding opportunities not found or offered.	100%	
2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	30/06/2024	Meeting held with GHD and final document expected by the end of July 2024. GHD delayed due to work load.	95%	
2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction (Improved Waste Separation and General Waste Cell Tipping Point)	30/06/2024	Bins dividers ordered and awaiting delivery. 50% deposit paid and \$70,000 committed against the project.	95%	
2.3.4.28	Shire Wide - Transfer Station Upgrades (carryover 2022/2023)	30/06/2023	Delays in fencing and electronic gate contractors . Remaining 62,000 to be allocated to NBRI transfer station and well and the purchase of more new skip bins for the shire network.	95%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	30/06/2024	Council's 20-year shire waste strategy plus the new municipal waste collections and FOGO processing contract successfully implemented and Council education material updated and available for resident's use. Council draft circular economy plan now being investigated to look at all of Council opportunities. Community eco260 trial completed.	100%	
2.3.4.31	Shire Wide - Landfill Legacy Closures	30/06/2024	Material is still not available for this project. The project will be delayed awaiting the investigation of the purchase of suitable land to source appropriate material.	15%	
2.3.4.38	Narrabri - Acquisition of Land and Environmental Assessments (carryover 2022/2023)	30/06/2023	Project is progressing and awaiting design and EIS for DA approvals.	50%	
2.3.4.39	Manage Council's Waste Facilities	30/06/2024	All facilities continued to be managed to regulatory standards.	100%	
2.3.4.40	Manage Municipal Waste Management Contract	30/06/2024	New contract implemented. All contractor meeting held, and contract is continuing to provide the shire waste collection needs.	100%	
2.3.4.41	Narrabri - Upgrade Tip Road (LG Recover Grant Funded (\$50K Council contribution))	30/06/2024	Project amended due to funding issues and work to be completed inhouse at a reduced budget to patch and create an all weather surface. On site meeting with Roads completed and waiting for service schedule.	50%	
2.3.4.42	Narrabri - Waste Management Facility - Washdown Pad and Separator	30/06/2024	Three quotes received now and project waiting on a liquid trade waste plan for application and to choose supplier.	85%	


 Achieved

 Not Achieved

Action: Key Performance Measures – Solid Waste Services









No real surprises this quarter with reuse and recycling of materials flatlining as expected awaiting the implementation of actions from the shire 20-year waste strategy to gain improvements in separation and diversion.

Performance Measure	Annual Target	Actual (Year to Date)
Number of residential premises presenting for kerbside collections per week	4,308	4884
Attendance at Northern Inland Regional Waste and Cleanaway contract group meetings	6	7
Percentage of recycling bin contamination	< 20 %	26
Delivery of face-to-face waste minimisation program	5	1
Tonnes of Waste Collected	8,000 Tonnes	832.07
Percentage of waste diverted from Landfill originating from kerbside collection	46%	36
Cost per tonne to operate Council waste disposal facilities	< \$110	94
Tonnes of Organic Waste Collected	> 2,400 Tonnes	536.90
Tonnes of Waste Reused	2,500 Tonnes	2036.11
Number of written valid complaints per annum of waste services	< 5	0
Percentage of waste diverted from Landfill originating from kerbside	46%	36
Number of days Narrabri Landfill open per annum	360 Days	90
Zero breaches of EPL Licence requirements for Narrabri Landfill site	0	0
Tonnes of Waste Recycled	> 950 Tonnes	897

 Achieved









 Not Achieved


Water Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2) (carryover 2022/2023)	30/06/2023	The contract to remediate the stormwater detention pond in line with our requirements to detain wet weather flows is nearing completion and the sites environmental capacity to manage such flows is restored to its operational capacity.	100%	
2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	30/06/2024	All water supply service fittings and appurtenance locations within Narrabri Shires water schemes have been maintained and rehabilitated where required.	100%	
2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	30/06/2024	This will be delivered as an operational SOP.	0%	
2.3.1.26	Wee Waa - Stop Valve Replacement (carryover 2021/2022)	30/06/2022	The project has been completed in Pilliga, Wee Waa, Gwabegar, Bellata in Quarter 3 2023/2024 and Narrabri. Boggabri and Baan Baa were completed in Quarter 4 2023/2024	100%	
2.3.1.27	Wee Waa - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender warded and project is in progress and is to be completed in Quarter 1 2024/2025.	70%	
2.3.3.1	Bellata, Boggabri, Wee Waa - Install Bulk Water Filling Stations (carryover 2022/2023)	30/06/2023	Bulk water filling stations are under contraction and being installed at 3 new sites in Narrabri.	75%	
2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	30/06/2024	Works completed and final funding claim has been lodged.	100%	
2.3.3.4	Boggabri - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender has been awarded and project is currently in progress and is scheduled to be complete by the end of Quarter 1 2024/2025.	60%	










 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.5	Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment	30/06/2024	Public work Advisory have engaged a subcontractor to review and report on the ground water security in line with the Narrabri Place Strategy to ensure we secure water supply to new proposed industrial and residential areas. This will delay the production of the draft plan being issued in line with previous estimations. The Project is predominantly grant funded.	60%	
2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	30/06/2024	Access strategy has been developed for the RFS for the supply of a water access point for bulk filling outcomes and supply at the new proposed site.	100%	
2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	30/06/2024	This has been investigated and is currently cost prohibitive from current sites.	100%	
2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	30/06/2024	Air scouring project completed in June 2024 to resolve water quality issues.	100%	
2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	30/06/2024	New site has been identified. Works need to be completed with the commissioning of the new site prior to any decommissioning works at Tibbereena Street Bore. Will be completed under a future capital works program.	100%	
2.3.3.10	Narrabri - Safe Chlorine Storage Unit	30/06/2024	Project will be delivered as part of bulk chlorine delivery at Saleyards Reservoir during 2024/2025.	0%	
2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	30/06/2024	A structural design has been produced is currently out to RFQ construction is estimated to commence in July 2024.	45%	
2.3.3.14	Narrabri - Water Main Renewals	30/06/2023	Fitzroy Street Water main is currently having services connected and final commissioning, the project will be completed early Quarter 1 2024/2025.	90%	









 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.15	Pilliga - Bore Augmentation (carryover 2022/2023)	30/06/2023	Project works have been completed for the site.	100%	
2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	30/06/2024	Completed as part of water main cleaning program using air scouring from operational resourcing (Action 2.3.3.20).	100%	
2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	30/06/2024	An educational awareness campaign is intended to be rolled out for both documents in Quarter 4 2023/2024. Council have been working with Taggle and Aqualis water to develop and deliver the education campaign on water efficiency and smart water meter app, the proposal is to be rolled out over the coming months.	100%	
2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	30/06/2024	Reporting and compliance are ongoing with statutory authorities.	100%	
2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	30/06/2024	IWCM will identify new service areas for expansion of the networks. New service areas to be created by closing network loops to create reticulating supplies to increase an availability area.	100%	
2.3.3.20	Shire Wide - Scouring Program	30/06/2024	Air scouring of water mains have been completed for 2023/2024.	100%	
2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	30/06/2024	5 year program completed and capital works program for works to be delivered over the following 5 years.	100%	
2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	30/06/2024	5 year program development as been created and a program for reservoir maintenance will be delivered from this information.	100%	
2.3.3.24	Shire Wide - Water tower access upgrades	30/06/2024	A current RFQ is out for access construction. Structural plans prepared by GHD we used to provide the work scope and quantities.	80%	






 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.26	Narrabri - Investigate the installation of a bulk Chlorine Gas System	30/06/2024	Project investigated and deemed required. Project Design is to be delivered in 2024/2025.	100%	
2.3.3.30	Shire Wide - Instrumentation Works (Water)	30/06/2024	Work has been amalgamated into SCADA (Action4.3.3.8) and Telemetry upgrades (Action 2.3.3.34).	100%	
2.3.3.32	Shire Wide - Reservoirs - Structural Review and Upgrade	30/06/2024	A structural design was produced for the access requirements at RFQ is released for the construction of stairs at Selina St Res in Narrabri, The award of the RFQ will see works commence in Quarter 1 2024/2025.	80%	
2.3.3.34	Shire Wide - Telemetry Review (Water)	30/06/2024	Telemetry review has been undertaken and an action plan has been enacted for a review to remediate current faults and a long-term maintenance and repair contract to be executed during 2024/2025.	100%	
2.3.3.36	Narrabri - Chlorine Monitoring Online - Carryover 2021/2022)	30/06/2022	Will form part of the bulk chlorine design for Saleyards Reservoir.	0%	
2.3.3.37	Shire Wide - Operational Upgrades at Existing Facilities (carryover 2022/2023)	30/06/2023	Identification of upgrades have been identified and the renewal program for telemetry hardware has been completed.	100%	
2.3.3.39	Wee Waa - Depot - Water Shed	30/06/2024	DA/CC secured in Quarter 4 2023/2024. Works program to commence Quarter 1 2024/2025.	20%	
2.3.3.40	Regional Leakage Reduction Program - Local Water Utility Program	30/06/2024	Zone Mag flow meter with data capture have been procured so the production of water loss information is available to Council	100%	









 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	30/06/2024	This is captured as part of the development of the Intergrated Water Cycle Management Plan (IWCM). Currently Narrabri's treated effluent is reused 100% through Federation Farm and Wee Waa's treated effluent is dissipated to support native wetlands. Currently investigations will be targeting effluent reuse opportunities at Boggabri. In addition, Council is investigating further opportunities for treated effluent reuse where the abovementioned site is at capacity and cannot receive any more water.	100%	
2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update (carryover 2021/2022)	30/06/2022	Contractor availability will require works to be rescheduled as responds to Councils request for quotation could not commit to the work.	90%	
2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	30/06/2024	Opportunities for sewer service expansion are being investigated in the development of the Integrated Water Cycle Management Strategy. Options for expansion of services for Narrabri have already identified.	100%	
2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	30/06/2024	There was no budget allocated for this work in 2023/2024 but has been programmed for as a capital item for 2024/2025.	0%	
2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Alternate Access Road	30/06/2024	ARTC have resolved that provision of an access to the STP will required land swaps and transfer of crown land during this last quarter. The process would be protracted and may not result in an adequate resolution. It has been resolved that access of Logans Lane over a council owned access be upgraded and the easement into the treatment works be confirmed that this can be used for vehicle access by Councils property team this will allow for the access to be upgraded without further delay.	100%	








 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	30/06/2024	All augmentation works for Wee Waa STP have been delivered.	100%	
2.3.4.14	Shire Wide - Instrumentation Works (Water) (carryover 2022/2023)	30/06/2023	This project has been delivered as part of the SCADA review and upgrade.	100%	
2.3.4.36	Shire Wide - Sewer - Telemetry Upgrades (Carryover 2022/2023)	30/06/2023	Condition assessment and gap determination was completed and the upgrade of components and systems were delivered to the SCADA and some parts of the Telemetry.	100%	
2.3.4.43	Narrabri - Sewer Treatment Plant - Demountable Building	30/06/2024	Planning approval achieved and conditions of consent being applied for use of the administrative and maintenance planning area.	100%	
4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	30/06/2024	Rationalization of SCADA will enable to development of data management for the STPs, this has been completed and a development of standard operating procedures for the data management will be completed as part of operation SOP and process plans that are under development.	100%	
4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	30/06/2024	Managment plans are in development as SOPs, these will define process in asset management roles. Components tasks have been completed and will see the rest rolled out over the coming months.	80%	
4.1.1.13	Develop a Narrabri Shire Water Data Management Plan	30/06/2024	This has been merged with the SCADA review and SOP development.	0%	
4.1.1.14	Develop a Narrabri Shire Water Restrictions Management Plan	30/06/2024	Being completed as part of Action 4.1.1.12.	100%	




 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	30/06/2024	Engineering investigations and initial survey works completed and survey prisms stations installed onto the reservoir to monitor its movements, survey reports will be produced quarterly to report on the reservoir to have an active assessment of its risk done at those intervals. The current assessment is low.	100%	
4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	30/06/2024	This will be delivered as a standard operating procedure.	0%	
4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	30/06/2024	This is being developed and rolled out with SOPS for management of infrastructure and the processes.	100%	
4.3.2.37	Develop Maintenance Plans for Sewer Assets	30/06/2024	These plans will be delivered through SOP (Standard Operating Procedures) through operational reviews.	0%	
4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	30/06/2024	Council's recently adopted Drinking Water Management System has identified areas of risk within our operations and this assessment has enabled us to commence the procurement of critical spares.	100%	
4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	30/06/2024	To be delivered during 2024/2025 as not budget allocated for underground assets.	0%	
4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	30/06/2024	Council's recently adopted Drinking Water Management System has identified areas of risk within our operations and this assessment has enabled us to commence the procurement of critical spares.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.3.8	Shire Wide - SCADA Upgrade	30/06/2024	SCADA upgrades are being undertaken for both water and sewer services. A report had been recently completed and the review for a program to upgrade is underway. During the Quarter 3 2023/2024 a rationalization of the SCADA has been delivered.	100%	
4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	30/06/2024	Council has partnered with Aqualis and Taggle to develop this along with our integration with Technology one and a campaign on the access and use of the smart water meter app with links and examples for Councils website.	100%	
KPM_WAT	Key Performance Measures - Water Services	30/06/2024	Performance Measures listed below. Water loss remains a challenge in the network but a recent water loss management exercise funded by NSW Water will help resolving issues, The capital works backlog for main renewals sees a high level of service line failure	100%	


 Achieved

 Not Achieved

Action: Key Performance Measures – Sewer Services

Performance Measures listed below. Operations are on track to meet reporting outcome


Performance Measure	Annual Target	Actual (Year to Date)
Sewerage collection, treatment, and disposal	996,000 KL	941,624
Meeting compliance requirements	> 100 %	100
Reduction in number of main breaks and chokes (blockages)	< 100	30
Total length of pipes replaced and relined	2 KM	0
Total length of pipes maintained	121 KM	15km
Total number of connections	4,072	4072
Percentage of water treated to water delivered	> 60 %	100
Respond/rectify reported chokes within 3 hours	< 90 %	90
Average Annual Sewerage collection per connection (kL/connection)	100 KL	231

 Achieved

 Not Achieved

Action: Key Performance Measures – Water Services



Performance Measure	Annual Target	Actual (Year to Date)
Reduction in water mains breaks	< 0	15
Volume of water abstracted and distributed (kL)	3,545,000 Kilolitres	2,733,342
Average volume of water supplied to each customer (kL/connection)	240 Kilolitres	240
Reduction in Customer Service Requests (CSRs) - Water quality related to Iron and Manganese	50	30
Length of pipes replaced	2 Kilometres	2000m
Number of water scheme Critical Control Point breaches across all Water Schemes (Less is better)	4	0
Total length of pipes maintained	168 Kilometres	50
Unaccounted for Water (losses/leaks/flushing)	20%	35%
Reduction in Customer Service Requests (CSRs) - Water pressure	50	30
Total number of connections	4,470	4480

 Achieved


 Not Achieved



Planning and Sustainability

Economic Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.2.1	Advocate for continued access to the Rural Financial Counselling Service (RFCS) and encourage local businesses to plan for adverse events and improve their business skills including managing cashflow and arrears	30/06/2024	Council conducted and promoted a Learning lunch workshop with the Rural Financial Counselling Service (RFCS) to encourage local business to plan for adverse events and improve financial literacy.	100%	
3.1.2.2	Conduct annual Business Satisfaction Survey	30/06/2024	<p>A stakeholder engagement and communication strategy were developed to promote the survey to local business groups, businesses, and industry leaders during this period. Key takeaways from this year's annual business survey include:</p> <ul style="list-style-type: none"> •Top development and training needs include marketing, networking opportunities, grant writing, business planning, and information technology •Businesses are experiencing challenges recruiting and retaining staff, with 40% currently not having current work force skill needs •73% of respondents indicated they need workers to fill immediate needs •Decrease in business confidence observed during the past 12 months, in line with cost-of-living pressures, inflation and higher interest rates noted •59% are looking to expand business (minor or major expansion) in the next 5 years. (A 17% decrease since 2023/2022) •51% are confident or very confident their turnover will increase within the next 5 years. (A 10% decrease since 2023/2022) 	100%	





 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	30/06/2024	<p>Council conducted the following events during Quarter 4 2023/2024:</p> <ol style="list-style-type: none"> 03/06/2024 - Learning Lunch: Xero End of Financial Year 13/05/2024 - Learning Lunch Succession Planning: Untangling Expectations, Roles, and Family 20/05/2024 - Learning Lunch: Unlocking Tax Benefits for Primary Producers 13/06/2024 - Business circle - health and wellbeing 28/06/2024 - Networking Hour - Black Snake 26/6/2024 - Council supported HIA Industry event for local builders and tradespeople on 	100%	
3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	30/06/2024	<p>NSW Small Business Month was held in October 2023. Council developed a program of 8 events which were undertaken across Narrabri Shire during the month of October 2023 as outlined below:</p> <ol style="list-style-type: none"> 26/10/23 - Wee Waa Small Business Month Dinner 30/10/23 - Narrabri Shire Annual Small Business Summit 17/10/20 - Boggabri Recalibrate My Business Evening Workshop 23/10/23 - My Business Cyber Security Workshop 26/10/23 - Pitch Perfect PR Masterclass Narrabri 17/10/23 - Safety Made Simple Workshop Series - Boggabri 19/10/23 - Safety Made Simple Workshop Series Wee Waa 18/10/23 - Safety Made Simple Workshop Series Narrabri with House Paddock Consulting 	100%	

 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.2.5	Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region	30/06/2024	Council has migrated the online business directory to updated corporate website as planned, following open cities site development. The former Council Connecting business platform was implemented as an interim measure until corporate website upgrades were conducted, which allowed integration of Business Directory and Event calendar into corporate site. Council has developed marketing material and strategy to promote new business directory function. Council continues to promote events through event calendar on corporate website.	100%	
3.1.2.6	Narrabri - Develop a shopfront located in the Narrabri Central Business District (Grant Funded)	30/06/2024	Opportunities in relation to sourcing suitable grants for this action continued to be explored.	100%	
3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	30/06/2024	The N2IP site is regularly raised with business and government departments. This relates to zoning, infrastructure and the opportunities that will be established when the staged development begins construction. The N2IP site has its own website, brochures and branding.	100%	
3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water, and sewer)	30/06/2024	Power, water, telecommunications and entrance road scope of works have already been completed. Detailed Design Pending Funding.	100%	


 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.1.3	Pursue economic diversification through the development of the Northern NSW Inland Port (N2IP) and supporting the attraction of manufacturing, recycling, transport, logistics and agribusinesses	30/06/2024	The Economic Development Section actively works towards diversifying and building the economy by broadening and strengthening the economic base of the Shire. To assist in these goals, Council identified a commercial and industrial land gap and determined to establish a dedicated estate to accommodate new businesses and plug this gap. Council rezoned the Northern NSW Inland Port (N2IP) site to accommodate the broadest industry groupings inclusive of agribusiness, logistics, manufacturing and recycling. Currently collaborating with the State Government on the finalisation of a Narrabri Place Strategy document for the Shire.	100%	



 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.4.2	Monitor Badgery's Creek Airport progress to identify additional economic opportunities for the Shire	30/06/2024	<p>Construction of Western Sydney International (Nancy-Bird Walton) Airport (WSI) is underway and on track to begin operations in 2026. The new international airport will be the first in Australia to operate without a traditional manned air traffic control tower. It will also have no curfew which is causing concern for residents in the flight path. The airport is a transformational infrastructure project that will generate economic activity, provide employment opportunities closer to home for people in the Western Sydney region, and meet Sydney's growing aviation needs.</p> <p>The Western Sydney International (Nancy-Bird Walton) Airport will help support this growth and connect businesses to national and international markets. It will deliver world-class transport systems, improve business links and provide economic benefits.</p> <p>When it begins operations, regular passenger transport opportunities could arise for Narrabri services.</p>	100%	



 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	30/06/2024	A 1.8 kilometre rail siding is a key part of the development of the Northern NSW Inland Port (N2IP) site that will be able to accommodate loading and unloading of shipping containers. A meeting was held with representatives of the Port of Newcastle in August 2023 where development of the N2IP site was discussed as well as up country investment opportunities. However, in November 2023, the Federal Government withdrew funding on 50 projects across Australia. One of those projects was the rail siding and slip road identified for the N2IP site. Council will continue to investigate alternative funding sources to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport.	100%	
3.3.2.1	Continue to promote Council's Grants Portal	30/06/2024	The Grant Guru Funding Finder initiative gives community groups, organisations and businesses in the Shire free access to a grant database to help search for grants, rebates, concessions, awards, scholarships, and financial assistance packages. In Quarter 4, 2023/2024, the Grants Team promoted Grant Guru to 8 webinar participants and 22 people enquiring about grant opportunities. On the Grant Guru platform, there were 101 registered users. Key word searches by registered users included sponsorship, drought, community, safety, live music, capital works, stronger communities programme and youth.	100%	




 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.2.2	Provide assistance with funding applications for Capital Works Projects	30/06/2024	In Quarter 4 2023/2024, the Grants team undertook the following capital works grant activities with 2 funding deed applications and 1 acquittal lodged. Key achievements included the funding application of \$10,000,000 for Rangari Road and \$103,529 for Gwabegar Flood Study, The Grants Team lodged the quarterly and annual reports to the funding body to secure the final payment being \$3,000,000 prior to the end of the financial year. Additionally, there was a total of 4 variations requested and approved through the funding bodies for the following projects inclusive of the Wee Waa levy, Tullamullen Bridge, Harparary Road and Violet Street Bridge.	100%	
3.3.2.3	Shire Wide - Conduct annual community grants workshop	30/06/2024	The Grants team conducts regular grants information sessions and grant writing workshops to assist representatives of community groups and businesses gain a deeper understanding of funding opportunities. These sessions aim to enhance grant writing abilities and project planning skills so compliant applications can be lodged. In Quarter 4 2023/2024 the Grants team conducted a Round 3 webinar for CFAG with eight people participating. Community Grants workshops were conducted as part of the recovery and Infrastructure Delivery roadshow at Pilliga and Gwabegar communities. A workshop was conducted with the Narrabri Shire Youth Council as part of a future planning strategy.	100%	




 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.2.4	Support community groups and local businesses to applying for grants	30/06/2024	In Quarter 4 2023/2024, the Grants Officer offered practical guidance to various community groups and individuals seeking assistance with funding and lodging grants. This covered 15 community groups representatives from sporting bodies, indigenous groups, social committees, and businesses. Supported Community Financial Assistance Grants round 3 programme attracting 14 applications with requests of over \$110,000 and issued 9 grants worth \$25,665.	100%	
3.3.3.1	Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources	30/06/2024	Council continues to support workshop and seminars through promotion on social media, website, news outlets, e-newsletter and distribution through networks. Council has recently upgraded corporate website, business and economic development section now contains resources including recorded webinars, workshop, templates and guides. Recent updates include business emergency, disaster and continuity planning materials available through Council website.	100%	
3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	30/06/2024	Council has developed a Christmas Activation Plan in 2022/2023, outlining a 5 year plan for implementation of Christmas activities throughout Narrabri Shire. Council delivered a comprehensive marketing strategy to promote Christmas activities across Narrabri Shire and to encourage local spending, including promotion of Narrabri Shire Why Leave town card during the festive season.	100%	

 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.4.2	Investigate and implement development incentives to increase development across the Shire	30/06/2024	Development incentive actions were identified and included in the Economic Development Strategy recently undertaken and adopted at the October 2023 Council Meeting. A policy and procedural framework will be worked on as the next stage of the action.	100%	
3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	30/06/2024	The Narrabri Old Gaol Heritage Centre and Museum listed as a Crown Reserve under the care and control of Narrabri Shire Council. Built in the 1880's, the Old Gaol was restored in 1988 and operates as a Museum and Family History research centre by members of the Narrabri Historical Society. The heritage listed asset has major structural defaults, accessibility, and maintenance needs and Council is seeking funding to assist with the remediation works. In quarter 3 and 4 of 2023/2024, there was no grant activity relating to the upgrade of the Old Gaol due to lack of suitable grant programmes. Grants and Property Services have identified a possible funding source and are working towards lodging an application.	100%	
4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	30/06/2024	Council received notification earlier in 2024 to advise that the NSW Government had identified several locations within Narrabri Shire for an upgrade. Council subsequently provided social and economic information to the Commonwealth Government Regional Connectivity Program to deliver place based telecommunications infrastructure. In June 2024, Council researched, wrote and lodged a submission to the 2024 Regional Telecommunications Independent Review Committee. The Committee is established every 3 years to conduct a review into telecommunications services in regional, rural and remote parts of Australia.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.2.12	Narrabri - Airport - Advocate for more frequent regular passenger transport	30/06/2024	The Economic Development Team commenced discussions with FlyPelican about a Narrabri to Newcastle Regular Passenger Transport service in Quarter 1 2023/2024. The result is that FlyPelican now operates direct flights between Newcastle and Narrabri weekly. Flights commenced on 21 August 2023. Narrabri is now serviced by two airlines with three destinations being Brisbane, Newcastle and Sydney.	100%	
KPM_ED	Key Performance Measures - Economic Development	30/06/2024		100%	

 Achieved

 Not Achieved

Action: Key Performance Measures – Economic Development





The Economic Development Team have worked hard over the year to achieve the targeted Key Performance Indicator measures.

Performance Measure	Annual Target	Actual (Year to Date)
Research, write and distribute the monthly e-newsletter	11	3
Maintain or increase subscription of the monthly e-newsletter	500	1002
Number of local businesses in the Shire is maintained or increased	1,770	1835
Assist organisations by engaging with a combination of prospective and existing businesspeople looking to expand their operations in the Shire	80	18
Promote and market Narrabri Shire to prospective businesses	40	10
Attend Shire wide business meetings	20	6

 Achieved






 Not Achieved

Planning and Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.1.6	Facilitate economic activity around industry anchors, such as health and education facilities, through planning controls encourage clusters of complementary uses and address infrastructure needs	30/06/2024	Ongoing. Zoning and land use is consistently monitored to ensure best outcomes for the community and industry. Planning Proposal scoping report for additional permitted uses in the Caroline Way Industrial estate (Narrabri) has been completed and is ready to lodge to the Department for Gateway determination. Draft Narrabri Place Strategy inclusive of employment lands zoning work continues and a Draft Rural Lands Strategy has also been prepared for public exhibition.	100%	
1.1.3.12	Assist with implementation of the Sport, Recreation and Open Space Plan 2017-2032 from a land use planning perspective through including relevant considerations in the Development Control Plan (DCP)	30/06/2024	Ongoing planning support and guidance being offered to Infrastructure Delivery Team regularly and as required during any project. Appropriate considerations in ongoing DCP review.	100%	
2.1.1.7	Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls	30/06/2024	Ongoing. Successful in receiving grant funding towards the cost of a heritage consultant to assist in developing this project. Heritage advisor also provides as needed guidance and referral advice on development in the Shire to ensure best outcomes for the community. As part of DCP review process the document has been referred to Heritage advisor to suggest appropriate controls. Project will be rescheduled for completion in 2024/2025 due to competing project priorities and associated resourcing constraints.	85%	
2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	30/06/2024	Council contributes and participates in Agritourism reform initiatives, paddock to plate, various industry seminars and round tables, and other legislated reforms. Draft Rural Lands Strategy has been developed.	100%	





 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	30/06/2024	This is a deliverable of the REAP project and has been consolidated with this project.	100%	
2.1.4.7	Encourage 'green' industries by reviewing local plans to ensure land use zoning reflect industry requirements (if applicable)	30/06/2024	Ongoing. Council's partnership with the Community Battery project as part of the renewable energy hub is well underway with the DA approved for Stage 1. REIP/REAP project is also in its advanced phases. Multiple applications currently under assessment for various regionally significant solar farm projects. Ongoing community advocacy is also being undertaken as opportunities arise.	100%	
2.1.4.11	Narrabri - Renewable Energy Hub - Design and Investigate	30/06/2024	Renewable Energy Hub design/investigation completed. DA approved for Overall Concept plan and stage 1 (Community Battery). Staff continue to work to facilitate delivery of the project in alignment with the REIP/REAP.	100%	
2.2.2.2	Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment	30/06/2024	Rural residential development is delivered consistently with the Interim Settlement Planning Principles - All development is assessed in accordance with section 4.15 of the Environmental Assessment and Planning Act 1979 (NSW), of which appropriate land zoning is one requirement, and in accordance with DPHI's guidelines and principles.	100%	
2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	30/06/2024	Various submissions are made and advocacy for various projects undertaken as required. Participation in various regional groups and taskforces as opportunities arise. Recent membership to the planning portal Councils taskforce group. Stream 2 funding under Housing Support Program being investigated by Grants Team.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.2.4	Develop a Narrabri Shire Housing Strategy	30/06/2024	State-led rezoning in consultation with Department of Planning, Housing and Infrastructure (DPHI) in the Narrabri South Residential Precinct to provide additional flood immune residential land is in the advanced stages of delivery. Corresponding Narrabri Place Strategy is in draft format and pending Council endorsement. Previous special activation precinct (SAP) investigations/reports have also informed this project. Grant funding applications progressively made for a Housing Delivery Strategy. Analysis of exiting residential land supply has also been undertaken in the reporting period in consultation with consultants REMPLAN.	100%	
2.2.4.1	Complete an employment lands study	30/06/2024	Formed part of a State-led rezoning project. Draft Narrabri Place Strategy includes the employment zoned land proposal as well as additional light industrial land. NSW Government employment land reforms implemented as part of an update to LEP.	100%	
2.2.4.3	Prepare a Rural Lands Study and review every four years to ensure that land use standards enable a productive agricultural sector	30/06/2024	Draft Rural Lands Strategy has been completed and ready to be endorsed by Council for public exhibition.	100%	
2.2.4.4	Promote an appropriate mix of land uses and prevent the encroachment of sensitive uses on employment land through local planning controls	30/06/2024	Ongoing. Zoning and land uses are consistently monitored to ensure best outcomes for industry and the community. LEP is reviewed and subject to update as necessary. Planning staff are currently working on an in-depth review and rework of the supporting development control plan (DCP). Council works proactively with businesses across the Shire to assist with optimal planning outcomes for local employment. Draft Narrabri Place Strategy further builds on appropriate zoned residential and employment lands zoning.	100%	





 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.4.5	Review and update the Narrabri Shire Local Environmental Plan	30/06/2025	Review underway in concurrence with statewide rezoning project and other council plans and strategic initiatives.	100%	
2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan	30/06/2024	Study and Plan completed and adopted by Council at the February 2024 Ordinary Council Meeting.	100%	
2.3.1.17	Narrabri - Flood Plain Management Plan Program - Implement findings of the Risk Management Strategy and Plan	30/06/2024	Not due to commence - Risk Management Study and Plan completed. Implementation plan will require grant funding. Working with Grants team to apply for next round of FMA grants.	0%	
2.3.1.19	Review and update floodplain and bushfire mapping to manage risk, particularly where urban growth is being investigated	30/06/2024	Ongoing as necessary. Flood Risk mapping as adopted in recent Flood Risk Management Studies have been applied and updated within Councils systems. Mapping is updated regularly as required.	100%	
2.3.1.20	Wee Waa - Flood Plain Management Plan Program - Implementation Plan	30/06/2024	Wee Waa - Flood Plain Management Plan Program - Implementation Plan not due to commence. Feasibility study needs to be finalised first. Implementation will require Grant funding to be investigated pending the outcome of the feasibility study.	0%	
2.3.2.1	Review and update Local Environmental Plan (LEP) and Development Control Plan (DCP) (to include heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value to avoid conflicts)	30/06/2025	Local Environmental Plan (LEP) and Development Control Plan (DCP) reviewed and updated regularly in accordance with required new legislation (including heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value to avoid conflicts).	100%	
2.3.2.2	Consider requirement for Water Sensitive Urban Design in Development Control Plan (DCP)	30/06/2024	DCP currently under review. Water sensitive urban design (WSUD) components incorporated in line with requirements of this specific action.	100%	





 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.2.3	Develop Factsheets regarding State and Local Government planning legislation and framework changes (such as updates to State Environmental Planning Policies (SEPPs), Local Environmental Plan (LEP) and Development Control Plan (DCP))	30/06/2024	Currently FAQs and links to fact sheets and information regarding the Local Environmental Plan, Development Control Plan and State Environmental Planning Policies and how these affect those wanting to develop within the Narrabri Shire are available on Council's website. Council will continue to enhance the community's understanding through continuing to revise planning information available on Council's website as identified and as issues are raised by the public.	100%	
2.3.2.4	Identify areas of urban expansion or intensification in local growth management strategies that are consistent with the Interim Settlement Planning Principles	30/06/2025	Ongoing. Large body of work completed in this area as part of the previous Special Activation Precinct (SAP) project, also being built upon as part of the state led rezoning project. Draft Narrabri Place Strategy work is also continuing. Opportunities for community enabling infrastructure funding as part of stream 2 of State Governments Housing Support Program are being explored.	100%	
4.1.1.8	Review and update the Narrabri Shire Community Participation Plan	30/06/2024	Plan reviewed and updated in consultation with Governance as a part of the update to the Community Engagement Strategy.	100%	
4.1.1.10	Review and update the Narrabri Shire Local Strategic Planning Statement	30/06/2024	Ongoing in conjunction with other strategic documents and plans, planning legislation and initiatives (including state led rezoning initiative).	100%	

 Achieved

 Not Achieved


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.15	Map the extent of naturally occurring asbestos and develop an asbestos policy to manage the associated risks	30/06/2024	The mapping of naturally occurring asbestos within the Shire would be a financial and time exhausting process and unnecessary in achieving any regulatory or environmental outcomes for Council. However, the Compliance team have become members of the National Asbestos Forum and the Regional Asbestos Forum to gain knowledge and develop Councils key policies and procedures. The Compliance team are utilising resources given by the Forums to improve our current registers and asbestos records.	0%	
4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	30/06/2024	Staff continue to work in consultation with NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire including continued advocacy to various government agencies	100%	
4.2.3.7	Develop factsheets regarding State Significant Development within the Shire	30/06/2024	Currently FAQs and links to fact sheets and information regarding the Local Environmental Plan, Development Control Plan and State Environmental Planning Policies and how these affect those wanting to develop within the Narrabri Shire are available on Council's website. Council will continue to enhance the community's understanding through continuing to revise planning information available on Council's website as identified and as issues are raised by the public. Appropriate links to external agencies and webpages also available.	100%	
4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	30/06/2024	Ongoing in consultation with Councils Small Business Liaison Officer, trades nights are held with guest speakers/different agencies at least twice a year. Next round upcoming with presentations scheduled by HIA.	100%	


 Achieved

 Not Achieved

Action: Key Performance Measures – Statutory Planning

Performance Measure	Annual Target	Actual (Year to Date)
Development Applications determined within 40 processing days	> 90 %	72
Total value of Development Applications determined	\$15,000,000	\$45,117,299
Average processing time - Construction Certificates	20 Days	39
Number of Development Applications referred to the Land and Environment Court of NSW	< 2	0
Local Government Approvals determined within 20 processing days	> 90 %	76
Number of Development Applications lodged	> 120	99
Construction Certificates determined within 20 processing days	> 90 %	26
Number of building inspections undertaken	> 100	284
Number of complaints investigated within 10 business days and enforcement action taken where appropriate	> 90 %	100
Complying Development Certificate determined within SEPP timeframes (10 and 20 days)	> 95 %	100
Number of Development Applications determined	> 120	118
Total value of Development Applications lodged	\$15,000,000	\$88,701,824
Number of Swimming Pool Compliance Certificates inspections undertaken	> 40	27
Number of Swimming Pool Compliance Certificates lodged	> 50	23
Section 10.7 (previously Section 149) Certificates determined within 10 processing days	> 90 %	74
Number of Construction Certificates lodged	> 70	31
Number of Section 10.7 (previously Section 149) Certificates lodged	> 450	472
Development Applications approved under delegated authority	> 95 %	85
Number of Section 68 Applications lodged	> 30	9
Average processing time - Development Applications	< 40 Days	30

 Achieved




 Not Achieved

Performance Measure	Annual Target	Actual (Year to Date)
Number of Complying Development Certificates lodged	> 10	5

 Achieved


 Not Achieved

Regulatory Compliance

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.2	Apply for funding to undertake programs related to companion animals	30/06/2024	Council has been utilising the uncapped funding to carry out a cat desexing program in partnership with local vets and the Cat Protection Society of NSW, into the unforeseeable future. Council has also dedicated \$20,000 toward desexing of dogs within the Shire after research found no external funding providers were available for this type of program and the constant community pressure to carry it out, this program has now been finalised. In conjunction with desexing programs, Council officers are working with the Animal Welfare League (AWL) NSW vet truck to attend Narrabri for one week twice a year to carry out vaccination and microchipping for our community, this is proving challenging and may not be available until 2024/2025.	100%	
2.1.3.3	Narrabri - New Animal Management Facility - Fit Out	30/06/2024	All internal fit out of the Companion Animal Facility has been completed including all relevant appliances, IT and security systems.	100%	
2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	30/06/2024	This was completed during the creation of Councils new webpage and will continue to be monitored to ensure all legislative and procedural updates are conveyed on our website for consistency.	100%	



 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	30/06/2024	Staff have developed educational material to accompany the two desexing programs for dogs and cats, to drive community interest on the importance of having their animals desexed. There is also material created for social media, website and newspaper on how to contain your animals over the holiday period and during New Years Eve fireworks. Compliance team members have already attended two market days with pet leads and water bowls and talked about the importance of containing dogs and cats and also registration of animals. Council's compliance team also hosted two educational days for Tafe NSW Certificate 3 Animal Care students to visit our impound facility and demonstrate how we care for the animals in addition to impound processes and legislation. Our free microchipping days in Boggabri, Wee Waa and Narrabri were also used as opportunities to talk to the community and provide accurate resources about companion animal ownership.	100%	




 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	30/06/2024	Co-developed 'Wattle Day' and 'National Eucalypt Day' with the Parks and Open spaces team to promote native species and the impacts Biosecurity matter has on native biodiversity. These events were used to engage the community on important information and answer any questions or concerns of community members. AgQuip stall was also run for 3 days to educate the wider community on issues affecting regional biosecurity. The biosecurity team have new merchandise that was utilised for pollination week events at the VIC, this merchandise is also being used at the Saturday markets and Narrabri Carp Muster to further engage and educate our community on the risks and management of biosecurity matter. The staff have also completed two very successful community barbeque nights in Baan Baa and Pilliga to bring the community to action the growing concern for Harrissia Cactus that is impacting livestock	100%	
2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	30/06/2024	The Biosecurity team continue to work with the Grants team to explore other funding opportunities for land management-allied initiatives and biosecurity control. An identified barrier to obtaining too much funding or funding with extensive work prescribed is that there are only 2 biosecurity officers and delivery of programs can be a challenge. However, the team have successfully built a relationship with the regional Land Care group to deliver land management activities including community evenings, task force operations and built community resources for land holders facing biosecurity risks. Successful funding has been acquired through DPI however this is primarily to cover basic control and management works.	100%	


 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	30/06/2024	The Biosecurity team have successfully completed 11 media releases throughout the year. Some of those surrounding key discoveries and risks associated with biosecurity matter including Frogbit and Harrissia Cactus in the local newspaper, social media, NSW ABC news and throughout DPI channels. Media releases have also been carried out prior to annual inspection or for any key findings in biosecurity matter in the shire, and for land manager information on control and outbreaks.	100%	
4.1.2.8	Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings	30/06/2024	The Compliance Team routinely respond to reports of derelict and dilapidated buildings and issues Orders in conjunction with Council's Building Surveyor utilising a risk-based approach. The number of community complaints has significantly increased and it is believed that this is due to Councils engagement with the community around asbestos and health related risk. The community is beginning to show concerns for building that may be showing signs of delapidation due to further awareness.	100%	
4.1.2.9	Run programs for Asbestos Awareness Month (November)	30/06/2024	Council participated in a social media campaign during November 2023 to raise community awareness in relation to the risks associated with asbestos.	100%	

 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.21	Undertake educational programs targeted at increasing community awareness of responsibilities regarding food safety, health inspections, wastewater, and underground fuel storage	30/06/2024	The Compliance team have developed a resource pack, reviewed by the food authority, to be delivered to each retail food premise. This resources pack works through and clearly explains key changes to legislation, key requirements, the inspections process, Councils role in enforcement and any FAQ's and resources to help business owners ensure they are meeting health standards. The team endeavor to apply again to the Food Authority to secure a retail food seminar in 2025, however have been unsuccessful for the past two years. Areas of Environmental Health including UPSS and Wastewater are smaller regulatory functions and the team have attended two EPA seminars on delivering best regulatory function to ensure we can provide accurate and up to date information to the community.	100%	

Action: Key Performance Measures – Biosecurity

KPI's exceeded all targets.

Performance Measure	Annual Target	Actual (Year to Date)
Weeds monthly and quarterly reporting (performed in accordance with the Biosecurity Act 2015 (NSW) submitted on time to NSW Department of Primary Industries	100%	100%
Number of individual properties inspected By Council weed officers	800	848
Number of weed management education programs delivered	5	18
Number of roadside hectares inspected for weeds	10,000 Ha	26,440 Ha


 Achieved

 Not Achieved

Action: Key Performance Measures – Regulatory Compliance

KPI's slightly below target due to ongoing resourcing challenges and increasing community demand for service provision. KPIs will, however, be reviewed in the new year.

Performance Measure	Annual Target	Actual (Year to Date)
Annual Inspections - Hairdressers	100%	0
Annual Inspections - Food Premises	100%	100
Livestock Impounded	3	18
Burning Permits Issued	10	9
Number of Companion Animals Euthanised - Dogs	< 20	17
Penalty Infringement Notices Issued - Litter	10	2
Number of Companion Animals Impounded - Dogs	200	93
Number of Companion Animals Impounded - Cats	200	52
Number of Companion Animals Released to Owner - Cats	20	2
Penalty Infringement Notices Issued - Impounded Vehicles	10	3
Vehicles Impounded	3	7
Penalty Infringement Notices Issued - Companion Animals	50	48
Number of Companion Animals Euthanised - Cats	20	2
Number of Companion Animals Rehomed - Cats	> 50	28
Penalty Infringement Notices Issued - Illegal Dumping	10	2
Companion Animal Programs Run (e.g. discounted microchipping, desexing etc)	2	8
Penalty Infringement Notices Issued - Impounded Livestock	5	1
Companion Animals Registered by Council	200	65

 Achieved





 Not Achieved

Performance Measure	Annual Target	Actual (Year to Date)
Number of Companion Animals Released to Owner - Dogs	20	29
Penalty Infringement Notices Issued - Parking	50	120
Penalty Infringement Notices Issued - Food Safety	2	0
Penalty Infringement Notices Issued - Land Contamination and Pollution	2	1
Companion Animals Microchipped by Council	200	36
Annual Inspections - Underground Petroleum Storage	100%	50
Annual Inspections - Beauty Salons	100%	0
Penalty Infringement Notices Issued - Public Health	2	0
Number of Companion Animals Rehomed - Dogs	50	40
Annual Inspections - Aerated Wastewater Treatment Systems	100%	100
Penalty Infringement Notices Issued - Overgrown Premises	10	2

 Achieved







 Not Achieved

Tourism and Cultural Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	30/06/2024	Council is currently working with the Interagency Group with the view of identifying suitable collaboratively delivered programs and educational initiatives for the target audience. Council successfully held the Seniors Festival lunch which included a mini-Aged Care Expo which included stalls such as Healthwise, and Pius X Aboriginal Corporation that delivers programs that include mental health and wellbeing initiatives.	100%	
1.1.1.3	Develop publicly available disability inclusion guides to assist community, cultural and sporting events	30/06/2024	Disability Inclusion Guides have been prepared and are now subject to community consultation. Refinement of content will be undertaken throughout the life of the document in line with community and user needs and expectations.	100%	
1.1.1.4	Raise awareness for local sporting, recreation, and cultural programs with the aim of increasing inclusion and access across represented sporting codes	30/06/2024	The guides mentioned in Action 1.1.1.3 will raise awareness in the community. Council has prepared an 'Inclusive Brochure' aimed at sporting groups, outlining a variety of ways that people with Disability can be included in their sporting activities which has been released for community comment. The Brochure will be progressively updated to ensure that the content aligns with community and user needs and expectations.	100%	
1.1.2.2	Review and update the Narrabri Shire Crime Prevention Plan	30/06/2024	The Narrabri Shire Crime Prevention Plan was adopted by Council on 30 April 2024. Actions identified by the Plan have been included in Councils incoming Operational Plan for implementation in 2024/2025 onwards.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.1.1	Develop a Narrabri Shire Digital Communications Strategy	30/06/2024	The Digital Communications Strategy will form part of the proposed overarching Communications Strategy which is now programmed for completion by August 2024. Delays have been experienced due to internal resourcing constraints and competing project priorities.	75%	
1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	30/06/2024	Council continues to advocate for the establishment of a PCYC in the region. The establishment of a PCYC is an identified strategy within Council's Crime Prevention Planning suite of documents and the Youth Strategy.	100%	
1.2.4.4	Develop and implement the Narrabri Shire Public Art Strategy	30/06/2024	The draft Public Art Strategy has been prepared and endorsed for public exhibition and is scheduled for final Council adoption in Quarter 1 2024/2025.	100%	
1.2.4.5	Pedestrian accessibility improvements - Install Kerb Ramps (R4R Funded) (Year 1 of 2)	30/06/2025	A meeting was held with Infrastructure Delivery (ID) department on 26 April 2024 to discuss work priorities and the capacity to do them inhouse. ID team will schedule a meeting with coordinators to start the work in 2024/2025.	100%	
1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	30/06/2024	The draft Agri Tourism Strategy has been completed and awaiting adoption. The Strategy includes all townships within the Shire.	100%	
1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	30/06/2021	The third Gateway Sign for the Walgett Shire (Burren Junction) will be installed by August 2024. The Moree Plains Shire Council boundaries has been manufactured but cannot be installed until the completion of the NSW Government's Newell Highway Program Alliance Project.	75%	





 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Year 2 of 2) (Carryover 2020/2021)	30/06/2023	Suitable town entry signage sites have been identified and draft designs prepared. Quotes for manufacturing have been requested and are being assessed at the moment. Community consultations has commenced to identify the appropriate signage for each town and village.	80%	
1.3.2.1	Successfully organise and run National Volunteers Week	30/06/2024	The National Volunteers award ceremony was held on Friday 24 May 2024 at the Narrabri RSL Club.	100%	
1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	30/06/2024	The Lillian Hulbert Awards was held on 24 February 2024 at the Narrabri Shire Council Chambers. The award winner was Daniel Smith.	100%	
1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	30/06/2024	A social media campaign to encourage volunteering was run on Council's website during the National Volunteer Week 2024 from 20-26 May 2024.	100%	
1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	30/06/2024	Due to resourcing constraints and competing project priorities this project will now be delivered in 2024/2025.	0%	
1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	30/06/2024	A social media campaign is currently being run (28 June 2024-5 July 2024) highlighting the importance of strengthening your relationship with your neighbours. This has also been identified in the Narrabri Shire Crime Prevention Plan.	100%	
2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	30/06/2024	Council staff consulted with Boggabri's local community on 16 April 2024 about the potential development for an Aboriginal Cultural Centre. Community members did not feel there was a need for an Aboriginal Cultural Centre at this stage.	100%	




 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.1.2	In partnership with local Indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	30/06/2024	A morning tea and cultural talk by a local Elder was organised to mark National Reconciliation Week 2024 on 6 June 2024 at the multipurpose room. A flag raising ceremony will be held on 11 July 2024 at the Administrative building followed by a morning at the multipurpose room.	100%	
2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	30/06/2024	A feasibility plan has been recently completed by Wahgunyah (Housing) Aboriginal Corporation to investigate the development of an Aboriginal Cultural Centre and Meeting Place in Narrabri. Council staff will continue to support Wahgunyah Aboriginal Corporation in identifying grants for this initiative should the organisation elect to proceed with the project.	100%	
2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	30/06/2024	A draft Reconciliation Action Plan (RAP) with associated timeline was submitted to Council's service areas in June for feedback. Final draft RAP is now in the process of being forwarded to Reconciliation Australia for further consideration and review. Ongoing consultation is being undertaken with Council's RAP Advisory Committee which comprises both internal and external stakeholders.	100%	
3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	30/06/2024	Council has completed a Skills Training Program (Youth Capacity Building) in collaboration with Wee Waa and Narrabri High School. The program was managed by Narrabri Industrial Network and was completed in December 2023.	100%	

 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	30/06/2024	The Youth Council has invited the ASE Group to present at the July meeting with the aim to organise a Youth Leadership Workshop this year (subject to funding). The project with the Office of Sport unfortunately did not go ahead due to the short turn around of funding.	100%	
3.1.4.3	Establish library programs to support and enhance early literacy in our community	30/06/2024	Early Literacy programs (Baby Rhyme Time and Storytimes) are delivered in all library branches. 315+ children in the Narrabri Shire LGA currently enrolled in The Dolly Parton's Imagination Library program. 1,000 Books Before School early literacy program continues with over 50 children registered. 22 pre-schoolers attended the annual National Simultaneous Storytime at the Narrabri library in May.	100%	
3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	30/06/2024	Council delivers Brain Training, Knitting, Device Advice, Book Clubs and Home Library Service (HLS) for seniors in Bellata, Boggabri, Narrabri, Pilliga and Wee Waa. Weekly adult disability craft sessions are also held at Narrabri Library. Sydney Writers Festival Live & Local was streamed live at the Narrabri Library in May 2024. Bulk multicultural picture book loans in over 40 different languages provided to library members on request. Two day natural history writing and illustration workshop, 'Write Time Write Place' for Aboriginal youth was successfully held.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	30/06/2024	Council delivers STEAM programs in Bellata, Gwabegar and Pilliga primary schools, and one Narrabri pre-school. After school Young Einstein's Science (YES) Club held at Narrabri Library and Wee Waa libraries and a Boggabri Out Of School Care. Funding sourced to purchase STEM Storytime kits to enhance regular Storytimes to pre-schoolers. An interactive mini science fair will be held during Science Week (August 2024) at Narrabri and Wee Waa Libraries.	100%	
3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	30/06/2024	Council routinely engages with primary schools within the Shire to hold Early Literacy and STEAM programs. Council successfully collaborated with Narrabri High School, and the Namoi Christian School to hold the 'Write Time Write Place' writing and illustration 2 day workshop for ages 12+ in the April 2024 school holidays.	100%	
3.1.4.7	Shire Wide - Develop library programs for the community	30/06/2024	Council delivers early childhood programs to Boggabri, Narrabri, and Wee Waa. Young Einstein's Science Club delivered to all library branches and STEAM programs to primary schools in Bellata, Gwabegar and Pilliga. School Holiday craft activities held in all shire branches in April 2024. Bulk multicultural picture book loans in over 40 different languages provided to library members on request. Brain Training, Knitting, Device Advice, Book Clubs and Home Library Service (HLS) for seniors. Home Library Service has commenced in Pilliga, Gwabegar, and Bellata. Free Tax Help program to be delivered at Narrabri Library to eligible people. Adult disability craft sessions at Narrabri Library. The Write Time, Write Place program for predominantly Aboriginal youth was delivered on the 22-23 April 2024.	100%	




 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	30/06/2024	The Narrabri Region has been successfully promoted throughout the year. This includes, Travel Magazine editorial, social media campaigns, attending travel expos, advertising for events, weekly e-newsletters, and TV features.	100%	
3.2.2.3	Update the Narrabri Region Visitor Guide	30/06/2024	The new Narrabri Region Visitor Guide is completed and hardcopies are now available from the Narrabri Region Visitors Information Centre and tourism information stands across the Region.	100%	
3.2.2.4	Update the Narrabri Region App	30/06/2024	Narrabri Region is featured in Explore Australia Visitor Centre App and information is routinely updated. The Narrabri Region App is no longer functional.	100%	
3.2.3.1	Successfully organise and run Australia Day Events	30/06/2024	Australia Day Celebrations were held in Narrabri, Wee Waa, and Boggabri. They included Australia Day Awards, and family activities. The Australian Citizenship Ceremony was also held in Narrabri.	100%	
3.2.3.4	Monitor, update and implement the Destination Management Plan	30/06/2024	The Destination Management Plan has continued to be implemented and monitored to ensure tourism opportunities are marketed and supported appropriately across the Shire.	100%	
3.2.3.5	Develop a Narrabri Shire Tourism Advisory Committee	30/06/2024	Council has endorsed the Terms of Reference for the Tourism Advisory Committee and has formally authorised its establishment. Expressions of interest being sought.	100%	
3.2.3.6	Develop an AgriTourism Strategy for the Narrabri Shire	30/06/2024	The draft Agritourism Strategy has been completed.	100%	






 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.3.9	Develop the Narrabri Shire Accessible Tourism Strategy	30/06/2024	The draft Accessible Tourism Strategy has been completed and is waiting to be endorsed by Council. The strategy includes the results of a survey for all tourism industry operators. The survey helps identify what services and facilities are available to ensure all visitors can enjoy our region, no matter what disability or restraint they may live with.	100%	
3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	30/06/2024	Council has completed a Agritourism strategy which outlines the process to initiate Agritourism activities. Council is also working with Moree and Gunnedah tourism bodies in regard to Agri Tourism. Social media campaigns are also delivered to highlight agricultural activities within the region such as cotton, canola, and wheat seasons. Council has also developed products such as Cotton Seed Oil, and skincare products, which are for sale at the Narrabri Region Visitor Information Centre.	100%	
3.2.3.11	Advocate for expanded nature-based adventure and cultural tourism places	30/06/2024	Council works closely with National Parks & Wildlife Services to help promote their large variety of outdoor activities. Cultural activities have increased with more art exhibitions and media coverage. These include activities implemented by the Narrabri Arts and Craft Society, Wee Waa Community Arts and Cultural Centre, and increased activities for Council's arts festival, CREATE.	100%	








 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.3.13	Investigate funding for Tourism Marketing Campaigns	30/06/2024	Council is continually investigating opportunities for financial collaboration with neighbouring Local Government Areas (LGAs). There are strong collaborative partnerships in place through Council's participation in tourism and marketing groups such as the Kamilaroi Highway Tourism Group and the Great Artesian Drive group. Grant funding opportunities are routinely explored with the assistance of Council's Grants Team.	100%	
3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	30/06/2024	The Golf NSW qualifying event was held on the 14-16 March 2024. Council will hosted the Camper Trailer of the year in May 2024. Council also delivers the CREATE Festival and NarraBRIGHT on an annual business. Council supports all community annual events such as NOSH, Agricultural Shows across the shire, Drover's Campfire, Santos Rugby Festival and alike.	100%	
3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	30/06/2024	Promotion of the Narrabri Shire unique Pink Slug is ongoing. Due to demand, a new order of the Sticky Pink Slug was completed. Council also undertook a social media campaign on viewing the Pink Slug during rainy/wet weather, the optimum time to view this unique species.	100%	
3.2.3.18	Shire Wide - Investigate additional Council operated tours	30/06/2024	Council is discussing opportunities with local Federation Farm about holding Agricultural Tours. Town tours are also available through the Narrabri Historical Society.	100%	
3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	30/06/2024	Council has secured funding for "Write Time, Write Place" youth program which commenced in April 2024.	100%	







 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.1.2	Develop the Narrabri Shire Youth Strategy	30/06/2024	The Youth Strategy has been adopted by Council and will be implemented through the Delivery Program and Operational Plans in the following years.	100%	
4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	30/06/2024	The proposed redevelopment of the Visitor Information Centre has been considered by Council's Tourism and Cultural Services team. Ongoing input has been provided in respect of the composition of the Narrabri Tourism and Cultural Hub.	100%	
4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	30/06/2024	A social media campaign was successfully delivered with a focus on community emergency preparedness.	100%	
4.2.1.4	Undertake the Biennial Customer Satisfaction Survey	30/06/2024	Council engaged Micromex Research to conduct the Community Satisfaction Survey - it is now completed.	100%	
4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	30/06/2024	Traffic and Alcohol free zoning requirements are addressed with all community event submissions. This is ongoing.	100%	
4.2.2.1	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	30/06/2024	After members of the Access and Inclusion Advisory Committee participated in a site visit at the GS Kidd Memorial School in Gunnedah to discuss how the school was established and the processes needed, it was apparent that the Education Department were not going to fund such facilities in the future.	100%	
4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	30/06/2024	Viability and need for support programs for young parents across the Shire is consistently being advocated for. This includes conversations with Narrabri District Community Aid Service and the Aboriginal and Maternal Infants Service Area, to identify appropriate programs for young parents.	100%	






 Achieved


 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	30/06/2024	Advocacy is ongoing. As part of the Crime Prevention Week 2024, the NSW Police delivered presented at Youth Council meeting. As a result, the Youth Council will write a letter to the Mayor advocating for a PCYC in Narrabri for which members are fully supportive. Outreach programs continue to run both both in Wee Waa and Narrabri.	100%	
4.2.2.5	Organise and run the Seniors Festival and Awards	30/06/2024	Seniors Week luncheon and awards was held at the Narrabri RSL on 14 March 2024.	100%	
4.2.2.6	Successfully organise and run International Women's Day Events	30/06/2024	International Woman's Day was held on 6 March 2024 at The Exchange.	100%	
4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	30/06/2024	In consultation with Council's Access and Inclusion Committee activities, Council organised the International Day of People with Disabilities which was celebrated in December 2023. This was held at the Multipurpose Room on the 6 December 2023. It included a lunch, and art and craft activities.	100%	
4.2.2.8	Successfully organise and run Youth Week activities	30/06/2024	Council in partnership with Narrabri District Community Aid Service (NDCAS), JOBLINK plus and the Youth Council has organised a Thrift Shop disco party and lunch (free event) on 17 April 2024 at The Crossing Theatre and a free Youth movie screening-GODZILLA XKONG-The New Empire on 18 April 2024, as part of Youth Week 2024. The events were funded by Council, NDCAS, JOBLINKplus and the NSW Government.	100%	
4.2.3.1	Develop Style Guides for Council's External Services	30/06/2024	Style Guides prepared to guide staff communications on an internal and external basis. Governance Team engaged with as part of this process.	100%	

 Achieved

 Not Achieved

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.3.2	Develop the Council's Communications Strategy	30/06/2024	The Communications Strategy is now programmed for completion by August 2024. Timeframes have been adjusted due to competing project priorities and associated staff resourcing challenges within the Communications Team.	75%	
4.2.4.1	Regularly undertake community education to raise awareness of potential adverse events and provide agency information on how businesses and households can prepare and respond	30/06/2024	Council has delivered a social media campaign to educate the community on what to do during adverse events.	100%	
4.3.1.9	Develop Policies to govern Council's Civic Collection acquisitions and disposals	30/06/2024	This project is now programmed to be undertaken in 2024/2025.	25%	
4.3.3.1	Investigate the implementation of an online accessibility map (existing or developed) that enables people of all abilities to navigate communities with greater confidence, independence, and dignity	30/06/2024	The 'Accessible Adventure' page has been completed on Council's Tourism Website and the accessibility map will soon be included.	100%	
4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	30/06/2024	Communications continually reviews any feedback received from website users and makes update accordingly, as each individual page has an option to leave feedback. Communications further implements content updates received from business units and subject matter experts. Communications Team undertake continual self-training through Council's website provider's. Communications is currently working on digitising customer service forms including bin requests. Upgrading, Self Service, components is continually assessed.	100%	

 Achieved

 Not Achieved

Action: Key Performance Measures – Community Development

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of Youth Council Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100%
Percentage of Access and Inclusion Committee Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100%
Percentage of Crime Prevention Committee Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100%
Number of youth-based actions formulated through the Youth Council that are undertaken	5	5
Conduct a session to debrief post-event/program with stakeholders	100%	100%
Seek feedback (via feedback form) from Community regarding programs and events - this can include suggested changes and what was beneficial	10	5
Number of cultural events delivered	6	23
Attend Shire wide community group meetings	20	28
Manage and coordinate community events, programs, and projects	20	26
Co-ordinate and run Narrabri Shires Youth Council Meetings	9	8
Co-ordinate and run Narrabri Shires Access and Inclusion Advisory Committee	4	1
Co-ordinate and run Narrabri Shires Crime Prevention Advisory Committee	4	4
Number of community events submissions	12	12

 Achieved

 Not Achieved

Action: Key Performance Measures – Library Services

Performance Measure	Annual Target	Actual (Year to Date)
Utilisation rate of the Narrabri Library	> 720	309
Utilisation of technologies at the Wee Waa Library	> 2,600	1,671
Utilisation of technologies at the Boggabri Library	> 400	88
Utilisation of technologies at the Narrabri Library	> 8,800	3,171
Utilisation rate of the Wee Waa Library	> 300	72
Number of e-resources (e-audio and e-book) downloaded by members of the Narrabri Shire Libraries via the CNRL website	> 8,000	2481
New members at the Narrabri Library	> 300	66
New members at the Wee Waa Library	> 120	16
New members at the Boggabri Library	> 20	12
Utilisation rate of the Boggabri Library	> 60	45
Number of Library and outreach programs for specific community groups - CALD Programs	> 4	4
Number of Library and outreach programs for specific community groups - Indigenous Programs	> 6	1
Number of Library and outreach programs for specific community groups - Disability Programs	> 400	33
Number of Library and outreach programs for specific community groups - Adult Programs	> 400	61
Number of Library and outreach programs for specific community groups - Children's and Youth Programs	> 440	156
Overall customer satisfaction (customer service levels, resources, opening hours and facilities)	> 95 %	95
Narrabri Library visitation rates	> 20,800	5,896
Wee Waa Library visitation rates	> 7,000	2,891
Boggabri Library visitation rates	> 1,500	196
Number of participants attending programs, events and meetings at the Narrabri Library	> 6,000	5,081

 Achieved

 Not Achieved

Performance Measure	Annual Target	Actual (Year to Date)
Number of participants attending programs, events and meetings at the Wee Waa Library	> 880	1,091
Number of participants attending programs, events and meetings at the Boggabri Library	> 400	87
Physical loans (including renewals) from the Narrabri Library	> 28,000	9,308
Physical loans (including renewals) from the Wee Waa Library	> 6,000	2,102
Physical loans (including renewals) from the Boggabri Library	> 3,000	683

Action: Key Performance Measures - Tourism

Performance Measure	Annual Target	Actual (Year to Date)
Average sales per walk in patron for the Narrabri Visitor Information Centre	< 6	7.70
Number of social posts via the Narrabri Region pages	> 125	398
Net cost for provision of visitor service per visitor (Narrabri Visitor Information Centre patrons)	< \$9	25
Number of Narrabri region guides distributed at trade shows	> 1,500	952
Overall visitor satisfaction (Google & TripAdvisor)	> 4 Stars	4.5
Number of e-newsletters ('What's on Weekly' and 'Tourism in Focus') distributed	> 50	53
Number of social media followers of the Narrabri Region pages	> 4,500	6,236
Number of visitors to the Narrabri Visitor Information Centre	> 20,000	16,762
Number of Narrabri region guides distributed at local providers and tourism network	> 8,000	9,110



Narrabri Shire Council
46 – 48 Maitland Street
PO Box 261, Narrabri NSW 2390

P. (02) 6799 6866
F. (02) 6799 6888
E. council@narrabri.nsw.gov.au

2022/2026
www.narrabri.nsw.gov.au



DELIVERY PROGRAM HALF YEARLY PROGRESS REPORT As at 30 June 2024

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Vision for 2032

OUR VISION

"The Narrabri Shire will continue to be a strong and vibrant regional economic growth centre providing a quality living environment for the entire community."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

Council as strong leaders for the community

THE DELIVERY PROGRAM

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure: Integrated Planning and Reporting Elements



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.

1: Our Society

An empowered, inclusive and connected community

1.1: A safe and healthy community

Measure	Target (June 2026)	Actual	Notes
Hectares of Sports fields maintained by Council (source: Council Data)	> 14 Ha	14 Ha	Sports fields hectares have remained static with previous years.
Incidents of animal attacks in the Shire (source: Council Data)	< 15	39	Dog attacks have been slowly increasing over the year which has triggered the Compliance team to begin community awareness and education programs around responsible pet ownership.
Incidents of major road incidents and fatalities in the Shire (source: Australian Road Deaths Database and Transport for NSW Data)	< 10 incidents	0 incidents	No major road incidents and fatalities reported in the Shire in the period.
Length of dedicated walking trails and pathways (does not include fire trails that are also walkable) (source: Council Data and National Parks Data)	> 100 kilometres	102 kilometres	Additional pathways were constructed in Narrabri and Wee Waa.
Number of available aged care spaces across the Shire (source: Provider Data)	> 5%	9%	Jesse Hunt – 7 beds At Robert Young there are 3 levels of care: <ul style="list-style-type: none"> • Dementia – 1 bed • High Care – 0 bed • Hostel – 1 bed (another coming up in the future) Wee Waa – 0 beds Boggabri – 0 beds

Measure	Target (June 2026)	Actual	Notes
Number of available child care spaces across the Shire (source: Provider Data)	>5%	4%	This was difficult to obtain as most of the Child Care providers are on holidays.
Number of mental health services across the Shire (source: NSW Health Data)	>6 services	6 services	There are 6 providers - Healthwise, Headspace, Hunter New England Health, and the Wee Waa Narrabri and Boggabri Hospitals.
Participation in sports and recreational activities (source: Community Satisfaction Survey)	>50%	60%	According to the 2021 Community Satisfaction Survey, 57% of residents participate in sports and recreational activities.
Pool utilisation rates (source: Council Data)	>30%	23%	Increase in Learn to Swim classes plus early morning swimming fitness.
Positive perception of lifestyle opportunities (source: Community Satisfaction Survey)	>85% community satisfaction	77%	According to the 2021 Community Satisfaction Survey, 77% of residents are satisfied with the recreation and lifestyle opportunities. This is a decrease of 4% of the previous community survey undertaken.
Reported criminal incidents in the Shire (source: Bureau of Crime Statistics and Research)	<740 incidents	1,409 incidents	Most trends remain stable. There is an increase in fraud, theft, and domestic violence in the Shire. There is a common trend across NSW that fraud and theft have significantly increased but not Domestic Violence.

1.2: A vibrant and connected community

Measure	Target (June 2026)	Actual	Notes
Library utilisation rates (source: Council Data)	>85%	93%	Based on population of 12,692 and total of members being 11,902.

Measure	Target (June 2026)	Actual	Notes
Number of accessible public meeting spaces across the Shire (source: Council Data)	>3 spaces	4 spaces	These include the Narrabri and Wee Waa Library, Community College, Wee Waa Community Arts and Cultural Centre.
Number of community bookings at The Crossing Theatre (source: Council Data)	>20 bookings	11 bookings	<ul style="list-style-type: none"> - School presentations - Community group meetings - Eisteddfod - Science and Engineering Challenge - Carp Muster
Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council (source: Council Data)	>5 programs	5 programs	These programs are run by the libraries and are delivered for all age groups.
Participation in arts and cultural activities (source: Community Satisfaction Survey)	>40%	40%	Reference: Latest Delivery Program Progress Report.
Percentage of households within the Narrabri Shire with access to the internet from the dwelling (source: Australian Bureau of Statistics)	>60%	60%	Reference: Latest Delivery Program Progress Report.
Positive community perception of the accessibility of the Narrabri Shire (source: Community Satisfaction Survey)	>85%	85%	Reference: Latest Delivery Program Progress Report.

Measure	Target (June 2026)	Actual	Notes
Quantity of arts and cultural activities across the Shire (source: Community Satisfaction Survey)	45 activities	43 activities	Reference: Narrabri Shire Calendar of events - from July to December 2023.
Range of community transport available locally (source: Council Data)	>4 vehicles	4 vehicles	Rail between Narrabri and Boggabri. Bus to Wee Waa. Minimal taxi in Narrabri. School Bus Services across the shire.

1.3: A resilient and strong community

Measure	Target (June 2026)	Actual	Notes
Council revitalisation and upgrade projects (source: Council Data)	4 projects	11 projects	There were 11 revitalisation and beautification projects for the period between 1 January 2024 and 30 June 2024. These include: 1. Tibbereena Street restroom facility finalised; 2. CBD pressure cleaning; 3. Narrabright 2024 – CBD activation; 4. NRMA Charging Station - TAFE carpark; 5. Renewable Energy Hub – TAFE carpark; 6. Collins Park/Tibbereena Street Parking Upgrades – new carpark; 7. Narrabri CBD rotunda spaces upgrade program; 8. Narrabri Shire CBD shopping activation December 2023; 9. Masterplan developed and endorsed for Wee Waa Community and Business Hub; 10. Project planning commenced for Narrabri Shire braille business signage project; 11. Funding for stages 2 & 3 of the tourism hub has been secured.
Funds granted through the community grants program (source: Council Data)	>\$20,000	\$130,669	Council adopted the Community Financial Assistant Grant (CFAG) in July 2023 with an allocation of \$130,000 that covered three rounds of the CFAG plus concessional use of The Crossing Theatre and other funding initiatives considered by Council. A total of \$115,218 was distributed throughout the financial year through the CFAG component to a total of 24 community groups. Council resolved to distribute \$10,000 via sponsorship through the other funding initiative and The Crossing Theatre provided \$5,451 through concessional use.

Measure	Target (June 2026)	Actual	Notes
Number of community programs run by Council (source: Council Data)	> 12 programs	5 programs	5 were delivered by Council libraries (these programs are ongoing) - 2 science based, 1 technology based, and 2 child literacy programs. And Community Development delivered 1 for Youth Employment Capacity Building.
Number of public toilets across the Shire (source: Council Data)	> 14 facilities	16 facilities	New amenities were constructed in Narrabri and Wee Waa.
Number of public toilets across the Shire that are compliant with the current Disability Discrimination Act (DDA) standards (source: Council Data)	> 10	13	New inclusive toilets were constructed in Narrabri and Wee Waa.
Percentage of Shire who volunteer (source: Australian Bureau of Statistics)	> 60%	54%	Reference: Latest Delivery Program Progress Report.
Satisfaction with the Shire's CBDs attractiveness (source: Community Satisfaction Survey)	> 80%	72%	The Community Satisfaction Survey is complete for 2024 with an assessment of the data being undertaken prior to a summary report being finalised for Council. According to the last Community Satisfaction Survey undertaken, 72% of the community are satisfied with the work being undertaken to enhance town and village centres.
Shire's Socio-Economic Index for Areas (SEIFA) (source: Australian Bureau of Statistics)	< 956	964	The SEIFA score for Narrabri in 2023 was 964. Narrabri ranks 214 out of 547 local government areas with SEIFA scores in Australia. There are 333 local government areas which are less disadvantaged, and there are 213 local government areas that are more disadvantaged.
Vacant shops in the Shire's CBDs (source: Council Data)	0 empty	10 empty	There are currently 10 vacant shops in the 3 main blocks of Maitland Street, Narrabri as of 30 June 2024.

2: Our Environment

A sustainable and compatible natural and built environment

2.1: A protected and enhanced natural environment

Measure	Target (June 2026)	Actual	Notes
Application of weeds management programs in the Shire (source: NSW Department of Primary Industries Data and Council Data)	> 10 programs	9 programs	Biosecurity Officers have carried out various targeted programs on Parthenium, Green Cestrum, Frogbit, African Boxthorn, Mother of Millions, Harrisia Cactus, Alligator Weed, Tiger Pear. Independently from the targeted programs on biosecurity matter there are also constant monitoring for all biosecurity matter on private and public lands.
Educational programs regarding effective biosecurity management (source: Council Data)	> 10 programs	18 programs	The Biosecurity team have run 6 successful social media campaigns as well as newspaper advertisement surrounding various biosecurity matter topics. Some were educating the community on how to identify certain species of biosecurity matter to upcoming grants or funding for managing biosecurity matter on private property. The team has also participated in community engagement at Agquip, Narrabri Carp Muster, Narrabri and Wee Waa shows, Rotary Market days and also 3 community tree give away days.
Educational programs regarding responsible companion animal ownership (source: Council Data)	> 10 programs	11 programs	The compliance team have run several educational programs through free microchipping days to media campaigns. The team have carried out free microchipping days in each of the shire towns where we used NSC pet merchandise to engage the community on vital pet ownership information pamphlets. Social media campaigns have also been run on 'Pets are not Presents' during the Christmas period and education on pet proofing your yard during fireworks. Further promotions of our discounted desexing programs were also run for the year to encourage pet owners to desex their animals.
Hectares of greenspaces maintained by Council (source: Council Data)	> 70 Ha	52 Ha	The greenspace areas maintained by Council include ovals and recreational parks.

Measure	Target (June 2026)	Actual	Notes
Number of Aboriginal heritage listed sites across the Shire (source: Aboriginal Heritage Information Management System (AHIMS))	> 10 sites	1 site	1 site registered on the State Heritage Register.
Number of educational programs implemented (including the installation of information signage) (source: Council Data)	> 15 installations	1 installation	New information sign at Mount Kaputar turn off bay.
Number of Historic (non-Indigenous) heritage listed sites across the Shire (source: State Heritage Register)	> 50 sites	42 sites	There are 42 historic (non-indigenous) heritage listed sites across the Shire.
Percentage of Council's facilities run through renewable energy (source: Council Data)	> 20%	5%	Council will extend this with the main Admin getting solar in Quarter 4 2023/2024.
Quantity of funds allocated to environmental initiatives (source: LLS North West Weeds Action Plan)	> \$250,000	\$95,000	Currently, for 2023/2024, Council has allocated \$110,000 for environmental initiatives (in addition to biosecurity management programs already funded by the NSW Department of Primary Industries).
Reduction of Council's fuel usage (source: Council Data)	< 400,000 litres	305,694 litres	If this is an annual figure the KPI is entered to low. Council historical annual usage is approximately 800,000 litres. The figure of 305,000 litres is a very good result and well below the 400,000 litres at the end of second quarter.

Measure	Target (June 2026)	Actual	Notes
Trees planted by Council across the Shire (source: Council Data)	>200 trees	500	Trees planted in Narrabri Bellata and Wee Waa

2.2: An integrated and strategic built environment

Measure	Target (June 2026)	Actual	Notes
Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines (source: NSW EPA)	100%	100%	Air quality measures are routinely measured and reviewed by NSW EPA via the air quality monitoring network. Latest available report indicates compliance.
Community satisfaction with the Shire Roads Network (source: Community Satisfaction Survey)	<75%	58%	According to the Community Satisfaction Survey undertaken in 2021, 58% of the community is satisfied with the Shire Road Network.
Estimated rate of homelessness in the Shire (source: Australian Bureau of Statistics)	<1%	0.3%	As per the Australian Homelessness Atlas 2021 Census Report, Narrabri Shire has 10 rough sleepers and 47 homeless persons.
Hectares of environmental zones, national parks, and nature reserves (source: Council Data)	>170,000	170,195	Inclusive of zonings in C1, C3, RE1, RE2.
Hectares of industrial and commercial zones (source: Council Data)	>550 Ha	897 Ha	Includes zones E1, MU1, SP1 & E4.

Measure	Target (June 2026)	Actual	Notes
Hectares of residential zones in the Shire (source: Council Data)	>4,900	4477	Residential zoned land within the shire includes zones R1, R5 & RU5.
Local Environmental Plan housekeeping reviews completed (source: Council Data)	100%	100%	All submissions completed to relevant reforms, reviews and amendments during the period (Including TOD, EIE, employment lands, temporary accommodation, agritourism).
Number of intermodal facilities in the Shire (source: Council Data)	>4	3	Narrabri has 3 existing intermodal facilities. The Northern NSW Inland Port (N2IP) development has the potential to provide a further intermodal capability with direct access to Inland Rail infrastructure.
Number of new residential developments approved in the Shire (source: Council Data)	> 10 developments	19 developments	19 Residential developments have been approved in the period 1/7/23 - 31/03/24.
Quantity of income secured through Voluntary Planning Agreements (source: NSW DPE Regional Monitoring Data)	>\$1,000,000	\$3,600,000.00	3.6million has been received.
Regular Passenger Transport rates (source: Council Data)	>4,000	3,005	3,005 passengers recorded through the Narrabri Terminal between 1 July 2023 and 31 December 2023. This is a slight increase from the previous 6 months.

2.3: A resilient and sustainable environment

Measure	Target (June 2026)	Actual	Notes
Average volume of household waste per 6 months (NSW average is 558kg per person per annum) (source: Council Data)	<245 kilograms	394 kilograms	Includes 134 comingled material & 378 general household waste / 13,000 population.
Average water consumption rate per household per year (source: Water NSW and Council Data)	<300,000 litres	164,000 litres	This reflects that there has been a decrease in consumption due to experiencing a wetter period.
Income generated through the Section 7.12 Contributions Scheme (source: Council Data)	\$4 million	\$325,000	Limited developer contributions received in first half of financial year.
Number of dwellings damaged by natural disasters (source: Resilience NSW and Local Emergency Services Data)	<0 dwellings	0 dwellings	No known dwellings were affected by natural disasters during the period.
Percentage of total water allocation for the Narrabri Shire consumed by Council (source: Council Data)	<15%	11%	This reflects that there has been a decrease in consumption due to experiencing a wetter period.
Percentage of waste diverted from landfill (source: Council Data)	>75%	46%	YTD Total received = 19032.82 Reused = 6708.74 Sent for processing = 2029.51 Organic curbside volumes will increase as the stockpile created for is collected and the service caught up.

Measure	Target (June 2026)	Actual	Notes
Rate of Effluent Reuse (source: Council Data)	100%	75%	Due to the rainfall, capacity for intake at Federation Farm combined with ongoing maintenance at the Sewer Treatment Plant contributed to low results.
Value of projects funded through the Section 7.12 Contributions Scheme (source: Council Data)	\$3 million	\$880,000	Section 7.12 projects progressing some budgets reduced due to capital works resourcing.
Volume of ground water extracted (source: Council Data)	<1 gigalitres	0.95 gigalitres	This reflects that there has been a decrease in consumption due to experiencing a wetter period.
Volume of material reused (source: Council Data)	>3,000 tonnes	6,709 tonnes	YTD figure.

3: Our Economy

A strong, diverse and sustainable economy

3.1: A diverse economy

Measure	Target (June 2026)	Actual	Notes
Formal training opportunities available for youth (16-24 years) in the Shire (source: Australian Bureau of Statistics and Provider Data)	>300 places available	465 places available	TAFE Certificated courses - 450 places available. Community College Certificated courses - 15 places available Therefore, total of 465 places available. There are 542 youth attending technical or further educational institutions, including TAFE and University. There are currently numerous courses that youth have access to via TAFE and the local RTA Community College, these courses are run face to face, online or as a hybrid of both. Courses are for a Certificate I, II, III, IV or above or provides license or other qualification.
Number of commercial developments completed in the Shire (source: Council Data)	>15	4	Number of OCs issued for commercial developments within the period
Number of jobs within the Shire (source: Australian Bureau of Statistics)	>8,000	6,949	The job number of 6,949 comes from the 2021 Census and shows a sustainable increase from the 2016 census which had number of 6,553.
Number of programs targeted at local businesses and innovators (source: Council Data)	>10 programs	11 programs	5 programs have been delivered during the period of January 2024 to June 2024, which attracted in excess of 200 registered participants. This attendee number does not include participants of non-ticketed events.
Number of registered businesses in the Shire (source: REMPLAN)	>2,000	1,835	There are currently 1,835 operating businesses in Narrabri Shire which is an increase in businesses from 1,751 in June 2021. https://remplan.co/3vw2LI6

Measure	Target (June 2026)	Actual	Notes
Percentage of Shire's population with non-school qualifications (source: REMPLAN)	>20%	32%	Forty two percent of the Shire's population has a certificate level qualification. Fifteen percent has a bachelor degree level qualification. Eleven percent has an advanced diploma and/or diploma level qualification. This information was sourced from REMPLAN Community Profile of the Narrabri Region. Thirty two percent of the Shire's population has a non-school qualification. https://remplan.co/47ykshf
Quantity of sales through the Why Leave Town Program (source: Why Leave Town Data)	>\$120,000	\$52,718	From 1 January 2024 to June 30 2024, the quantity of sales through the Why Leave Town Programme was \$52,718. From January 2024 – June 2024 there were 1,461 gift card redemptions. For the same period, a further 894 cards were loaded, totalling a value of \$33,118. There is a further \$133,589 of existing value loaded onto other cards.
Shire's unemployment rate (source: REMPLAN)	<4%	1.7%	The unemployment rate in December 2023 was 1.7% At the same period the NSW unemployment rate was 3.3%. https://remplan.co/3TWemui

3.2: A regionally renowned economy

Measure	Target (June 2026)	Actual	Notes
Average spend per visitor to the Shire (source: REMPLAN)	>\$120	\$124	According to the latest available figures produced by Tourism Research Australia the average spend per visitor per trip is \$124.00. Please note this based on Domestic Day Trips. https://remplan.co/4bvtA8g
Number of events, conferences and entertainment activities hosted in the Shire (source: Council Data)	>35	43	Reference: Narrabri Shire Calendar of events - from July to December 2023.
Number of State Significant Developments determined and approved in the Shire (source: NSW DPE Data)	>16 projects	16 projects	2 additional projects were approved during 2022/2023 (Inland Rail Narromine to Narrabri & Inland Rail Narrabri to North Star (phase 1)). No other SSD have been determined during the reporting period

Measure	Target (June 2026)	Actual	Notes
Number of visitors to the Narrabri Region Visitor Information Centre (source: Council Data)	>17,000 visitors	16,762 visitors	Full financial year - 1 July 2023 to 31 June 2024.
Population of the Shire (source: Australian Bureau of Statistics)	>14,000	12,692	Sourced from the 2021 Census, this shows a decline in the population from that reporting in the 2016 Census, being 13,084.
Social Media Engagement (source: Council Data)	>4,500 people	2,700 people	From 4 October 2023 to 1 January 2024.
Visitation to the Narrabri Shire (source: Destination NSW Data)	>300,000		Not available.

3.3: A resilient and sustainable economy

Measure	Target (June 2026)	Actual	Notes
Grant funding secured (source: Council Data)	>\$6 million	\$14,788,525	For the period 1 January 2024 to 30 June 2024, Council applied for 9 grants. At the end of this period, Council had received notification that it had been successful in all 9 applications. This represented the amount of \$14,788,525 and was distributed across Council.
Percentage of Council expenditure within the Shire (source: Council Data)	>75%	38%	A number of tenders have gone to companies that reside outside of the shire as they hold the expertise to complete projects such as bridge replacements.
Quantity of Regional Exports (source: REMPLAN)	>\$3.3 billion	\$4.3 billion	Regional export represented \$4.3 Billion.

Measure	Target (June 2026)	Actual	Notes
Quantity of value added by industries within the Shire (source: REMPLAN)	>\$3 billion	\$3.476 Billion	Mining contributed \$2.47 Billion or 71.1% of the industry valuation of Narrabri Shire. Agriculture, Forestry & Fishing contributed \$233 million or 6.7% of the industry valuation of Narrabri Shire. Rental, Hiring & Real Estate Services contributed \$148 million or 4.3 % of the industry valuation of Narrabri Shire, with the remaining Other contributing \$622 million or 17.9% of the industry valuation of the Shire. https://remplan.co/3O2ApVZ
Shire's Gross Regional Product (source: REMPLAN)	>\$3 billion	\$3.554 Billion	Narrabri Shire's Gross Regional Product is \$3.554,000,000 to December 2023 - REMPLAN 2023 - https://remplan.co/47r7P7v
Successful grant applications (source: Council Data)	>75%	100%	For the period 1 January 2024 to 30 June 2024, Council applied for 9 grants. At the end of this period Council had been notified that it was successful in all 9 grants representing 100%.

4: Our Civic Leadership

Council as a strong leader for the Community

4.1: A transparent and accountable Council

Measure	Target (June 2026)	Actual	Notes
All recordings of open council meetings are publicly available on Council's website (source: Council Data)	100%	100%	All public sessions of Council Meetings are placed on Council's website. As of July 2023, Council live streams all public sessions of its Council Meetings to YouTube.
Community satisfaction with elected representatives (source: Community Satisfaction Survey)	>90%	65%	The 2021 Community Satisfaction Survey reported that 65% percent of those surveyed were satisfied with the Councillors at the time of being surveyed (being the 2016/2022 Council Term).
Media content dedicated to raising awareness of Council's role in the community (source: Council Data)	60	30	16 Media releases produced in Quarter 2 2023/2024. Ranging from crime prevention, Small Business month recap, Boggabri Flood study, Ministers visit to the shire, and Bushfire recognition to volunteers.
Number of Code of Conduct breaches (source: Council Data)	0	0	No established breaches.
Number of Public Interest disclosures received (source: Council Data)	0	0	0 PIDs received between 1 July 2023 and 31 December 2023.
Percentage of Operational Plan Actions completed (source: Council Data)	100%	77%	Of the 441 Actions in the adopted 2023/2024 Operational Plan 339 were completed by 30 June 2024.

4.2: A strong Council that advocates for the Community

Measure	Target (June 2026)	Actual	Notes
Community satisfaction rate of Council's communications and provision of information (source: Community Satisfaction Survey)	>75%	85%	According to the Community Satisfaction Survey undertaken in 2021, 60% of residents were satisfied with Council's operation and responsiveness. Community Satisfaction Survey is currently being developed and will go out to the community in Quarter 3 2023/2024.
Community satisfaction rate of Council's operations (source: Community Satisfaction Survey)	>85%		Community Satisfaction Survey is currently being developed and will go out to the community Quarter 3 2023/2024.
Number of submissions made to external parties on behalf of the community (source: Council Data)	>6 submissions	13 submissions	Various advocacy efforts including formal submissions to government on policy matters. Examples include submissions to various levels of government on both the State and Federal Local Government Financial Sustainability Inquiries, NSW Parliament Stock Fencing Inquiry, NSW Rural Crime Inquiry and NSW Inquiry into the Productive Use of Post-Mining Lands. Community advocacy opportunity reports are also routinely reported to Ordinary Council Meetings.
Percentage of calls resolved at first contact (source: Council Data)	>85%	62%	62% of issues and enquiries arising from calls are dealt with in first instance by Council's Customer Service Team.
Visitation to Council's website (source: Google Analytics)	>12,000	24,243	Visitation data for Quarter 2 2023/2024 was 12,973 users with an average session time of 34 seconds.

4.3: A resilient and sustainable Council

Measure	Target (June 2026)	Actual	Notes
Asset renewal ratio (source: Council Data)	>100%	144%	This exceeds targets due to Council's large Capital works program.

Measure	Target (June 2026)	Actual	Notes
Cash Expense Cover Ratio (source: Council Data)	<3 months	17.6 months	Exceeding target due to large investment portfolio currently held, some of which relates to capital grants which when spent would reduce this ratio.
Debt Service Cover Ratio (source: Council Data)	>2 times	20 times	This is particularly high due to low borrowing costs
Lost time injuries (source: Council Data)	<0	2	There have been 2 lost time injuries between 1 July 2023 and 31 December 2023.
Number of health and wellbeing programs run by Council for staff (source: Council Data)	>4	3	Health and wellbeing BBQs run, additional programs in train.
Number of internal audits conducted (source: Council Data)	>12 audits	0 audits	Internal Audits for 2023/2024 are underway with a consultant engaged for all 3. Internal Audit 1 was completed and presented to the ARIC in Quarter 2 2023/2024. Internal 2 commenced in Quarter 3 2024 with Internal Audit 3 commencing in Quarter 4 2023/2024.
Operating Performance Ratio (source: Council Data)	>0%	14%	Operational Revenue exceeds Operational Expenditure, these are draft figures and will likely change as EOY accounts are completed.
Own Source Operating Revenue Ratio (source: Council Data)	>60%	60%	On Target.
Participation rate in the Staff Satisfaction Survey (source: Staff Satisfaction Survey)	>75%	60%	Increase of 15%.

Measure	Target (June 2026)	Actual	Notes
Percentage of outstanding internal audit action items (source: Council Data)	<15%	60%	Out of 110 Internal Audit Recommendations 44 have been completed.
Percentage of Policies reviewed annually (source: Council Data)	>25%	10%	As a complete policy review was undertaken in 2022, Council policies have continued to be reviewed on an as needs basis.
Rates and Annual Charges Outstanding Percentage (source: Council Data)	<10%	14%	Slightly higher than target due to timing of external debt collection.
Staff Retention Rate (source: Council Data)	>80%	88%	Staff retention rate remains stable at 88%.
Unrestricted Current Ratio (source: Council Data)	<2 times	3.9 times	Estimate only as figures have not been finalised



Narrabri Shire Council
46 - 48 Maitland Street
PO Box 261, Narrabri NSW 2390

P. (02) 6799 6866
F. (02) 6799 6888
E. council@narrabri.nsw.gov.au

16.1 QUARTERLY BUDGET REVIEW STATEMENT - JUNE 2024**Responsible Officer:** Ted Harrington, Director Financial and Commercial Services**Author:** Luke Meppem, Manager Financial Services**Attachments:** 1. Signed June 2024 QBRS**STRATEGIC LINK****4 Civic Leadership - Council as a strong leader for the community****Objective** 4.2 A strong Council that advocates for the Community**Strategy** 4.2.1 Communicate and engage with the community regarding decision-making**EXECUTIVE SUMMARY**

This report is presented to Council as an end of financial year review of actuals versus budget for the year ended 30 June 2024.

RECOMMENDATION

1. That Council receive and note the Quarterly Budget Review Statement for the period ended 30 June 2024.

BACKGROUND

The Budget Review Statement is provided in two (2) formats. The first being *by Type* and reflective of how the end of year Income Statement is reported. The second being *by Activity* as per Note B1-1 of the Annual Financial Statements.

Council's Note B1-1 reflects the individual Service Plans that have been established as an additional reporting layer to the Community. Pages 3 to 7 of **Attachment 1** provides an additional level of the information from the summary that appears on page 2.

A Capital Budget Review is included on page 8 of the Quarterly Budget Review Statement (attached), also reflecting individual Service Plan capital expenditure.

CURRENT SITUATION

The figures presented are draft figures for the 2023/2024 financial year, with these figures subject to change as the end of financial process and audit is completed. Finalised figures will be presented in the annual financial statements.

The projected Operating Result (excluding capital Income) was a surplus of \$5.724m. The estimated actual operating result (excluding capital Income) is a surplus of \$7.37m.

Variations to the projected year end result as listed in the 'Variations Surplus/(Deficit),' column on page 2 of the attached Quarterly Budget Review Statement are summarised by Directorate below:

Directorate	Variation (\$)	Reason
Income		
General Purpose Revenue - Operating Income	(124,000)	Anticipated rates and charges income overbudgeted for financial year
Financial & Commercial Services - Capital Income	(57,000)	Lighting Project completed and awaiting invoicing prior to acquittal and receipt of funds
Planning and Sustainability - Capital Income	(2,563,000)	Reduction in Capital Income received due to VPA conditions not being met
Planning and Sustainability - Operating Income	803,000	Increase in number of Developer Applications
Infrastructure Delivery - Capital Income	(12,262,000)	Timing of Transport and Open Spaces projects
Infrastructure Delivery - Operating Income	(2,415,000)	Timing of Project Claims
Expenditure		
Office of General Manager	(695,000)	Decreased Expenditure due to staff vacancies across the directorate
Financial & Commercial Services	(2,043,000)	Year-end asset processing entries yet to be recognised, which will reduce this underspend. Employee vacancies have contributed to lower costs in this directorate for the financial year.
Planning and Sustainability	(764,000)	Decreased expenditure for flood study projects, staff vacancies throughout the year, and an associated reduction in actual contractor costs
Infrastructure Delivery	314,000	Increase in Expenditure for Flood damage repairs and depreciation

The Capital Budget on page 8 of the Quarterly Budget Review Statement shows that council spent \$28.66m of the \$41.11m budget. A decrease in the expected cost of Capital Works of \$12.45m is as a result of competing priorities with flood damage works delaying other transport capital works. There have also been issues in signing contracts and tenders due to various reasons which have delayed a number of projects. Council spent 70% of its budgeted capital works program which is a significant improvement on the previous year.

It is expected that projects commenced but not completed in 2023/2024 will be carried forward and expenditure consumed in the 2024/2025 financial year.

FINANCIAL IMPLICATIONS

The major variations (greater than 10% or \$50,000) are detailed below:

Office of the General Manager Expenses (Underspend of \$695,000)

Governance & Risk Management

- \$76,000 reduction in consultant expenses due to appropriating service at lower cost and works being able to be performed in-house.
- \$85,000 reduction in employee expenses due to vacant positions.

People & Values

- \$77,000 reduction in training programs due to payments rolling into next financial year.

Other

- End of year accruals involving payroll and creditors plus other miscellaneous adjustments will bring additional expenditure that will bridge a large amount of the underspend.

Financial & Commercial Services Revenue (Reduction in Capital revenue of \$57,000)

Commercial Services

- \$36,000 increase due to change in classification from operational to capital grant.
- \$80,000 reduction in Airside Operations due to grant project yet to be finalised.

Financial & Commercial Services Expenditure (Underspend of \$2,043,000)

Customer and Information Services

- \$86,000 decrease in expenditure due to reduced employee costs.
- \$150,000 underspend due to a review of software subscriptions & licencing agreements.

Commercial Services

- \$262,000 decrease in employee expenditure due to operational staff costing to relevant work orders.
- \$50,000 reduction in employee costs due to staff vacancies.
- \$122,000 underspend in contractor expenses due to delays in resourcing to undertake projects.
- \$100,000 Underspend for Saleyards as a result of nil operations.
- \$580,000 decrease due to year end asset processing entries yet to be recognised.

Other

- End of year accruals involving payroll and creditors plus other miscellaneous adjustments will bring additional expenditure that will bridge a large amount of the underspend.

Planning and Sustainability Revenue (Reduction in capital revenue of \$2,563,000)

Planning and Development

- \$2,563,000 reduction in VPA income, due to milestones not being met.

Planning and Sustainability Revenue (Increase in operational revenue of \$803,000)

Planning and Development

- \$245,000 increase in developer contributions which correlates with the increase in DA applications.

- \$423,000 increase in development application (DA) and building certificate fees due to increased applications received.

Regulatory Compliance

- \$65,000 increase due to additional noxious weeds projects and increase in compliance activities.

Planning and Sustainability Expenditure (Reduction in operational expenditure of \$764,000)

Economic Development

- \$104,000 reduction due to vacancies and other minor savings across the department.

Planning and Development

- \$247,000 reduction in employee expenses due to staff vacancies.
- \$200,000 reduction in contractor and consultant use due to projects and applications not requiring the use of external assistance.

Regulatory Compliance

- \$70,000 decrease in legal costs due to delays in proceedings, and software costs waiting for government approval before release to production and operation.

Other

- End of year accruals involving payroll and creditors plus other miscellaneous adjustments will bring additional expenditure that will bridge a large amount of the underspend.

Infrastructure Delivery Income (net reduction in capital Income of \$12,262,000)

Parks & Open Spaces

- \$797,000 reduction as capital projects not available for acquittal due to delays in awarding tenders and project commencement.

Roads and Ancillary Services

- \$11,100,000 reduction in capital income received due to delays in project completion and grant acquittal. There was a combination of reasons for delays including contractor availability and delays in tenders being awarded.

Water and Sewerage Services

- \$321,411 reduction in capital income received due to timing of project completion this money was allocated in the previous year.

Infrastructure Delivery Income (net reduction in operational Income of \$2,415,000)

Roads and Ancillary Services

- \$1,423,000 reduction in operational grants due to timing of project claims.
- \$1,700,000 reduction in budgeted gravel sale income due to delays in flood damage claim approvals for unsealed roads.

Water and Sewerage Services

- \$320,000 increase in user charges and fees collected.

Waste Services

- \$185,000 increase in waste depot fees collected.

Other

- Minor increases across the directorate.

Infrastructure Delivery Expenditure (net increase in expenditure of \$314,000)

Emergency Support

- \$150,000 underspend for Wee Waa levee emergency management project which is nearing completion but is yet to be invoiced.

Projects & Assets

- \$146,000 Reduction in contractor services due to internal staff turnover resulting in delays for project delivery.

Roads and Ancillary Services

- \$1,100,000 in extra internal fleet costs due to usage of plant in more shire road and town street maintenance than capital projects as to what was allocated in the budget.

Water and Sewerage Services

- \$139,000 increase in employee expenses due to restructure and recruitment drive.
- \$69,000 decrease in contractor expenses due to internal capacity to complete works following recruitment.
- \$210,000 reduction in IWCMS costs that were expensed in a prior year.

Variation by Income Statement Category.

Grants and Contributions – Operational

- \$1,426,000 decrease due to the delayed completion of projects and resulting acquittals.

Grants and Contributions – Capital

- \$15,054,000 decrease in capital grant income due to delays in securing contractors as evident with some tenders having to go out multiple times to secure suitable resources. A large volume of tenders have been recently approved by Council which will see these works completed in the next financial year.

User Charges and Fees

- \$1,190,000 increase due to additional development-related fees collected and increased waste depot fees collected.

Depreciation

- Increase of \$999,000 was due to the large capitalisation project undertaken for the 2022/2023 financial year which had taken full effect in 2023/2024, combined with annual indexation and revaluation of asset classes.

Employee Benefits and on-costs

- Accruals and end of year adjustments will contribute to an increase in actuals. This processing will continue to be finalised over the coming weeks.

Other

- End of year adjustments across a number of line items will mean these figures vary as end of year processing and audit is completed.

STATUTORY AND POLICY IMPLICATIONS

A Quarterly Budget Review is required under s203 of the *Local Government (General) Regulation 2021* (NSW).

CONSULTATION**External Consultation**

Nil.

Internal Consultation

- Executive and Senior Management

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Report by Responsible Accounting Officer

The following statement is made in accordance with *Clause 203(2) of the Local Government (General) Regulations 2021*:

It is my opinion that the Quarterly Budget Review Statement for Narrabri Shire Council for the quarter ended 30/06/24 indicates that Council's projected financial position at 30/06/24 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



Ted Harrington
Responsible Accounting Officer

Date: 02/08/2024

Income & Expenses Budget Review Statement

Budget Review for the quarter ended 30 June 2024

Income & expenses (Income Statement) - Council Consolidated

	Original	Approved Changes			Revised	Actual
(\$000's)	budget	Sep	Dec	Mar	budget	YTD
	2023/24	QBRS	QBRS	QBRS	2023/24	figures
Income						
Rates and annual charges	24,246	(33)	(142)	(103)	23,968	23,668
User charges and fees	7,080	169	2,652	410	10,311	11,501
Other revenues	2,158	160	620	(86)	2,852	3,005
Other income	196	49	(50)	(14)	181	154
Grants and contributions - operating	10,525	3,565	7,696	974	22,760	21,334
Grants and contributions - capital	27,405	3,200	(10,553)	1,257	21,309	6,255
Interest and investment revenue	2,081	439		1,034	3,554	3,487
Net gain from disposal of assets	171	-		-	171	71
Total income from continuing operations	73,862	7,549	223	3,472	85,106	69,475
Expenses						
Employee benefits and on-costs	18,752	864	(64)	(104)	19,448	16,827
Borrowing costs	249	-	1	(33)	217	89
Materials and services	18,692	3,425	(675)	2,347	23,789	23,613
Depreciation and amortisation	11,904	1,122	-	-	13,026	14,025
Impairment of receivables		-	-	-	-	-
Legal costs	94	15	73	(68)	114	79
Consultants	458	(151)	21	19	347	108
Other expenses	1,076	45	24	(13)	1,132	1,109
Total expenses from continuing operations	51,225	5,320	(620)	2,148	58,073	55,850
Net operating result from continuing operations	22,637	2,229	843	1,324	27,033	13,625
Net operating result from all operations	22,637	2,229	843	1,324	27,033	13,625
Net Operating Result before Capital Items	(4,768)	(971)	11,396	67	5,724	7,370

This statement provides a summary of the budget movements based on the presentation format for the Income Statement in Council's annual financial reporting. 'Grants & Contributions - Capital' are included in the 'Net Operating Result from All Operations', but then excluded to provide the 'Net Operating Result before Capital Items'.

Budget review for the quarter ended 30 June 2024

Income & Expenses (Directorate Summary) - Council Consolidated

	Original	Approved Changes			Revised	Actual
(\$000's)	Budget	Sep	Dec	Mar	Budget	YTD
		QBRS	QBRS	QBRS		figures
Income						
General Purpose Revenue	24,659	280	-	565	25,504	25,380
Office of General Manager	283	51	47	(23)	358	336
Financial and Commercial Services	2,830	10	205	19	3,064	2,951
Planning and Sustainability	5,944	98	60	(57)	6,045	4,285
Infrastructure Delivery	43,660	7,467	2,268	3,109	56,504	41,827
Total income from continuing operations	77,376	7,906	2,580	3,613	91,475	74,779
Adjustment for Internal Income Budgeted	(3,343)	(357)	(2,357)	(141)	(6,198)	(5,233)
Adjustment for Capital Sales Budgeted	(171)			-	(171)	(71)
	73,862	7,549	223	3,472	85,106	69,475
Expenses						
Office of General Manager	3,668	538	34	54	4,294	3,599
Financial and Commercial Services	10,032	1,678	273	131	12,114	10,071
Planning and Sustainability	5,406	508	97	50	6,061	5,297
Infrastructure Delivery	35,462	2,953	1,333	2,054	41,802	42,116
Total expenses from continuing operations	54,568	5,677	1,737	2,289	64,271	61,083
Adjustment for Internal Income Budgeted	(3,343)	(357)	(2,357)	(141)	(6,198)	(5,233)
	51,225	5,320	(620)	2,148	58,073	55,850
Net operating result from continuing operations	22,637	2,229	843	1,324	27,033	13,625
Net operating result from all operations	22,637	2,229	843	1,324	27,033	13,625
Net Operating Result before Capital Items	(4,768)	(971)	11,396	67	5,724	7,370

This statement provides a summary of the budget movements of Council's service activities based on directorate responsibilities. The following pages (3-7) provides the services reported in Note B1-1 of Council's annual financial statements. This is broken down a further level (line items in italics) to provide a better understanding of the costing components of the services where applicable.

Detailed Income & Expenses Budget Review Statement by Directorate

Budget Review for the quarter ended 30 June 2024

Income & Expenses - General Purpose Income

(\$000's)	Original	Approved changes			Revised	Actual
	budget	Sep	Dec	Mar	budget	YTD
	2023/24	QBRs	QBRs	QBRs	2023/24	figures
Income						
Rates & Charges	14,803	6	-	-	14,809	14,592
Interest Investment Revenue	1,379	274	-	565	2,218	2,172
General Purpose (Untied) Grants	8,477	-	-	-	8,477	8,616
Total income from continuing operations	24,659	280	-	565	25,504	25,380
Expenses						
Rates & Charges					-	
Total expenses from continuing operations	-	-	-	-	-	-
Net operating result from continuing operations	24,659	280	-	565	25,504	25,380
Net operating result from all operations	24,659	280	-	565	25,504	25,380

Budget Review for the quarter ended 30 June 2024

Income & Expenses - Office of The General Manager

(\$000's)	Original	Approved changes			Revised	Actual
	Budget	Sep	Dec	Mar	Budget	YTD
	2023/24	QBRs	QBRs	QBRs	2023/24	figures
Income						
Strategic Management	56	-	-	-	56	50
Governance & Risk	67	51	54	2	174	176
Governance	-	-	1	2	3	6
Risk	67	51	53	-	171	170
People & Values	160	-	(7)	(25)	128	110
People and Values Management	10	-	(7)		3	2
Organisational Development	150	-	-	(25)	125	108
Total Income from Continuing Operations	283	51	47	(23)	358	336
Expenses						
Strategic Management	1,139	151	21	38	1,349	1,064
Governance & Risk	1,766	228	97	13	2,104	1,783
Governance	1,004	122	43	80	1,249	1,168
Corporate Planning	244	70	49	(36)	327	240
Risk	518	36	5	(31)	528	375
People and Values	763	159	(84)	3	841	752
People and Values Management	408	159	1	(46)	522	511
Organisational Development	355	-	(85)	49	319	241
Total Expenses from Continuing Operations	3,668	538	34	54	4,294	3,599
Net operating result from all operations	(3,385)	(487)	13	(77)	(3,936)	(3,263)

Detailed Income & Expenses Budget Review Statement by Directorate

Budget Review for the quarter ended 30 June 2024

Income & Expenses - Financial and Commercial Services

	Original	Approved Changes			Revised	Actual
(\$000's)	Budget	Sep	Dec	Mar	Budget	YTD
	2023/24	QBRs	QBRs	QBRs	2023/24	figures
Income						
Airport Services	333	25	89	80	527	447
Airport Management	-	-	5	-	5	15
Airside Operations	290	25	80	65	460	381
Landside Operations	21	-	-	-	21	10
Aviation Fuel Facilities	22	-	4	15	41	41
Customer and Information Services	10	-	-	(8)	2	3
IT Technical Support	5	-	-	(5)	-	-
Customer Management	5	-	-	-3	2	3
The Crossing Theatre (TCT)	1,102	22	24	(34)	1,114	1,145
TCT Management	1	5	-	-	6	7
TCT Cinemas & Front of House	406	25	-	(54)	377	374
The Crossing Café & Kitchen	300	(10)	30	20	340	353
TCT Events	395	2	(6)	0	391	411
Financial Services	131	-	-	(78)	53	137
Property Services	516	(5)	76	(5)	582	621
Property Management	397	(5)	53	5	450	469
Insurance Management	-	-	16	-	16	55
Saleyard Operations	19	-	-	-	19	9
Truck Wash Facilities	100	-	7	(10)	97	88
Swimming Pools	276	(32)	9	57	310	329
Swimming Pools Management	-	-	7	-	7	9
Swimming Pool Operations - Narrabri	221	(32)	1	46	236	255
Swimming Pool Operations - Wee Waa	29	-	-	5	34	32
Swimming Pool Operations - Boggabri	26	-	1	6	33	33
Fleet Management	462	-	7	7	476	269
Total Income from Continuing Operations	2,830	10	205	19	3,064	2,951
Expenses						
Airport Services	545	137	58	19	759	585
Airport Management	457	123	26	(6)	600	368
Airside Operations	39	11	12	10	72	92
Landside Operations	36	3	(9)	4	34	70
Aviation Fuel Facilities	13	-	29	11	53	55
Customer and Information Services	1,821	400	(25)	(144)	2,052	1,810
Customer Management	491	63	75	(87)	542	517
IT Technical Support	1,173	(29)	(379)	15	780	682
IT Corporate Network	157	365	219	(72)	669	546
Records Management	-	1	60	-	61	65
The Crossing Theatre (TCT)	1,722	356	149	(40)	2,187	2,216
TCT Management	736	153	39	(54)	874	879
TCT Cinemas & Front of House	378	36	48	25	487	497
The Crossing Café & Kitchen	246	139	83	25	493	558
TCT Events	362	28	(21)	(36)	333	282
Financial Services	1,657	(14)	72	(24)	1,691	1,605
Property Services	2,653	326	(77)	110	3,012	2,610
Property Management	1,741	212	(108)	60	1,905	1,563
Insurance Management	487	34	-	-	521	522
Depot Management	147	33	27	55	262	314
Saleyard Operations	269	47	4	(5)	315	203
Truck Wash Facilities	9	-	-	-	9	8
Swimming Pools	1,562	145	12	150	1,869	1,789
Swimming Pools Management	128	3	(43)	75	163	93
Swimming Pool Operations - Narrabri	977	103	54	118	1,252	1,218
Swimming Pool Operations - Wee Waa	263	4	(17)	(27)	223	246
Swimming Pool Operations - Boggabri	194	35	18	(16)	231	232
Fleet Management	72	328	84	60	544	(544)
Total Expenses from Continuing Operations	10,032	1,678	273	131	12,114	10,071
Discontinued Operations - Surplus/(Deficit)					-	
Net Operating Result from All Operations	(7,202)	(1,668)	(68)	(112)	(9,050)	(7,120)

Detailed Income & Expenses Budget Review Statement by Directorate

Budget Review for the quarter ended 30 June 2024

Income & Expenses - Planning and Sustainability

(\$000's)	Original Budget 2023/24	Approved Changes			Revised Budget 2023/24	Actual YTD figures
		Sep	Dec	Mar		
		QBRS	QBRS	QBRS		
Income						
Planning and Development	5,025	35	64	103	5,227	3,340
Statutory Land Use Planning	4,852	35	59	97	5,043	3,110
Building Surveying and Certification	90	-	5	6	101	180
Strategic Land Use Planning	83	-	-	-	83	50
Economic Development	103	39	-	(49)	93	136
Economic Development	5	17	-	37	59	41
Northern NSW Inland Port (N2IP)	50	-	-	-	50	43
Grants Administration	48	-	-	(87)	(39)	(40)
Small Business Liaison	-	22	-	1	23	92
Regulatory Enforcement	225	23	29	21	298	363
Regulatory Enforcement	102	12	22	11	147	182
Environmental Health	28	-9	(3)	-	16	8
Weeds Management		20	10	10	40	49
Weeds North West Action Program	95	0	-	-	95	124
Tourism & Cultural Services	591	1	(33)	(132)	427	446
Visitor Information Centre Operations	150	0	(30)	(10)	110	116
Tourism Network Management	24	0	-	-	24	24
Shire Marketing & Promotion	94	1	-	-	95	95
Event Facilitation	67	0	(21)	-	46	45
Community Development	153	0	8	(123)	38	45
Libraries Management	103	0	10	1	114	118
Communications	-	0	-	-	-	4
Total Income from Continuing Operations	5,944	98	60	(57)	6,045	4,285
Expenses						
Planning and Development	1,268	193	(39)	(42)	1,380	836
Statutory Land Use Planning	448	182	9	(5)	634	413
Building Surveying and Certification	245	(79)	(9)	(17)	140	133
Strategic Land Use Planning	575	90	(39)	(20)	606	290
Economic Development	1,149	(9)	11	73	1,224	1,076
Economic Development	384	(78)	(21)	63	348	240
Northern NSW Inland Port (N2IP)	147	1	2	3	153	148
Grants Administration	322	64	7	(16)	377	305
Small Business Liaison	296	4	23	23	346	383
Regulatory Enforcement	816	132	68	23	1,039	888
Regulatory Enforcement	479	126	62	17	684	514
Weeds Management	70	6	6	(11)	71	23
Weeds North West Action Program	267	-	-	17	284	351
Tourism & Cultural Services	2,173	192	57	(4)	2,418	2,497
Visitor Information Centre Operations	444	(25)	(27)	-	392	564
Tourism Network Management	13	11	-	-	24	20
Shire Marketing & Promotion	130	12	-	-	142	121
Event Facilitation	142	(17)	1	-	126	155
Community Development	326	101	(3)	(60)	364	348
Libraries Management	771	21	32	12	836	844
Communications	347	89	54	44	534	445
Total Expenses from Continuing Operations	5,406	508	97	50	6,061	5,297
Net operating result from all operations	538	(410)	(37)	(107)	(16)	(1,012)

Detailed Income & Expenses Budget Review Statement by Directorate

Budget Review for the quarter ended 30 June 2024

Income - Infrastructure Delivery

(\$000's)	Original	Approved Changes			Revised	Actual
	Budget	Sep	Dec	Mar	Budget	YTD
	2023/24	QBRs	QBRs	QBRs	2023/24	figures
Income						
Cemeteries	182	-	99	8	289	290
<i>Cemeteries Management</i>	-	-	83	-	83	83
<i>Cemeteries Interment Services</i>	182	-	-	10	192	191
<i>Cemeteries Maintenance</i>	-	-	16	(2)	14	16
Emergency Support	450	30	41	41	562	344
<i>Emergency Service Agencies</i>	450	30	7	41	487	310
<i>Emergency Management</i>	-	-	34	-	34	34
Parks & Open Spaces	1,626	197	(135)	(244)	1,444	894
<i>Parks & Open Spaces Management</i>	16	104	105	106	331	485
<i>Open Space Maintenance</i>	200	-	(200)	-	-	2
<i>Sporting Facilities</i>	1,410	93	-160	(350)	993	377
<i>Recreational Parks</i>	-	-	120	-	120	-
<i>Public Amenities & Monument Maintenance</i>	-	-	-	-	-	30
Projects & Assets	188	(15)	(40)	(121)	12	9
<i>Design & Investigation Services</i>	65	(15)	(40)	(8)	2	1
<i>Projects & Assets</i>	123	-	-	(113)	10	8
Sewerage Services	4,157	878	(173)	536	5,398	4,960
<i>Sewerage Management</i>	299	163	-	315	777	724
<i>Boggabri Sewerage Operations</i>	412	321	(321)	321	733	398
<i>Narrabri Sewerage Operations</i>	2,662	29	512	(92)	3,111	3,071
<i>Wee Waa Sewerage Operations</i>	784	365	(364)	(8)	777	767
Solid Waste Management Services	5,652	(7)	212	(378)	5,479	6,328
<i>Urban Waste Management</i>	2,228	(121)	-	-	2,107	2,159
<i>Narrabri Waste Depot</i>	3,043	115	212	(377)	2,993	3,786
<i>Rural Waste (incl Transfer Stations)</i>	381	(1)	-	(1)	379	383
Roads & Ancillary Services	26,215	4,796	3,431	3,116	37,558	23,327
<i>Roads Management</i>	13	-	2,185	-	2,198	2,477
<i>State Highway Maintenance Contract</i>	773	-	2,227	300	3,300	3,054
<i>Regional Roads Maintenance</i>	5,657	-	-	-	5,657	4,070
<i>Shire Roads Maintenance</i>	12,273	4,796	669	1,324	19,062	9,453
<i>Bridges Maintenance</i>	917	-	1,114	1,938	3,969	3,313
<i>Town Streets Maintenance</i>	2,961	-	(2,790)	5	176	133
<i>Footpaths</i>	616	-	-	-	616	20
<i>Kerb & Guttering</i>	905	-	-	(475)	430	430
<i>Quarries</i>	2,100	-	-	-	2,100	327
<i>Roads Private Works</i>	-	-	26	24	50	50
Water Services	5,190	1,588	(1,167)	151	5,762	5,675
<i>Water Management</i>	1,273	266	160	161	1,860	1,461
<i>Baan Baa Water Operations</i>	34	5	(1)	5	43	48
<i>Bellata Water Operations</i>	56	5	1	10	72	79
<i>Boggabri Water Operations</i>	591	5	(42)	(25)	529	584
<i>Gwabegar Water Operations</i>	37	2	-	(3)	36	37
<i>Narrabri Water Operations</i>	2,495	1,299	(1,248)	20	2,566	2,744
<i>Pilliga Water Operations</i>	57	3	(1)	(1)	58	60
<i>Wee Waa Water Operations</i>	647	3	(36)	(16)	598	662
Total Income from Continuing Operations	43,660	7,467	2,268	3,109	56,504	41,827

Detailed Income & Expenses Budget Review Statement by Directorate

Budget Review for the quarter ended 30 June 2024

Expenses - Infrastructure Delivery

	Original	Approved Changes			Revised	Actual
(\$000's)	Budget	Sep	Dec	Mar	Budget	YTD
	2023/24	QBRs	QBRs	QBRs	2023/24	figures
Expenses						
Cemeteries	455	11	23	21	510	487
Cemeteries Management	84	4	3	-	91	85
Cemeteries Interment Services	66	7	19	29	121	126
Cemeteries Maintenance	305	-	1	(8)	298	276
Emergency Support	1,245	240	46	35	1,566	1,247
Emergency Service Agencies	1,126	(17)	46	(140)	1,155	980
Emergency Management	119	257	-	175	376	267
Parks & Open Spaces	3,185	298	153	188	3,824	3,231
Parks & Open Spaces Management	870	74	73	17	1,034	711
Open Space Maintenance	865	142	(4)	50	1,053	881
Sporting Facilities	377	4	68	66	515	520
Recreational Parks	312	58	4	11	385	331
Public Waste / Litter Control	82	13	-	2	97	99
Street Trees Program	155	-	-	6	161	128
Public Amenities & Monument Maintenance	375	4	2	18	399	423
Central Business District Maintenance	149	3	10	18	180	138
Projects & Assets	1,229	32	24	(114)	1,171	1,000
Design & Investigation Services	443	70	(52)	29	490	307
Projects & Assets	786	(38)	76	(143)	681	693
Sewerage Services	3,982	520	3	(15)	4,490	4,240
Sewerage Management	246	95	50	(12)	379	177
Boggabri Sewerage Operations	675	21	2	14	712	694
Narrabri Sewerage Operations	2,165	340	(49)	(21)	2,435	2,568
Wee Waa Sewerage Operations	896	64	-	4	964	801
Solid Waste Management Services	4,598	43	(27)	(48)	4,566	4,956
Urban Waste Management	1,522	2	3	-	1,527	1,336
Narrabri Waste Depot	2,098	24	(46)	(21)	2,055	2,804
Rural Waste (incl Transfer Stations)	978	17	16	(27)	984	816
Roads & Ancillary Services	16,238	1,085	943	1,619	19,885	21,205
Roads Management	6,365	468	180	55	7,068	8,226
State Highway Maintenance Contract	773	440	140	970	2,323	2,239
Regional Roads Maintenance	543	-	(30)	-	513	571
Shire Roads Maintenance	3,711	89	642	576	5,018	5,541
Bridges Maintenance	770	(48)	-	-	722	549
Town Streets Maintenance	1,192	30	-	4	1,226	1,467
Footpaths	219	15	-	-	234	158
Kerb & Guttering	525	37	-	-	562	599
Stormwater Management	291	13	-	-	304	240
Quarries	1,849	20	-	-	1,869	1,574
Roads Private Works	-	21	11	14	46	41
Water Services	4,530	724	168	368	5,790	5,750
Water Management	514	187	21	-	722	922
Baan Baa Water Operations	87	30	41	9	167	178
Bellata Water Operations	87	29	5	7	128	158
Boggabri Water Operations	574	78	60	54	766	613
Gwabegar Water Operations	74	11	4	1	90	109
Narrabri Water Operations	2,441	293	13	166	2,913	2,801
Pilliga Water Operations	80	15	5	2	102	129
Wee Waa Water Operations	673	81	19	129	902	840
Total Expenses from Continuing Operations	35,462	2,953	1,333	2,054	41,802	42,116
Net operating result from all operations	(1,853)	(11)	(12)	25	(1,851)	(1,661)

Capital Budget Review Statement

Budget Review for the quarter ended 30 June 2024

Capital Expenditure by Activity - Council Consolidated

(\$000's)	Original	Approved changes					Revised	Actual
	Budget	Carry	Other than	Sep	Dec	Mar	Budget	YTD
	2023/24	forwards	by QBRs	QBRs	QBRs	QBRs	2023/24	Figures
Capital Expenditure								
Airport	210	-		-	-	-	210	93
Cemeteries	100	40		32	80	(20)	232	49
Economic Development	-	-		-	-	-	-	-
Fleet Management	3,700	-		-	-	240	3,940	3,638
Customer and Information Services	363	-		-	-	-	363	153
Parks & Open Spaces	4,829	483		(150)	354	(2,319)	3,197	1,788
Planning & Environment	25	-		-	-	-	25	5
Projects & Assets	50	-		-	-	20	70	53
Property Services	4,028	663	58	(1,065)	(1,058)	(837)	1,789	1,024
Regulatory Compliance	40	205		(25)	8	19	247	247
Sewerage Services	243	586		150	(223)	(84)	672	249
Solid Waste Management	875	747		100	(740)	-	982	440
Swimming Pools	220	64		(1)	(1)	(17)	265	157
Tourism & Cultural Services	194	62		125	-	(150)	231	52
The Crossing Theatre	710	-		40	-	(490)	260	170
Roads & Ancillary Services	30,167	2,877		(377)	(7,306)	433	25,794	19,421
Water Supplies	525	1,451		(35)	-	111	2,052	496
Loan Repayments (Principal) - General	780	-		-	-	-	780	624
Total capital expenditure	47,059	7,178	58	(1,206)	(8,886)	(3,094)	41,109	28,659

Budget Review for the quarter ended 30 June 2024

Capital Budget - Council Consolidated

(\$000's)	Original	Approved changes					Revised	Actual
	Budget	Carry	Other than	Sep	Dec	Mar	Budget	YTD
	2023/24	forwards	by QBRs	QBRs	QBRs	QBRs	2023/24	Figures
Capital Expenditure								
New Assets								
- Plant & Equipment	790	-		-	-	499	1,289	474
- Land & Buildings	2,029	579	50	370	(1,240)	(670)	1,118	539
- Roads, Bridges, Footpaths	2,794	164		-	(72)	(305)	2,581	1,491
- Water & Sewerage Assets	200	350		(24)	(105)	-	421	-
- Other	4,061	545		(234)	(50)	(2,302)	2,020	1,058
Renewal Assets (Replacement)								
- Plant & Equipment	4,405	22		48	(21)	(27)	4,427	3,760
- Land & Buildings	2,104	331	8	(1,050)	25	(311)	1,107	792
- Roads, Bridges, Footpaths	28,073	2,714		(353)	(7,504)	117	23,047	17,938
- Water & Sewerage Assets	568	1,687		(225)	(118)	(78)	1,834	501
- Other	1,255	786		262	199	(17)	2,485	1,482
Loan Repayments (Principal) - General	780	-		-	-	-	780	624
Total Capital Expenditure	47,059	7,178	58	(1,206)	(8,886)	(3,094)	41,109	28,659
Capital Funding								
Rates & other untied funding	781	-		-	-	420	1,201	624
Capital grants & contributions	24,405	2,251		(1,981)	(7,578)	(1,058)	16,039	15,149
Reserves:								
- External restrictions/reserves	14,088	2,947		1,686	(1,150)	(2,763)	14,808	7,459
- Internal restrictions/reserves	6,885	1,780	58	(711)	(158)	307	8,161	4,932
New loans	-	200		(200)	-	-	-	-
Receipts from sale of assets								
- Plant & equipment	900	-		-	-	-	900	495
Total capital funding	47,059	7,178	58	(1,206)	(8,886)	(3,094)	41,109	28,659
Net capital funding - surplus/(deficit)	-	-	-	-	-	-	-	-

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget Review for the quarter ended 30 June 2024

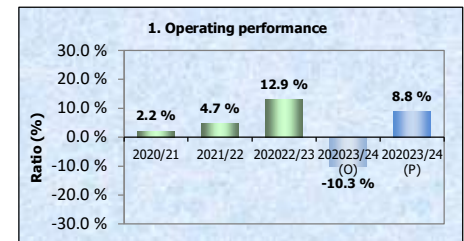
	Current Projection		Original	Actuals
(\$000's)	Amounts	Indicator	Budget	2022/23
	2023/24	2023/24	2023/24	

NSW local government industry key performance indicators (OLG):

1. Operating performance

Operating revenue (excl. capital) - operating expenses	5793	8.8 %	-10.3 %	12.9 %
Operating revenue (excl. capital grants & contributions)	66012			

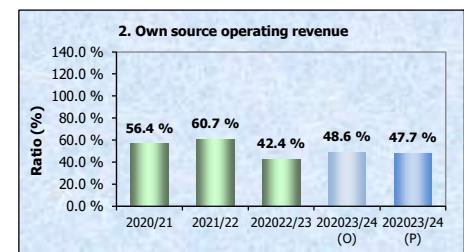
This ratio measures Council's achievement of containing operating expenditure within operating revenue.



2. Own source operating revenue

Operating revenue (excl. ALL grants & contributions)	42278	47.7 %	48.6 %	42.4 %
Total Operating revenue (incl. capital grants & cont)	88578			

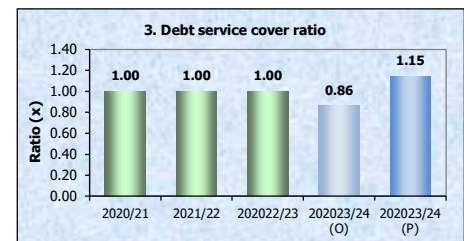
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.



3. Debt service cover ratio

Operating result before interest & dep. exp (EBITDA)	15147	1.15	0.86	1.00
Principal repayments + borrowing interest costs	13210			

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.



Cash & Investments Budget Review Statement

Budget Review for the quarter ended 30 June 2024

Cash & Investments - Council Consolidated

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

Cash at Bank (as per bank statements)
Investments On Hand

Reconciled Cash at Bank and Investments

68,637

8,637

60,000

68,637

Contracts Budget Review Statement

Budget Review for the quarter ended 30 June 2024

Part A - Contracts listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract value	Start date	Duration of contract	Budgeted (Y/N)	Notes
Moe Jacobs Plumbing Pty Ltd	2023-24-07 Water Main Construction Works for Boggabri, Narrabri & Wee Waa	836,263	08/04/24	16 weeks	Y	
Click Village Int Pty Ltd	2023-24/43 Design and Construction of Oval Lighting in Narrabri Shire Council	1,074,682	29/05/24	24 weeks	Y	
Steel Post and Rail Pty Ltd	2023-24/25 Design & Construction of Grandstand Infrastructure at Dangar Park Narrabri	836,503	29/05/24	24 weeks	Y	
Daracon Contractors	2023-24/25 Construction of Guest & Selina St Shared Pathway	377,885	26/06/24	12 weeks	Y	

Notes:

1. Minimum reporting level is the lesser of 1% of estimated income from continuing operations or \$50,000.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (actual dollars)	Budgeted (Y/N)
Consultants	107,986	Y
Legal Fees	79,216	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

16.2 CARRYOVERS, REVOTES AND OVERRUNS 2024**Responsible Officer:** Ted Harrington, Director Financial and Commercial Services**Author:** Luke Meppem, Manager Financial Services**Attachments:** 1. Project List Carryovers 2024**STRATEGIC LINK****4 Civic Leadership - Council as a strong leader for the community**

Objective 4.3 A resilient and sustainable Council

Strategy 4.3.2 Sustainably manage Council's finances, assets, and workforce

EXECUTIVE SUMMARY

Council has capital works projects that were not started, not completed or exceeded progress/expenditure expectations in 2023/2024. Council approval is required for these projects to be adjusted/included in the 2024/2025 capital works program.

RECOMMENDATION

- 1. That Council revoke in 2024/2025 an amount of \$822,600, as identified in attachment 1 to this report, from the 2023/2024 capital works program.**
- 2. That Council carry forward to 2024/2025 an amount of \$8,501,786, as identified in attachment 1 to this report, to finalise works not completed as at the end of 2023/2024 financial year.**
- 3. That Council reduce multi-year capital project budgets in 2024/2025 by an amount of \$241,483, for projects that exceeded their projected votes at 30 June 2024, or were commenced in advance, as identified in attachment 1 to this report.**

BACKGROUND

Under clause 211 of the *Local Government (General) Regulation 2021* (NSW), Council must each year approve expenditure and vote money necessary to meet the expenditure.

Under this clause

- (3) *All such approvals and votes lapse at the end of a council's financial year. However, this subclause does not apply to approvals and votes relating to:*
- a. work carried out or started, or contracted to be carried out, for the council, or*
 - b. any service provided, or contracted to be provided, for the council, or*
 - c. goods or materials provided, or contracted to be provided, for the council, or*
 - d. facilities provided or started, or contracted to be provided, for the council, before the end of the year concerned, or to the payment of remuneration to members of the council's staff.*

The following has been applied to define carry forwards and revotes:

Carry Forwards

Programs that Council is committed to by virtue of the work having been started or the work has been contracted to be carried out. These budgets do not require formal Council re-approval.

Revotes

Programs that Council has not started (i.e., the initial vote has not been partially spent or committed). These budgets require formal Council re-approval.

Overruns

Multi-year projects where the projected expenditure vote was underestimated and was further progressed than estimated at 30 June 2024 are included in attachment 1. It also includes some projects that were commenced early. This will result in their 2024/2025 budgets being reduced by the value of the overrun.

CURRENT SITUATION

The following provides a summary of the values proposed to be added to the 2024/2025 capital works program, grouped by their funding source.

Funding Source	Carry Forwards	Revotes	Over Runs	Net Total
Rates & Untied Funding	-	420,000	-	420,000
Grants & Contributions	5,283,873	-	221,356	5,505,229
Reserves	1,379,384	402,600	-	1,781,984
VPA's	-	-	20,127	20,127
s7.12	517,136	-	-	517,136
Borrowings	-	-	-	-
Water Fund	1,321,393	-	-	1,321,393
Sewerage Fund	-	-	-	-
Totals	8,501,786	822,600	241,483	9,565,869

FINANCIAL IMPLICATIONS

The net value of carry forwards revotes, and overruns is \$9,565,869 as shown in **Attachment 1**. The table above details the funding sources for each category, there is \$420,000 that is coming out of rates & untied funding (unrestricted cash) with the rest allocated via grants, VPA's, developer contributions (s7.12) or reserves. Council is confident that due to a large amount of this funding coming from grants, external and internal reserves that the financial position of Council is not detrimentally affected by the carryovers revotes, and overruns.

Of the \$9.56m to be added to the 2024/25 budget Council has already spent \$1.638m of this as works continue to progress, with many projects nearing completion.

These adjustments will be included in the September 2024 Quarterly Budget Review in the carry overs column.

STATUTORY AND POLICY IMPLICATIONS

Clause 211 (Authorisation of expenditure) of the *Local Government (General) Regulation 2021* (NSW).

CONSULTATION

Internal Consultation

- Executive Management.

Financial Project	Description	Carryforward	Revote	Over/In Advance	Funding Source
700087	Fleet Capex	241,152			Reserves
700309	Roads Capex - Town Streets Reseals	409,835			Reserves
700310	Roads Capex - Footpaths Renewal	25,654			Reserves
721028	P&OS Capex - Narrabri Collins Oval grandstand renewal	24,594			S7.12
721038	Roads Capex - Nbri Collins, Hogan, Lietch Ovals access roads	42,718			Reserves
722009	Tourism Capex - Town Signage		180,000		Reserves
722018	Roads Capex - Pilliga Road Upgrade	222,646			Grants and Contributions
722021	Roads Capex - Harparary Road to Browns Lane Intersection			20,127	VPA
722024	Roads Capex - Shire Roads Rehabilitations	115,000			Grants and Contributions
722025	Roads Capex - Doreen Lane Rehabilitation	260,000			Grants and Contributions
722026	Roads Capex - R4R8-091 - Footpath (Selina & Guest St)	32,478			Reserves
722026	Roads Capex - R4R8-091 - Footpath (Selina & Guest St)	198,705			Grants and Contributions
722030	Water Capex - Boggabri Water Mains Renewals	169,933			Water Fund
722031	Water Capex - Narrabri Water Mains Renewals	71,310			Water Fund
722032	Water Capex - Wee Waa Water Mains Renewals	289,601			Water Fund
722057	Roads Capex - R4R8-091 - Boggabri Shared Path	83,859			Grants and Contributions
722062	Roads Capex - Yarrie Lake to Pilliga Rd Freight Route			90,575	Grants and Contributions
723002	Airport Capex - RAPII000018 LED Airport Apron Lighting and PALC	58,306			Grants and Contributions
723002	Airport Capex - RAPII000018 LED Airport Apron Lighting and PALC	58,306			S7.12
723004	Property Depot Capex - Upgrade amenities Boggabri depot	230,109			S7.12
723006	Property Saleyards Capex - Truckwash tank	21,950			Reserves
723019	Waste Capex - Transfer Station Upgrades (Stage 1 & 2)	3,279			Reserves
723020	Waste Capex - Acquisition of Land & Environmental Assessment		60,000		Reserves
723021	Waste Capex - New Cell Investigation/ Planning (Piggyback	239,755			Reserves
723026	Roads Capex - RLRR00050 Rangari Rd Rehab Seg 60 - 70	20,000			Grants and Contributions
723027	Roads Capex - Floodway Renewals	726,752			Grants and Contributions
723028	Roads Capex - Kerb Replacement Program	1,345,176			Grants and Contributions
723030	Water Capex - Bulk Water Filling Stations	350,000			Water Fund
723040	Property Capex - Design & Consult on Civic Precinct (GRANT	204,127			S7.12
723052	Roads Capex - Fixing Country Bridges Tullamullen Ck Bridge	176,100			Grants and Contributions
723057	Property Capex - R4R9-018 - Wee Waa Community & Business Hub	240,463			Grants and Contributions
723058	Roads Capex - R4R9-018 - Old Nbri Rd & Turrawan Rd intersect	230,800			Grants and Contributions
723060	Pools Capex - R4R9-018 - Splash parks Nbri, WW, Bbri			472	Grants and Contributions
723061	P&OS Capex - R4R9-018 - Dangar Park Fencing, grandstands			130,309	Grants and Contributions
723062	Roads Capex - R4R9-018 - Yarrie Lake Circuit Sealing	28,399			Grants and Contributions
723065	P&OS Capex - SCCF5-0434 - Wee Waa Tennis Court Upgrade	350,125			Grants and Contributions
723067	Property Capex - Property Flood Damage Nbri CP & XT Band Rm	55,926			Reserves
723070	Roads Grant Capex FLR400052 Harparary Road SR11 Narrabri - sealing	149,252			Grants and Contributions
724016	C&IS Capex - Upgrade and Replace Client Peripherals	13,620			Reserves
724017	C&IS Capex - Upgrade and Replace Client Mobile	8,918			Reserves
724018	C&IS Capex - Upgrade Network Hardware Switches	18,000			Reserves
724019	C&IS Capex - Upgrade and Replacement Security Devices	25,000			Reserves
724020	C&IS Capex - Narrabri Depot Replacement Disaster Recovery	121,000			Reserves
724021	P&OS Capex - Gately Field Replace Irrigation Pump		162,600		Reserves
724022	P&OS Grant LRCI Phase 4 - Jubilee Oval Install Lighting	349,562			Grants and Contributions
724024	Waste Capex - Push Pit - Complete Construction	39,884			Reserves
724026	Water Capex - Reservoirs Structural Review & Upgrades	240,830			Water Fund
724028	Planning & Development Capex - Renewable Energy Hub	20,093			Reserves
724033	Water Capex - Wee Waa Water Depot Building	84,913			Water Fund
724034	Fleet - Capex -New Acquisitions General Fund	60,122			Reserves
724035	Fleet - Capex - New Acquisitions Water Fund	114,806			Water Fund
724036	P&OS - Grant LRCI Phase 4 - LED Lights Collins Park	199,562			Grants and Contributions
724038	P&OS - Grant LRCI Phase 4 - LED Lights Cook Oval Wee Waa	349,562			Grants and Contributions
724040	Cemeteries - Grant LRCI Phase 4 - Drainage	179,604			Grants and Contributions
724043	Roads Capex - Tar Patching Truck		420,000		Rates & Untied Funding
Totals		8,501,786	822,600	241,483	

16.3 MONTHLY FINANCIAL REPORT - JULY 2024

Responsible Officer: Ted Harrington, Director Financial and Commercial Services

Author: Luke Meppem, Manager Financial Services

Attachments:

1. July 2024 Income Statement
2. July 2024 Statement of Financial Position

STRATEGIC LINK**4 Civic Leadership - Council as a strong leader for the community**

Objective 4.3 A resilient and sustainable Council

Strategy 4.3.2 Sustainably manage Council's finances, assets, and workforce

EXECUTIVE SUMMARY

This report is presented to Council Monthly to provide a snapshot of the current financial year position.

RECOMMENDATION

1. That Council receive and note the Monthly Financial reports for July 2024.

BACKGROUND

Monthly Reporting on financial performance commenced in 2023/2024 after consultation with staff and Councillors. This development and production of statements will be refined over time for content and relevance.

CURRENT SITUATION

The Income Statement and Statement of Financial Position for July 2024 are attached for consideration by Council. The Income Statement is compared against the full-year current adopted budget.

Refinements to the composition and content will continue to occur as the financial year progresses, resulting in a more accurate year-to-date (YTD) position compared to budget.

FINANCIAL IMPLICATIONSIncome Statement

The Income Statement to 31 July 2024 shows a Net Operating Surplus of \$21.897m before grants and contributions for capital purposes. This result is significantly different from the budgeted result for the financial year due to rates and annual charges being recognised in July 2024 for the full financial period.

Operational grant income is lower than anticipated, however capital grants have exceeded the budget figures at 31 July 2024. It is assumed that these will return to budgeted levels when works are completed and acquittals undertaken.

Other income has exceeded expected returns, however we anticipate that this will also return to anticipated levels in the future. All other forms of income have aligned with expected receipts.

Year-to-date costs for employee benefits & on-costs remain slightly lower than adopted budget expectations, but with current recruitment measures in place, we are seeing increased staff numbers equating to higher costs but still within budgeted range. Material and services costs are below anticipated expenditure.

As the 2023/2024 financial audit is still in progress, depreciation has not been processed - this will be recognised when the 2023/2024 financial statements are complete.

Other expenses have exceeded budget allocation due to the application of donation of Rates in lieu, which is allocated upon the levying of Rates (31 July 2024) and accounts for the full financial year.

Statement of Financial Position

As discussed in the Investment Report, Council continues to benefit from its portfolio of cash, with around \$60m invested in accordance with the Investment Policy, reaping higher interest yields from the portfolio. The majority of the funds invested are tied to either grants received, earmarked for capital projects, or operational requirements, leaving little in the way of discretionary funds, despite the healthy cash financial position.

Council's external debt financing stands at less than \$3m. These relate to two (2) external loans to be paid out by the end of June 2032 based on current profiling.

STATUTORY AND POLICY IMPLICATIONS

Nil.

CONSULTATION

External Consultation

- Nil.

Internal Consultation

- Executive Management.

Narrabri Shire Council

Income Statement

for the period from 01/07/24 to 30/06/25

	Actual 01/07/24 to 30/06/25 \$ '000	Budget 01/07/24 to 30/06/25 \$ '000
Income from continuing operations		
Rates and annual charges	24,781	25,489
User charges and fees	157	9,462
Other revenues	232	2,303
Grants and contributions provided for operating purposes	—	27,199
Grants and contributions provided for capital purposes	1,996	11,559
Interest and investment income	229	3,044
Other income	17	80
Net gain from the disposal of assets	—	—
Total income from continuing operations	27,412	79,136
Expenses from continuing operations		
Employee benefits and on-costs	1,768	21,989
Materials and services	1,620	30,061
Borrowing costs	—	180
Depreciation, amortisation and impairment of non-financial assets	—	14,013
Other expenses	131	1,025
Total expenses from continuing operations	3,519	67,268
Operating result from continuing operations	23,893	11,868
Net operating result for the year attributable to Council	23,893	11,868
Net operating result for the year before grants and contributions provided for capital purposes	21,897	309

The above Income Statement should be read in conjunction with the accompanying notes.

Narrabri Shire Council

Statement of Financial Position

as at 30/06/25

	Actual as at 30/06/25 \$ '000
ASSETS	
Current assets	
Cash and cash equivalents	182
Investments	60,000
Receivables	29,443
Inventories	6,530
Contract assets and contract cost assets	2,107
Other	1,670
Total current assets	99,932
Non-current assets	
Infrastructure, property, plant and equipment (IPPE)	586,577
Intangible assets	610
Investments accounted for using the equity method	260
Total non-current assets	587,447
Total assets	687,379
LIABILITIES	
Current liabilities	
Payables	(4,758)
Contract liabilities	21,109
Borrowings	—
Employee benefit provisions	(65)
Provisions	81
Total current liabilities	16,367
Non-current liabilities	
Borrowings	2,797
Employee benefit provisions	182
Provisions	2,466
Total non-current liabilities	5,445
Total liabilities	21,812
Net assets	665,567
EQUITY	
Accumulated surplus	292,091
IPPE revaluation reserve	373,476
Council equity interest	665,567
Total equity	665,567

16.4 INVESTMENT REPORT - JULY 2024

Responsible Officer: Ted Harrington, Director Financial and Commercial Services
Author: Kathleen Wales, Finance Coordinator
Attachments: None

STRATEGIC LINK

4 Civic Leadership - Council as a strong leader for the community

Objective 4.3 A resilient and sustainable Council
Strategy 4.3.2 Sustainably manage Council's finances, assets, and workforce

EXECUTIVE SUMMARY

Council is required to consider a report on its investments in accordance with clause 212 of the *Local Government (General) Regulation 2021* (NSW).

- During the month:
- Five (5) investments matured, totalling \$8 million; and
 - Four (4) investments were placed, totalling \$8 million.

Council’s Responsible Accounting Officer has certified that Council’s investments are in accordance with requirements.

RECOMMENDATION

1. That Council receive and note the Investment Report for July 2024.

BACKGROUND

Council is required to consider a report on its investments in accordance with clause 212 of the *Local Government (General) Regulation 2021* (NSW).

CURRENT SITUATION

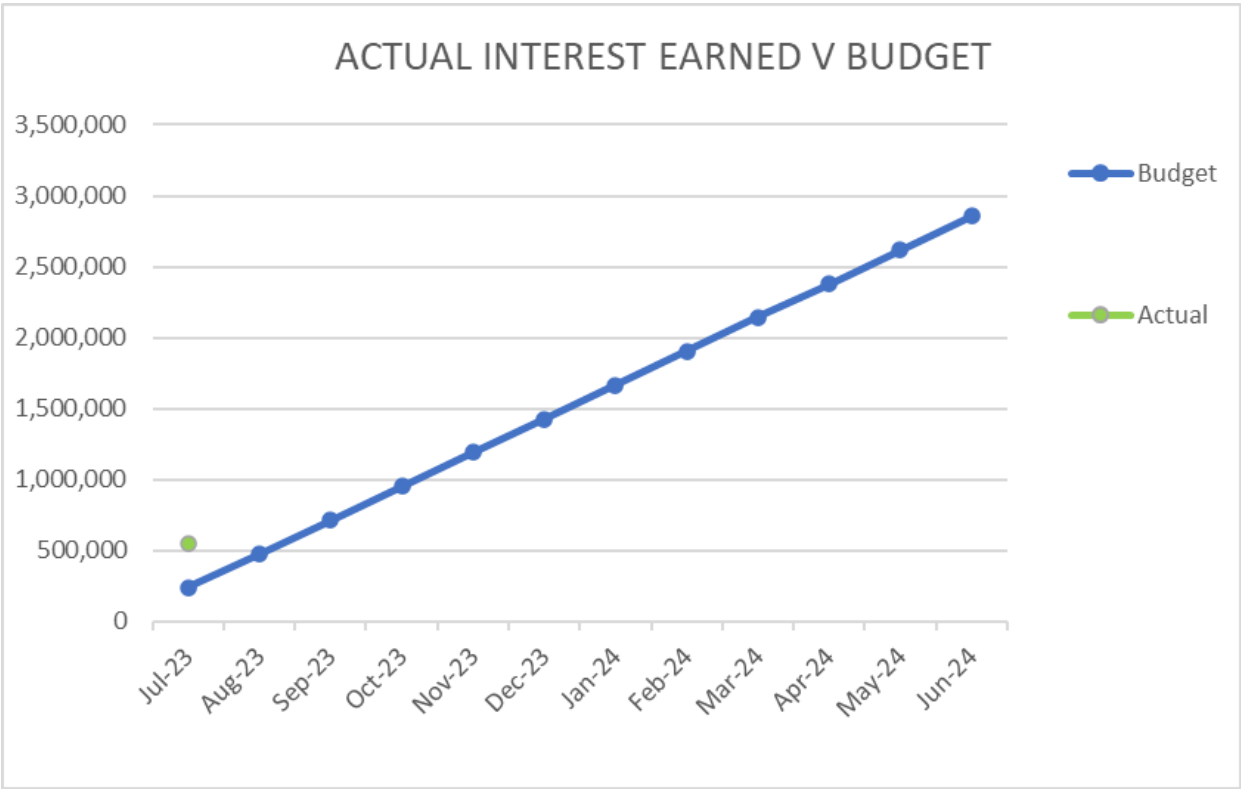
The following is a summary of investment movements for July 2024.

Investments maturing during the month:				
•	03/07/24	Judo	\$2,000,000	371 days @ 5.75%
•	10/07/24	NAB	\$1,000,000	182 days @ 5.08%
•	17/07/24	NAB	\$1,000,000	336 days @ 5.13%
•	17/07/24	Judo	\$3,000,000	230 days @ 5.40%
•	31/07/24	NAB	\$1,000,000	329 days @ 5.13%

New Investments secured during the month:

• 01/07/24	NAB	\$2,000,000	275 days @ 5.33%
• 01/07/24	Judo	\$2,000,000	275 days @ 5.35%
• 01/07/24	NAB	\$2,000,000	366 days @ 5.43%
• 03/07/24	ING	\$2,000,000	364 days @ 5.43%

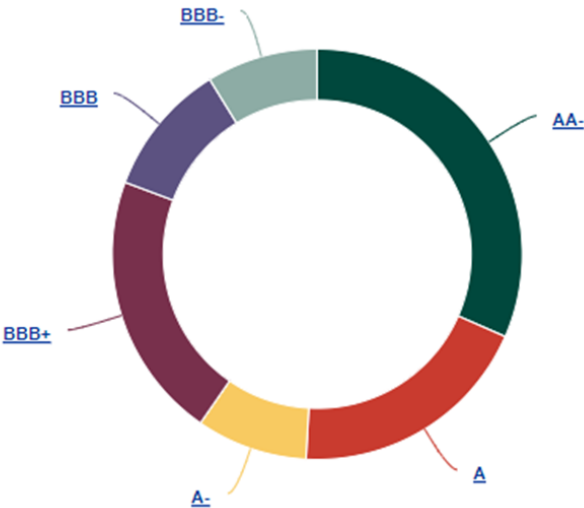
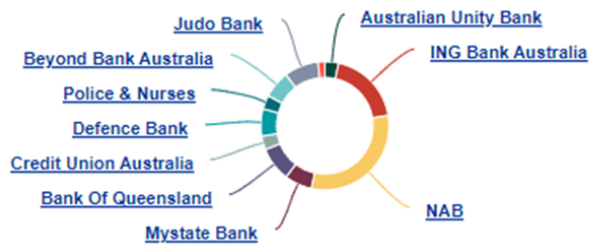
	Market Value (\$)	Term (days)	Rate	Maturity Date	% of Portfolio
Short Term Deposits (<1 yr)	58,000,000.00				94.32%
NAB	1,000,000.00	308	5.15%	07/08/24	1.63%
NAB	1,000,000.00	364	5.18%	14/08/24	1.63%
NAB	2,000,000.00	364	5.18%	28/08/24	3.25%
Beyond Bank	2,000,000.00	364	5.25%	04/09/24	3.25%
NAB	1,000,000.00	364	5.23%	18/09/24	1.63%
BOQ	1,000,000.00	294	5.35%	18/09/24	1.63%
NAB	1,000,000.00	322	5.28%	02/10/24	1.63%
Judo	1,000,000.00	182	5.15%	09/10/24	1.63%
BOQ	1,000,000.00	182	5.05%	16/10/24	1.63%
BOQ	1,000,000.00	329	5.33%	16/10/24	1.63%
BOQ	2,000,000.00	238	5.10%	13/11/24	3.25%
Defence Bank	2,000,000.00	362	5.50%	27/11/24	3.25%
Judo	2,000,000.00	187	5.20%	04/12/24	3.25%
Defence Bank	2,000,000.00	364	5.40%	11/12/24	3.25%
NAB	2,000,000.00	364	5.04%	08/01/25	3.25%
NAB	2,000,000.00	364	5.08%	15/01/25	3.25%
Regional Australia Bank	1,000,000.00	364	5.20%	22/01/25	1.63%
Australian Unity	2,000,000.00	372	5.15%	05/02/25	3.25%
ING	4,000,000.00	364	5.08%	26/02/25	6.50%
MyStateBank	2,000,000.00	366	5.15%	05/03/25	3.25%
MyStateBank	2,000,000.00	364	5.10%	05/03/25	3.25%
ING	2,000,000.00	364	5.14%	12/03/25	3.25%
Great Southern	2,000,000.00	364	5.09%	02/04/25	3.25%
ING	2,000,000.00	365	5.35%	08/05/25	3.25%
ING	1,000,000.00	364	5.27%	28/05/25	1.63%
P&N Bank	2,000,000.00	364	5.33%	11/06/25	3.25%
NAB	4,000,000.00	364	5.18%	18/06/25	6.50%
Beyond Bank	2,000,000.00	364	5.30%	25/06/25	3.25%
NAB	2,000,000.00	275	5.33%	02/04/25	3.25%
Judo	2,000,000.00	275	5.35%	02/04/25	3.25%
NAB	2,000,000.00	366	5.43%	02/07/25	3.25%
ING	2,000,000.00	364	5.43%	02/07/25	3.25%
Cash Deposits	3,494,112.81				5.68%
NAB At Call A/c	2,000,000.00	At Call	4.50%	n/a	3.25%
NAB Working A/c	1,494,112.81	At Call	4.10%	n/a	2.43%
Total Cash & Investments	61,494,112.81				100.00%



Counterparty Exposure



Long Term Credit Rating Exposure



Investment Rate Summary for July 2024

Average Interest Rate on Investments: 5.21%

Weighted Average Interest Rate on Investments 5.21%

Council's Benchmarks

Bank Bill Swap Rate (BBSW) 90-day index (01/08/2024) 4.48%

Average 11am Cash Rate

4.35%

Source: www.asx.com.au

FINANCIAL IMPLICATIONS

Immediate cashflow requirements to service creditors for the month is used to determine the net movement in the total value of deposits held. Capital works projects for roads, the waste contract and annual insurances were the largest payments for the month of July 2024.

Reported interest income for the period 1 July 2024 to 31 July 2024 is \$552K. This is higher than budgeted predictions and will be reviewed during the September (2024) QBR taking into account the portfolio value and interest rates at that time.

STATUTORY AND POLICY IMPLICATIONS

Clause 212 of the *Local Government (General) Regulation 2021* (NSW) requires Council's Responsible Accounting Officer to provide a monthly report setting out the details of all money that the Council has invested under section 625 of the *Local Government Act 1993* (NSW).

It is certified that Council's investments have been made in accordance with:

- *Local Government Act 1993* (NSW).
- *Local Government (General) Regulation 2021* (NSW).
- Ministerial Investment Order dated 12 January 2011.
- Council's Investment Policy dated 18 October 2022.

CONSULTATION

External Consultation

Nil.

Internal Consultation

- Responsible Accounting Officer.
- Manager Financial Services.

16.5 THE CROSSING THEATRE CONCESSIONAL USE APPLICATION - 2770 ST FRANCIS XAVIER'S SCHOOL DANCE EXTRAVAGANZA

Responsible Officer:

Author: Ricky Mason, Venue Manager

Attachments:

1. Confidential - St Francis Xavier Concessional Use Application
2. Confidential - Dance Extravaganza Quotation
3. The Crossing Theatre Concessional Use Policy

STRATEGIC LINK

1 Society - An Empowered, Inclusive and connected community

Objective 1.2 A vibrant and connected community

Strategy 1.2.4 Enhance access to arts and culture across the Shire

EXECUTIVE SUMMARY

Pursuant to section 356(1) of the *Local Government Act 1993* (NSW) a Council may, in accordance with a resolution of the Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

RECOMMENDATION

1. That Council approve the concessional use rate of 50% of room hire to St Francis Xavier's School.

BACKGROUND

At the October 2022 Ordinary Council Meeting, Council adopted The Crossing Theatre Concessional Use Policy in accordance with section 356(1) of the *Local Government Act 1993* (NSW).

CURRENT SITUATION

On 24 July 2024, Council received an application for concessional use of The Crossing Theatre from St Francis Xavier's School to host their annual dance concert, performed by local students for families and friends as well as the wider Narrabri Shire Community.

(Attachment 1).

FINANCIAL IMPLICATIONS

Cost Summary	Excluding Concession	Including Concession
	Cost (incl GST) (\$)	Cost (incl GST) (\$)
Fee Type		
Room Hire	4,110.00	4,110.00
Equipment Hire	1,746.70	1,746.70
Other Resources	0.00	0.00
Catering	0.00	0.00
Staffing	1,393.55	1,393.55
Total Hire Costs	7,250.25	7,250.25
Less: Concessional Discount	0.00	(2,055.00)
Total	\$7,250.25	\$5,195.25

Total Cost to Council from application of Concessional Rate **\$2,055.00**

The full quotation from The Crossing Theatre, developed pursuant to Council's adopted Fees and Charges is attached (**Attachment 2**).

STATUTORY AND POLICY IMPLICATIONS

- *Local Government Act 1993* (NSW).
- The Crossing Theatre Concessional Use Policy (**Attachment 3**).

CONSULTATION

- The Crossing Theatre Events Section.
- Director Financial and Commercial Services.

THE CROSSING THEATRE CONCESSIONAL USE POLICY

Responsible Department:	Corporate and Community Services
Responsible Section:	Cultural Facilities
Responsible Officer:	Manager Cultural Facilities

Objective

- To establish a framework for the awarding of concessional use of The Crossing Theatre.

Introduction

Section 356 (1) of the Local Government Act, 1993 states that "A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions".

Section 356 (2) of the Local Government Act, 1993 states "A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this Section until at least 28 days public notice of Council's proposal has been given".

Public notice is not required under Section 356 (3) of the Local Government Act, 1993 if the assistance is given under a specific program. The specific program must have been included in Council's draft operational plan, must not exceed 5% of Council's proposed rating levy and must apply uniformly to all persons or a significant group of persons in Council's area.

Policy

1. Concessions

- 1.1. Council will provide concessions at The Crossing Theatre to eligible groups to conduct eligible events in accordance with this policy.
- 1.2. Entities seeking concessions must apply to Council in accordance with this policy.

2. Event Eligibility Criteria

- 2.1. Entities eligible for assistance are:
 - (a) A registered charity;
 - (b) Not for Profit Organisations;
 - (c) Incorporated Community Organisations;
 - (d) Section 355 Committees of Council; and
 - (e) Schools within Narrabri Shire.

Additional Eligibility Requirements

2.2. In addition to the above, the event must:

- (a) Address at least one of the strategic objectives outlined in Council's Community Strategic Plan; and
- (b) Benefit a significant number of Narrabri Shire residents; or
- (c) Provide a significant public interest benefit to the Narrabri Shire Community.

2.3. Events not eligible for assistance are:

- (a) Where a full cost recovery charge is applied;
- (b) Where events have a business focus or are for-profit.

Core Selection Criteria

2.4 Applications will be selected based on the below criteria:

- (a) The eligible activity occurs within the Narrabri Shire Local Government Area;
- (b) The extent of alignment to the strategic objectives outlined in Council's Community Strategic Plan;
- (c) The benefit to the Narrabri Shire community;
- (d) The public interest benefit to the Narrabri Shire community.

3. Application

- 3.1. Entities wishing to receive a concessional rate under this policy must make a request to Council under this policy.
- 3.2. A request must be made in the prescribed form.
- 3.3. Requests must be submitted at least three months before the first day of the event.

Supporting Documentation

3.4. Applications must include the following in order to be considered eligible:

- (a) Details of the organisation or entity applying;
- (b) Proof of organisation or entity type;
- (c) A description of the event;
- (d) An explanation of how the event will meet the eligibility and selection criteria;
- (e) Any other document requested by Council.

4. Assessment and Determination of Applications

Assessment

- 4.1. The General Manager or their delegate will assess applications.
- 4.2. Assessment is to be merit based, and based on the extent to which the proposed event meets the selection criteria.

Determination

- 4.3. Following assessment the General Manager will ensure a report is brought to an Ordinary Council Meeting. The report should:
 - (a) Recommend that a concessional rate be offered;
 - (b) Recommend that a concessional rate not be offered; or
 - (c) Make no recommendation either way.
- 4.4. If the General Manager recommends that a concessional rate be offered, they should also recommend the proposed rate to offer.

- 4.5. Council will consider the report and make a determination to either offer or not offer a concessional rate.
- 4.6. If Council offers a concessional rate, it will set an amount.

5. Other Fees

- 5.1. Other Council fees and charges are unaffected by this policy.

6. Review

- 6.1. This policy will be reviewed within 12 months of an Ordinary Council Election or from time-to-time on an as-needs basis.

References

- *Local Government Act 1993* (NSW).

History

Minute Number	Meeting Date	Description of Change
853/2009	December 2009	Adopted
26/2012	February 21, 2012	Reviewed
607/2013	September 3, 2013	Reviewed
164/2017	August 15, 2017	Reviewed
336/2022	October 18, 2022	Adopted

16.6 FINANCIAL ASSISTANCE FOR LEARN TO SWIM PARTICIPANTS OFFSETTING ENTRY FEES CHARGES IN 2024/2025 AS ADOPTED IN THE OPERATIONAL PLAN

Responsible Officer: Eloise Chaplain, Interim General Manager

Author: Ted Harrington, Director Financial and Commercial Services

Attachments: None

STRATEGIC LINK

1 Society - An Empowered, Inclusive and connected community

Objective 1.1 A safe and healthy community

Strategy 1.1.1 Support, encourage and enhance health and wellbeing services and programs across the Shire

EXECUTIVE SUMMARY

Following significant engagement from the public regarding increase in pool pod and lane hire fees, Management recommend a one year program whereby children undertaking formal learn-to-swim classes be given a 50% discount on pool entry for those classes.

RECOMMENDATION

- 1. That Council allocate \$20,000 of the Community Grants budget to fund a 50% discount for children to enter all Council-run aquatic centres for formal learn-to-swim classes.**
- 2. That Council provides a 50% discount for children to enter aquatic centres for formal learn-to-swim classes for the 2024/2025 year, to commence 1 September 2024, up to a value of \$20,000.**

BACKGROUND

On 1 July 2024, Council increased its lane and pod hire fees. Prior to the adoption of its 2024/2025 fees and charges schedule, there was significant engagement with Council from the public on this issue. This engagement included a petition and presentations at a public forum by local learn-to-swim instructors. Given this engagement from the public and the current cost-of-living issues facing all of society, Council staff considered options to mitigate the effect of the increase. Of particular concern was the element of families not being able to afford to have their children taught to swim due to rising costs. In response, the following was proposed.

CURRENT SITUATION

The Community currently has aquatic facilities in Boggabri, Narrabri and Wee Waa, which generate reasonable patronage over the course of the swimming season (summer for the Boggabri, Wee Waa and Narrabri outdoor pools; full year for the indoor pool in Narrabri), however the facilities still run at a loss over the course of the financial year - \$1.8m for 2022/2023). The aquatic facilities have historically been subsidised by the community consistently at around 82%, and in order to assist the community in maintaining a reasonable level of attendance for learn-to-swim classes, financial incentives of reduced entry fees was deemed the most appropriate. The ability of Council to subsidise commercial or profit-making enterprises or organisations, even sole-trader swim instructors, is limited, and not considered in the best interests of the community.

It is recommended that children attending formal learn-to-swim classes at the aquatic centres be offered a discount on their entry of 50%, commencing 1 September 2024, capped at \$20,000, which will be funded from the Community Grants Program. This will limit the impact on families from the increase in lane/pod hire fees, while promoting the uptake of learn-to-swim classes, and increase the number of children in the Shire who are swim-safe..

FINANCIAL IMPLICATIONS

Allocating \$20,000 from the Community Grants Budget to swimming pool entries will not impact the overall budget. Staff will monitor the use of the funds and be able to produce reports on the uptake and usage of the initiative moving forward.

STATUTORY AND POLICY IMPLICATIONS

Nil.

CONSULTATION**External Consultation**

Nil.

Internal Consultation

- Senior Management.
- Executive Management.

16.7 LEASE RENEWAL - WEE WAA COMMUNITY ARTS AND CULTURAL CENTRE**Responsible Officer:** Ted Harrington, Director Financial and Commercial Services**Author:** Nicole Gordon, Land and Leasing Coordinator**Attachments:** 1. Wee Waa Community Arts and Cultural Centre Lease**STRATEGIC LINK****1 Society - An Empowered, Inclusive and connected community**

Objective 1.2 A vibrant and connected community

Strategy 1.2.4 Enhance access to arts and culture across the Shire

EXECUTIVE SUMMARY

Wee Waa Community Arts and Cultural Centre (WWCACC) has been operating at Council owned property known as 22 George Street, Wee Waa being Lot 2 DP 1080143 and have expressed interest in renewing their lease agreement.

RECOMMENDATION

- 1. That Council enter into a new lease agreement with Wee Waa Community Arts and Cultural Centre, being:**
 - a. Permitted use - activities associated with cultural and artistic development of the community.**
 - b. Term - 2 years with no options**
 - c. Rent - \$1.00 per annum**
 - d. Rates - nil charge to WWCACC**
 - e. Outgoings - Lessee responsibility**
- 2. That Council delegate the authority to the General Manager to enter into the lease agreement and execute relevant documentation.**

BACKGROUND

At Council's Ordinary Meeting held 27 April 2021, Council resolved to enter into a Sub-Funding Deed with the Wee Waa Community Arts Cultural Centre (WWCACC) to carry out internal renovations of 22 George Street, Wee Waa (Lot 2 DP1080143) and resolved to grant a lease to WWCACC per below:

- Permitted Use – activities associated with cultural and artistic development of the community
- Initial Term – 3 years with no options
- Rent - \$1.00 per annum

- Council Rates – nil charge to WWCACC
- Outgoings – lessee responsibility
- Commencement Date: 01 May 2024
- Termination Date: 30 April 2024

CURRENT SITUATION

Council received correspondence from WWCACC expressing interest in renewing their lease agreement under the same lease terms as the expiring agreement as outlined in the recommendation. The current agreement expired in April 2024 however the holding over clause has been exercised which allows the agreement to continue on a month-by-month basis under the same terms.

Discussions with WWCACC have confirmed that funding has been secured by the organisation until April 2026 and they are seeking another 2-year lease. It is recommended that Council enter into an agreement in line with the secured funding cycle to ensure they are not locked into an agreement which they may not be able to sustain operationally. It is recommended that Council offer a 2-year lease to WWCACC on the premises, subject to the conditions of the previous agreement.

FINANCIAL IMPLICATIONS

Current Annual Rates for FY2025 are \$3,463.86, which is proposed to be donated in lieu, based on previous arrangements, and subject to application by WWCACC to Council per usual processes each year.

STATUTORY AND POLICY IMPLICATIONS

Council land (Lot 2 DP1080143), 22 George Street, Wee Waa is classified as Community Land. Under the provisions of the *Local Government Act 1993*, Council can enter into a lease agreement with WWCACC under the following:

46 Leases, licences and other estates in respect of community land—generally

(4) the following purposes are prescribed for the purposes of subsection (1)(b)(i);

(a) the provision of goods, services and facilities, and the carrying out of activities, appropriate to the current and future needs within the local community and of the wider public in relation to any of the following—

(ii) the physical, cultural, social and intellectual welfare or development of persons.

CONSULTATION

External Consultation

- Wee Waa Community Arts and Cultural Centre.

Internal Consultation

- Manager Commercial Services.

LEASE
New South Wales
Real Property Act 1900

Leave this space clear. Affix additional
pages to the top left-hand corner.

PRIVACY NOTE: Section 31B of the Real Property Act 1900 (RP Act) authorises the Registrar General to collect the information required by this form for the establishment and maintenance of the Real Property Act Register. Section 96B RP Act requires that the Register is made available to any person for search upon payment of a fee, if any.

STAMP DUTY

Revenue NSW use only

(A) TORRENS TITLE

Property leased: if appropriate, specify the part or premises
22, George Street, Wee Waa
Lot 2, DP 1080143

(B) LODGED BY

Document
Collection
Box

Name, Address or DX, Telephone, and Customer Account Number if any

Reference (optional):

CODE

L

(C) LESSOR

Narrabri Shire Council (ABN 95 717 801 656)

The lessor leases to the lessee the property referred to above.

(D)

Encumbrances (if applicable): 1. 2. 3.

(E) LESSEE

Wee Waa Community Arts and Cultural Centre (47 902 073 767)

(F)

TENANCY:

- (G)** 1. **TERM** Three (3) years
2. **COMMENCING DATE** 01/05/2021
3. **TERMINATING DATE** 30/04/2024
4. With an **OPTION TO RENEW** for a period of **No Option** set out in
5. With an **OPTION TO PURCHASE** set out in **No Option**
6. Together with and reserving the **RIGHTS** set out in
7. Incorporates the provisions or additional material set out in **ANNEXURE(S) A, B, and C** hereto.
8. Incorporates the provisions set out in **MEMORANDUM** filed pursuant to section 80A Real Property Act 1900 as / registered **LEASE**
No. **N/A**
9. The **RENT** is set out in item / clause **13** of Annexure A

DATE

13 / 05 / 2021
dd mm yyyy

(H) I certify that I am an eligible witness and that the lessor signed this dealing in my presence. [See note** below].

Signature of witness

[Redacted Signature]

Name of witness: DELECE HARTNETT

JUSTICE OF THE PEACE - 127456

Address of witness:

46-48 MAITLAND STREET, NARRABRI NSW 2390.

Certified correct for the purposes of the Real Property Act 1900 by the lessor.

Signature of lessor:

[Redacted Signature]

Note: where applicable, the lessor must complete the statutory declaration below.

I certify that I am an eligible witness and that the lessee signed this dealing in my presence. [See note** below].

Signature of witness:

[Redacted Signature]

Name of witness: Stacey Vogel

Address of witness:

[Redacted Address]

Certified correct for the purposes of the Real Property Act 1900 by the lessee.

Signature of lessee:

[Redacted Signature]

PRESIDENT.

ROBYN KLEFFKE

(I) **STATUTORY DECLARATION***

I
solemnly and sincerely declare that—

1. The time for the exercise of option to renew / option to purchase in expired lease No. has ended;
2. The lessee under that lease has not exercised the option.

I make this solemn declaration conscientiously believing the same to be true and by virtue of the Oaths Act 1900.

Made and subscribed at in the State of on
in the presence of of

☐ Justice of the Peace (J.P. Number:) ☐ Practising Solicitor

☐ Other qualified witness [specify]

** who certifies the following matters concerning the making of this statutory declaration by the person who made it:

1. I saw the face of the person OR I did not see the face of the person because the person was wearing a face covering, but I am satisfied that the person had a special justification for not removing the covering; and
2. I have known the person for at least 12 months OR I have confirmed the person's identity using an identification document and the document I relied on was a [Omit ID No.]

Signature of witness: Signature of lessor:

* As the services of a qualified witness cannot be provided at lodgment, the declaration should be signed and witnessed prior to lodgment. ** If made outside NSW, cross out the witness certification. If made in NSW, cross out the text which does not apply.

** s117 RP Act requires that you must have known the signatory for more than 12 months or have sighted identifying documentation.

ALL HANDWRITING MUST BE IN BLOCK CAPITALS

Page 2 of

1708

ANNEXURE A

SEE A SOLICITOR ABOUT THIS LEASE

Lessor: Narrabri Shire Council

Lessee: Wee Waa Community Arts and Cultural Centre

This annexure consists of pages.

NOTE: Any alterations and additions to Lease Covenants in Annexure B **must** be made by additional clauses in Annexure A. The printed clauses in Annexure B are to remain in their copyright form without alteration.

SCHEDULE OF ITEMS (continued)

- Item 10
(cls 2.3, 13.1)
(cl 13.7)

A.

The guarantor:
- B.

Limit of guarantor's liability:
- Item 11
(cl 3)

Additional leased property:
- Item 12
(cl 4)

Option to renew

A.

Further period of

years from

to

B.

Further period of

years from

to

C.

Maximum period of tenancy under this lease and permitted renewals: Three (3) Years

D.

First day option for renewal can be exercised: N/A

E.

Last day option for renewal can be exercised: N/A

- Item 13
(cl 5)

A.

Rent
- For the lease period:

From the commencement date
to the first rent review date:

\$ 1 ~~a year by monthly~~
~~instalments of \$~~ Payable annually in advance

Afterwards: N/A

~~At the new yearly rent beginning on each~~
~~renewal date by monthly instalments of one~~
~~twelfth of the new yearly rent.~~
- For the further period in item 12A: N/A

From the commencement date
to the first rent review date:
(for example: Current market rent)

Afterwards:

~~At the new yearly rent beginning on each~~
~~renewal date by monthly instalments of one~~
~~twelfth of the new yearly rent.~~

For the further period in item 12B: N/A
 From the commencement date
 to the first rent review date:
 (for example: Current market rent)

Afterwards: N/A

~~At the new yearly rent beginning on each
 review date by monthly instalments of one
 twelfth of the new yearly rent.~~

Item 13
 (cl 15)

B. GST

Clause 15 provides for payment by the lessor of GST unless otherwise here indicated:

Item 14
 (cl 5)

Outgoings

A. Share of outgoings:

B. Outgoings –

- (a) ~~local council rates and charges;~~
- (b) water sewerage and drainage charges;
- (c) land tax;
- (d) insurance;
- (e) ~~all levies and contributions of whatsoever nature determined and/or levied by the common corporation with the exception of any contribution to a sinking fund or special levy in respect of the strata scheme of which the property forms part (if applicable);~~

for the land or the building of which the property is part, fairly apportioned to the period of this lease.

Item 15
 (cl 5.1.5)

Interest rate: %

Item 16
 (cl 5.4)

Rent review

Rent review date N/A

Method of rent review N/A

If Method 1 applies, increase by
 (the increase should show percentage
 or amount)

Method 1 is a fixed amount or percentage.

Method 2 is Consumer Price Index.

Method 3 is current market rent.

Method 2 applies unless another method is stated.

Item 17
 (cl 6.1)

Permitted use: Office Space and Art Gallery

Item 18
 (cl 8.1.1)

Amount of required public liability insurance: \$ 20 000 000

.....

.....

Item 19
(cl 16)

Bank Guarantee

N/A months rent and the lessee's proportion of outgoings increased by the rate of GST (expressed as a percentage) applicable from time to time.

Item 20
(cl 17)

Security Deposit

N/A months rent and the lessee's proportion of outgoings increased by the rate of GST (expressed as a percentage) applicable from time to time.

Details of strata manager/secretary of the owners corporation (if applicable)

[Delete if not required]

The following alterations and additions are to be made to the Lease Covenants in Annexure B:

The lessee is responsible for the connection of and payment for the following services

Electricity

Phone and Internet

Security Monitoring

SEE A SOLICITOR ABOUT THIS LEASE

ANNEXURE B

Lessor:

Lessee:

This annexure consists of 13 pages.

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NOTE: Any alterations and additions to Lease Covenants in Annexure B **must** be made by additional clauses in Annexure A. The printed clauses in Annexure B are to remain in their copyright form without alteration.

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RETAIL LEASE CERTIFICATE

If section 16 of the *Retail Leases Act 1994* applies to this lease, and the term plus any further terms are less than 5 years (subject to section 16(4)), the term will be extended unless a section 16(3) certificate is given. Sections 16(1) and (2) provide –

16(1) The term for which a retail shop lease is entered into, together with any further term or terms provided for by any agreement or option for the acquisition by the lessee of a further term as an extension or renewal of the lease, must not be less than 5 years. An agreement or option is not taken into account if it was entered into or conferred after the lease was entered into.

16(2) If a lease is entered into in contravention of this section, the validity of the lease is not thereby affected but the term of the lease is extended by such period as may be necessary to prevent the lease contravening this section.

I certify that:

- I am a solicitor not acting for the lessor;
- Before (or within 6 months after) the lessee entered into this lease –
 - the lessee requested me to give this certificate; and
 - I explained to the lessee the effect of sections 16(1) and (2), and that the giving of this certificate would result in section 16 not applying to this lease.

Date

Signature

NAME (BLOCK LETTERS)

CLAUSE 1 FORM OF THIS LEASE**What are the parts to this lease?**

- 1.1 There are three parts to this lease – a lease form, Annexure A and this annexure.
- 1.2 This lease is a deed even if it is not registered.
- 1.3 A reference in this deed to the schedule is to the schedule of items commencing at item 1 on the lease form and ending with item 20 in Annexure A.

CLAUSE 2 PARTIES**Who are the parties to this lease?**

- 2.1 The lessor is named on page 1 of this lease.
- 2.2 The lessee is named on page 1 of this lease.
- 2.3 The guarantor is named in item 10 in the schedule, if there is a guarantor.
- 2.4 If a party consists of two or more persons, obligations of that party can be enforced against any one or more of them.

CLAUSE 3 THE PROPERTY**What property is leased?**

- 3.1 The property leased is described on page 1 of this lease.
- 3.2 The lessor's fixtures are included in the property leased.
- 3.3 If anything else is leased (such as furniture belonging to the lessor) and is described in item 11 in the schedule it is included in the property.
- 3.4 If the property has facilities and services shared in common with other persons in the same building as the property, clause 11.3.2 applies to those common facilities. The lessee shares the common facilities with the lessor, and with other lessees of the lessor. The lessor can set reasonable rules for sharing these common facilities.

CLAUSE 4 LEASE PERIOD**How long is this lease for?**

- 4.1 This lease is for the period stated in item 1 in the schedule, commences on the date stated in item 2 in the schedule and ends on the date stated in item 3 in the schedule.
- 4.2 If a further period, commencing when this lease ends, is stated in item 12A in the schedule then the lessee has the option to renew this lease for that period.
- 4.3 The lessee can renew this lease more than once if that is stated in item 12B in the schedule. However the period of tenancy under this lease and under any renewal(s) is, in total, not longer than the maximum period stated in item 12C in the schedule.
- 4.4 The lessee can exercise the option only if –
 - 4.4.1 the lessee serves on the lessor a notice of exercise of option not earlier than the first day stated in item 12D in the schedule and not later than the last day stated in item 12E in the schedule;
 - 4.4.2 there is at the time of service no rent or outgoing that is overdue for payment; and
 - 4.4.3 at the time of service all the other obligations of the lessee have been complied with or fully remedied in accordance with the terms of any notice to remedy given by the lessor.

If this lease is extended by legislation, items 12D and 12E in the schedule are adjusted accordingly.

- 4.5 After exercising the option the lessee must continue to pay all rents and outgoing on time and continue to comply with all of the lessee's obligations under this lease. If the lessee does not do so, the lessor may treat any breach as being a breach of the new lease as well as of this lease.

4.6 A new lease will be the same as this lease except for –

- 4.6.1 the new rent;
- 4.6.2 the commencement date and the termination date;
- 4.6.3 the omission of clauses 4.2, 4.3, 4.4, 4.5 and 4.6 and items 12A and 12B in the schedule in the last lease allowed in item 12 in the schedule;
- 4.6.4 item 12B becoming item 12A;
- 4.6.5 adjustment of item 12C in the schedule; and
- 4.6.6 adjustment of items 12D and 12E in the schedule. The number of days between the dates stated in items 12D and 12E in the schedule of the new lease and the termination date of the new lease and the number of days between each date stated in items 12D and 12E in the schedule of this lease and the termination date of this lease are to correspond.

If the new rent is to be current market rent it will be decided in the same way that current market rent is to be decided under Method 3 stated in clause 5 assuming that this lease and the new lease were one continuous lease and the commencement date of the new lease was a rent review date.

CLAUSE 5 MONEY

What money must the lessee pay?

5.1 The lessee must pay to the lessor or as the lessor directs –

- 5.1.1 the rent stated in item 13A in the schedule;
- 5.1.2 the share stated in item 14A in the schedule of those outgoings stated in item 14B in the schedule;
- 5.1.3 the reasonable cost to the lessor of remedying a default by the lessee;
- 5.1.4 the reasonable cost to the lessor of dealing with any application by the lessee for the lessor's consent under this lease (whether or not it is given);
- 5.1.5 interest on these moneys at the rate stated in item 15 in the schedule when payment is more than 14 days overdue, calculated from the due date to the date of payment;
- 5.1.6 registration fee for registration of this lease at Land and Property Information NSW (payable on delivery to the lessor's solicitor of the executed lease);
- 5.1.7 stamp duty on this lease (payable on delivery to the lessor's solicitor of the executed lease) if not previously paid by the lessee to the Office of State Revenue;
- 5.1.8 if the lessee defaults, the lessor's reasonable legal costs relating to the default;
- 5.1.9 the lessor's reasonable costs and expenses in connection with the preparation of this lease but only that part of those costs and expenses which are permitted to be recovered by a lessor under section 14 and section 45 of the *Retail Leases Act, 1994*; and
- 5.1.10 GST as provided for in clause 15.

5.2 The first month's instalment of rent is to be paid by the commencement date. Each later month's instalment of rent is to be paid in advance.

5.3 A payment under clause 5.1.2 must be paid on the next rent day after a request for payment is made by the lessor.

A request for payment can be made –

- 5.3.1 after the lessor has paid an outgoing; or
- 5.3.2 after the lessor has received an assessment or account for payment of an outgoing.

If item 14B in the schedule refers to land tax –

- if the property is a strata lot, the relevant land tax is land tax on that lot;
- if the property is not a strata lot but is part of a building, the relevant land tax is land tax on the land on which the building is situated, plus any land of the lessor used or available for use by or for the benefit of lessees conducting business in the building or in connection with trading in the building; and
- in either case, the land tax must be calculated as if the land was the only land owned by the lessor and there was no special trust or non-concessional company involved.

When and how is the rent to be reviewed?

- 5.4 The rent is to be reviewed on the rent review dates stated in item 16 in the schedule.

If this lease is extended by legislation, the rent review dates include each anniversary of the latest rent review date stated in item 16 in the schedule (or if none is stated each anniversary of the commencement date) which falls during the extension.

- 5.5 The lessee must continue to pay rent at the old rate until the new rate is known. After that, the lessee is to pay the new rent from the next rent day. By that rent day the lessee is also to pay any shortfall between the old and new rate for the period since the rent review date. Alternatively, the lessor is to refund to the lessee any overpayment of rent.

- 5.6 There are three different methods described here for fixing the new rent on a rent review date. The method agreed by the lessor and the lessee is stated at item 16 in the schedule. The lessee is entitled to a reduction if the method produces a rent lower than the rent current just before the review date.

Method 1. By a fixed amount or percentage.

- 5.7 In this case the rent beginning on each review date will be increased by the percentage or amount stated in item 16 in the schedule.

Method 2. By reference to Consumer Price Index.

- 5.8 In this case –

- take the yearly rent as of the last review date or if none, the rent at the commencement date (\$X),
- divide that rent by the Consumer Price Index Number for Sydney (All Groups) for the quarter ended just before that date (CPI 1),
- multiply the result by the Consumer Price Index Number for Sydney (All Groups) for the quarter ended just before the review date (CPI 2).

The product is the new rent for the year beginning on the review date (\$Y), written as a formula –

$$\frac{\$X}{\text{CPI 1}} \times \text{CPI 2} = \$Y$$

- 5.9 The lessor must calculate the new rent after each review date and give the lessee written notice of the new rent.
- 5.10 If the Australian Bureau of Statistics makes a change in the reference base of the index and there is a published co-relation between the old and new base then the published co-relation is to be applied to convert the CPI 1 figure to the new reference base. If there is none then the lessor and the lessee agree to accept the calculations of the lessor's solicitor who must be retained to determine a fair co-relation between the old and the new series of numbers.
- 5.11 If the index used to calculate the new rent is discontinued the lessor may substitute another index that, as nearly as practicable, serves the same purpose and, if there is no such index, then the rent will be fixed by Method 3.

Method 3. By reference to current market rent.

- 5.12 In this case the rent is to be the current market rent. This can be higher or lower than the rent payable at the rent review date and is the rent that would reasonably be expected to be paid for the property, determined on an effective rent basis, having regard to the following matters –
- 5.12.1 the provisions of this lease;
 - 5.12.2 the rent that would reasonably be expected to be paid for the property if it were unoccupied and offered for renting for the same or a substantially similar use to which the property may be put under this lease;
 - 5.12.3 the gross rent, less the lessor's outgoings payable by the lessee;
 - 5.12.4 where the property is a retail shop, rent concessions and other benefits that are frequently or generally offered to prospective lessees of unoccupied retail shops; and
 - 5.12.5 the value of goodwill created by the lessee's occupation and the value of lessee's fixtures and fittings are to be ignored.

- 5.13 The lessor or the lessee can inform the other in writing at least 60 days before the rent review date of the rent that the lessor or lessee thinks will be the current market rent at the review date.
- 5.14 If the lessor and the lessee agree on a new rent then that rent will be the new rent beginning on the rent review date and the lessor and the lessee must sign a statement saying so.
- 5.15 If the lessor and the lessee do not agree on the amount of the new rent 30 days before the rent review date, the current market rent will be decided by a valuer appointed under clause 5.16.
- 5.16
- 5.16.1 Unless 5.16.2 applies the lessor and the lessee can either agree upon a valuer or can ask the President of the Law Society of New South Wales to nominate a person who is a licensed valuer to decide the current market rent.
- 5.16.2 Where the property is a retail shop, the valuer appointed must be a specialist retail valuer appointed by agreement of the parties or, failing agreement, by the Administrative Decisions Tribunal.
- 5.17 The valuer will act as an expert not an arbitrator. The lessor and the lessee can each make submissions in writing to the valuer within 14 days after they receive notice of the valuer's appointment but not later unless the valuer agrees.
- 5.18 The valuer's decision is final and binding. The valuer must state how the decision was reached.
- 5.19 If the valuer
- 5.19.1 does not accept the nomination to act; or
- 5.19.2 does not decide the current market rent within 1 month after accepting the nomination; or
- 5.19.3 becomes incapacitated or dies; or
- 5.19.4 resigns,
- then another valuer is to be appointed in the same way.
- 5.20 The lessor and lessee must each pay half the valuer's costs.
- 5.21 If the lessor and lessee do not agree upon a valuer and neither asks for a valuer to be nominated before –
- 5.21.1 the next rent review date passes; or
- 5.21.2 this lease ends without the lessee renewing it; or
- 5.21.3 this lease is transferred after the rent review date with the lessor's consent; or
- 5.21.4 the property is transferred after the rent review date
- then the rent will not change on that rent review date.

CLAUSE 6 USE

How must the property be used?

- 6.1 The lessee must –
- 6.1.1 use the property for the purpose stated in item 17 in the schedule and not for any other purpose;
- 6.1.2 open for business at times usual for a business of the kind conducted by the lessee;
- 6.1.3 keep the property clean and dispose of waste properly; and
- 6.1.4 comply with all laws relating to strata schemes and all other laws regulating how the property is used, obtain any consents or licences needed, comply with any conditions of consent, and keep current any licences or registrations needed for the use of the property or for the conduct of the lessee's business there.
- 6.1.5 where the property is a lot in a strata scheme:
- 6.1.5.1 use the lessor's common property only in connection with the use of the property;
- 6.1.5.2 co-operate with all other permitted users of the common property;
- 6.1.5.3 comply with so many of the provisions of the *Strata Schemes Management Act 1996* and the *Strata Schemes (Freehold Development) Act 1973* and the by-laws and all lawful orders, motions and directives under these Acts as may be applicable to the exercise of the lessee's rights and obligations under this lease.

- 6.2 The lessor can consent to a change of use and cannot withhold consent unreasonably.
- 6.3 The lessee must not –
 - 6.3.1 do anything that might invalidate any insurance policy covering the property or that might increase the premium unless the lessor consents in which case the lessee must pay the increased premium; or
 - 6.3.2 use the property as a residence or for any activity that is dangerous, offensive, noxious, illegal or immoral or that is or may become a nuisance or annoyance to the lessor or to the owner or occupier of any neighbouring property; or
 - 6.3.3 hold any auction, bankrupt or fire sale in the property; or
 - 6.3.4 display signs or advertisements on the outside of the property, or that can be seen from the outside, unless the lessor consents (but the lessor cannot withhold consent unreasonably);
 - 6.3.5 overload the floors or walls of the property; or
 - 6.3.6 without the prior written consent of the lessor and/or the owners corporation, use the common property for any purpose other than for access to and egress from the property.

CLAUSE 7 CONDITION AND REPAIRS

Who is to repair the property?

- 7.1 The lessor must –
 - 7.1.1 maintain in a state of good condition and serviceable repair the roof, the ceiling, the external walls and external doors and associated door jambs, and the floors of the property and must fix structural defects;
 - 7.1.2 maintain the property in a structurally sound condition; and
 - 7.1.3 maintain essential services.
- 7.2 The lessee must otherwise maintain the property in its condition at the commencement date and promptly do repairs needed to keep it in that condition but the lessee does not have to –
 - 7.2.1 alter or improve the property; or
 - 7.2.2 fix structural defects; or
 - 7.2.3 repair fair wear and tear.
- 7.3 The lessee must also –
 - 7.3.1 reimburse the lessor for the cost of fixing structural damage caused by the lessee, apart from fair wear and tear;
 - 7.3.2 maintain and decorate the shop front if the property has one;
 - 7.3.3 decorate the inside of the property in the last 3 months of the lease period (however it ends) – ‘decorate’ here means restoring the surfaces of the property in a style and to a standard of finish originally used e.g. by repainting;
 - 7.3.4 where the property is a lot in a strata scheme:
 - 7.3.4.1 meet the cost of all damage to the common property occasioned by the lessee or any invitee or licensee of the lessee; and
 - 7.3.4.2 permit the owners corporation, temporarily, to close any part of the common property for the purpose of making and effecting repairs to it.
- 7.4 If an authority requires work to be done on the property and it is structural work or work needed to make the property safe to use then the lessor must do the work unless it is required only because of the way the lessee uses the property. But if it is any other work or is required only because of the way the lessee uses the property then the lessee must do the work.
- 7.5 If the lessee fails to do any work that the lessee must do the lessor can give the lessee a notice in writing stating what the lessee has failed to do. After the notice is given the lessee must –
 - 7.5.1 do the work immediately if there is an emergency; and
 - 7.5.2 do the work promptly and diligently in any other case.

If the lessee does not do the work, the lessor can do it and the lessee must reimburse the lessor for the cost of the work.

- 7.6 The lessee must not make any structural alterations to the property. Any other alterations require the lessor's consent in writing (but the lessor cannot withhold consent unreasonably).

CLAUSE 8 INSURANCE AND DAMAGE

What insurances must the lessee take out?

- 8.1 The lessee must keep current an insurance policy covering –
- 8.1.1 liability to the public in an amount not less than the amount stated in item 18 in the schedule (for each accident or event); and
 - 8.1.2 damage or destruction from any cause to all plate glass in the windows and other portions of the property
- and must produce to the lessor, upon request, the policy and the receipt for the last premium.

What happens if the property is damaged?

- 8.2 If the property or the building of which it is part is damaged (a term which includes destroyed) –
- 8.2.1 the lessee is not liable to pay rent, or any amount payable to the lessor in respect of outgoings and other charges, that is attributable to any period during which the property cannot be used under this lease or is inaccessible due to that damage;
 - 8.2.2 if the property is still useable under this lease but its useability is diminished due to the damage, the lessee's liability for rent and any amount in respect of outgoings attributable to any period during which useability is diminished is reduced in proportion to the reduction in useability caused by the damage;
 - 8.2.3 if the lessor notifies the lessee in writing that the lessor considers that the damage is such as to make its repair impracticable or undesirable, the lessor or the lessee can terminate this lease by giving not less than 7 days notice in writing of termination to the other and no compensation is payable in respect of that termination;
 - 8.2.4 if the lessor fails to repair the damage within a reasonable time after the lessee requests the lessor to do so the lessee can terminate this lease by giving not less than 7 days notice in writing of termination to the lessor; and
 - 8.2.5 nothing in clause 8.2 affects any right of the lessor to recover damages from the lessee in respect of any damage or destruction to which the clause applies.

CLAUSE 9 ACCESS

What are the lessor's rights of access to the property?

- 9.1 The lessee must give the lessor (or anyone authorised in writing by the lessor) access to the property at any reasonable time for the purpose of –
- 9.1.1 inspecting the condition of the property, or how it is being used; or
 - 9.1.2 doing anything that the lessor can or must do under this lease or must do by law; or
 - 9.1.3 viewing the property as a valuer, prospective buyer or mortgagee; or
 - 9.1.4 fixing a notice in a reasonable position on the outside of the property saying that it is for sale; or
 - 9.1.5 viewing the property as a prospective lessee not earlier than 6 months before the lease period ends; or
 - 9.1.6 fixing a notice not earlier than 6 months before the lease period ends in a reasonable position on the outside of the property saying that it is to let; or
 - 9.1.7 inspecting, cleaning or repairing another property or any services to another property.
- 9.2 The lessor must give the lessee at least 2 days written notice for access (except in an emergency). The day of the giving of the notice and any Saturday, Sunday or public holiday on which the property is not open for business are not counted.
- 9.3 The lessor must promptly make good any damage caused to the property and to any of the lessee's belongings which results from exercising these rights.
- 9.4 The lessee must give to the lessor a copy of any notice relating to the property or relating to any neighbouring property immediately after receiving the notice.

CLAUSE 10 TRANSFER AND SUB-LEASE

Can this lease be transferred or the property shared or sub-let?

- 10.1 The lessee must not transfer this lease without consent.
- 10.2 The lessor can withhold consent only if –
- 10.2.1 the proposed transferee proposes to change the use to which the property is put; or
 - 10.2.2 where the property is a retail shop, the proposed transferee has financial resources or retailing skills inferior to those of the proposed transferor and otherwise the proposed transferee has financial resources or business experience inferior to those of the proposed transferor; or
 - 10.2.3 the lessee has not complied with clause 10.3 and, where the property is a retail shop, clause 10.4.
- 10.3 A request for the lessor's consent to a transfer of lease must be made in writing and the lessee must provide the lessor with such information as the lessor may reasonably require concerning the financial standing and business experience of the proposed transferee.
- 10.4 Where the property is a retail shop, before requesting the consent of the lessor to a proposed transfer of this lease, the lessee must furnish the proposed transferee with a copy of any disclosure statement given to the lessee in respect of this lease, together with details of any changes that have occurred in respect of the information contained in the disclosure statement (being changes of which the lessee was aware or could reasonably be expected to be aware). For the purpose of enabling the lessee to comply with this obligation, the lessee can request the lessor to provide the lessee with a copy of the disclosure statement concerned and, if the lessor is unable or unwilling to comply with such a request within 14 days after it is made, this clause 10.4 does not apply.
- 10.5 Where the lessee has complied with clause 10.3 and where required to do so clause 10.4, and the lessor has not within 42 days or where the *Retail Leases Act 1994* applies 28 days after the request was made or the lessee has complied with paragraphs 41(a) and 41(b) of that Act, whichever is the later, given notice in writing to the lessee either consenting or withholding consent, the lessor is taken to have consented.
- 10.6 The lessee has to pay in connection with any consent the lessor's reasonable legal costs, the reasonable costs of obtaining any mortgagee's consent, the stamp duty and the registration fee for the transfer.
- 10.7 Where the property is a retail shop, the lessee can sub-let, grant a licence or concession, share or part with the possession of the whole or any part of the property or mortgage or otherwise charge or encumber the lessee's estate or interest in this lease only with the written consent of the lessor which can be refused in the lessor's absolute discretion. Otherwise, the lessee cannot do any of these things.

CLAUSE 11 LESSOR'S OTHER OBLIGATIONS

What are the lessor's other obligations?

- 11.1 So long as the lessee does all the things that must be done by the lessee under this lease the lessor must allow the lessee to possess and use the property in any way permitted under this lease without interference from the lessor, or any person claiming under the lessor or having superior title to the title of the lessor.
- 11.2 The lessor must pay all outgoings for the land or the building of which the property is part when they fall due.
- 11.3 If the property is part of a building owned or controlled by the lessor –
- 11.3.1 the lessor must maintain in reasonable structural condition all parts of the building that the lessee can use under this lease; and
 - 11.3.2 if the property has facilities and service connections shared in common with other persons the lessor must –
 - 11.3.2.1 allow reasonable use of the facilities and service connections including –
 - the right for the lessee and other persons to come and go to and from the property over the areas provided for access;
 - access by the lessee to service connections; and
 - the right for the lessee's customers to park vehicles in any area set aside for customer parking, subject to any reasonable rules made by the lessor.
 - 11.3.2.2 maintain the facilities and service connections in reasonable condition.

- 11.4 Where registration is necessary for the validity of this lease, the lessor must ensure that this lease is registered.
- 11.5 If a consent is needed for this lease, from someone such as a mortgagee or head lessor of the property, then the lessor must get the consent.

CLAUSE 12 FORFEITURE AND END OF LEASE

When does this lease end?

- 12.1 This lease ends –
 - 12.1.1 on the date stated in item 3 in the schedule; or
 - 12.1.2 if the lessor lawfully enters and takes possession of any part of the property; or
 - 12.1.3 if the lessor lawfully demands possession of the property.
- 12.2 The lessor can enter and take possession of the property or demand possession of the property if –
 - 12.2.1 the lessee has repudiated this lease; or
 - 12.2.2 rent or any other money due under this lease is 14 days overdue for payment; or
 - 12.2.3 the lessee has failed to comply with a lessor's notice under section 129 of the *Conveyancing Act 1919*; or
 - 12.2.4 the lessee has not complied with any term of this lease where a lessor's notice is not required under section 129 of the *Conveyancing Act 1919* and the lessor has given at least 14 days written notice of the lessor's intention to end this lease.
- 12.3 When this lease ends, unless the lessee becomes a lessee of the property under a new lease the lessee must –
 - 12.3.1 return the property to the lessor in the state and condition that this lease requires the lessee to keep it in; and
 - 12.3.2 have removed any goods and anything that the lessee fixed to the property and have made good any damage caused by the removal.

Anything not removed becomes the property of the lessor who can keep it or remove and dispose of it and charge to the lessee the cost of removal, making good and disposal.
- 12.4 If the lessor allows the lessee to continue to occupy the property after the end of the lease period (other than under a new lease) then –
 - 12.4.1 the lessee becomes a monthly lessee and must go on paying the same rent and other money in the same way that the lessee had to do under this lease just before the lease period ended (apportioned and payable monthly);
 - 12.4.2 the monthly tenancy will be on the same terms as this lease, except for –
 - clause 4;
 - clauses 5.4 to 5.21 inclusive; and
 - clause 6.2 unless consent has previously been given;
 - 12.4.3 either the lessor or the lessee can end the monthly tenancy by giving, at any time, 1 month written notice to the other expiring on any date; and
 - 12.4.4 anything that the lessee must do by the end of this lease must be done by the end of the monthly tenancy.
- 12.5 Essential terms of this lease include –
 - 12.5.1 the obligation to pay rent not later than 14 days after the due date for payment of each periodic instalment (and this obligation stays essential even if the lessor, from time to time, accepted late payment);
 - 12.5.2 the obligations of the lessee in clause 5.1.2 (dealing with outgoing);
 - 12.5.3 the obligations of the lessee in clause 6.1 (dealing with use);
 - 12.5.4 the obligations of the lessee in clause 7 (dealing with repairs);
 - 12.5.5 the obligations of the lessee in clause 10 (dealing with transfer and sub-lease); and
 - 12.5.6 the obligations of the lessee in clause 15 (dealing with GST).

- 12.6 If there is a breach of an essential term the lessor can recover damages for losses over the entire period of this lease but must do every reasonable thing to mitigate those losses and try to lease the property to another lessee on reasonable terms.
- 12.7 The lessor can recover damages even if –
- 12.7.1 the lessor accepts the lessee's repudiation of this lease; or
 - 12.7.2 the lessor ends this lease by entering and taking possession of any part of the property or by demanding possession of the property; or
 - 12.7.3 the lessee abandons possession of the property; or
 - 12.7.4 a surrender of this lease occurs.

CLAUSE 13 GUARANTEE

What are the obligations of a guarantor?

- 13.1 This clause applies if a guarantor of the lessee is named in item 10A in the schedule and has signed or executed this lease or, if this lease is a renewal of an earlier lease, the earlier lease.
- 13.2 The guarantor guarantees to the lessor the performance by the lessee of all the lessee's obligations (including any obligation to pay rent, outgoings or damages) under this lease, under every extension of it or under any renewal of it or under any tenancy and including obligations that are later changed or created.
- 13.3 If the lessee does not pay any money due under this lease, under any extension of it or under any renewal of it or under any tenancy the guarantor must pay that money to the lessor on demand even if the lessor has not tried to recover payment from the lessee.
- 13.4 If the lessee does not perform any of the lessee's obligations under this lease, under any extension of it or under any renewal of it or under any tenancy the guarantor must compensate the lessor even if the lessor has not tried to recover compensation from the lessee.
- 13.5 If the lessee is insolvent and this lease or any extension or renewal of it is disclaimed the guarantor is liable to the lessor for any damage suffered by the lessor because of the disclaimer. The lessor can recover damages for losses over the entire period of this lease or any extension or renewal but must do every reasonable thing to mitigate those losses and try to lease the property to another lessee on reasonable terms.
- 13.6 Even if the lessor gives the lessee extra time to comply with an obligation under this lease, under any extension of it or under any renewal of it or under any tenancy, or does not insist on strict compliance with the terms of this lease or any extension of it or renewal of it or of any tenancy, the guarantor's obligations are not affected.
- 13.7 If an amount is stated in item 10B in the schedule the guarantor's liability under this clause is limited to that amount.
- 13.8 The terms of this guarantee apply even if this lease is not registered, even if any obligation of the lessee is only an equitable one, and even if this lease is extended by legislation.

CLAUSE 14 EXCLUSIONS, NOTICES AND SPECIAL CLAUSES

- 14.1 No covenant or power is implied in this lease by section 84 or 85 of the *Conveyancing Act 1919*.
- 14.2 A document under or relating to this lease is –
- 14.2.1 served if it is served in any manner provided in section 170 of the *Conveyancing Act 1919*; and
 - 14.2.2 served on the lessee if it is left at the property.
- 14.3 This lease is subject to any legislation that cannot be excluded (for example, the *Retail Leases Act 1994*).
- 14.4 In this lease, 'retail shop' means premises to which the *Retail Leases Act 1994* applies.
- 14.5 In this lease 'Director General' has the same meaning as in the *Retail Leases Act 1994*.

CLAUSE 15 GOODS AND SERVICES TAX

- Unless item 13B in the schedule has been completed in a way that indicates that this clause is not to apply:
- 15.1 As consideration in whole or in part for a taxable supply the person receiving the supply must pay to the party making the supply an additional amount equal to the amount of GST payable on the supply.
 - 15.2 To the extent that the lessee is required to reimburse the lessor in whole or in part for outgoings incurred by the lessor, for the purposes of this lease the amount of the outgoings must be reduced by the amount of any credit or refund of GST to which the lessor is entitled as a result of incurring outgoings.
 - 15.3 Outgoings in item 14B in the schedule are to be calculated after deducting any input tax credit to which the lessor is entitled.
 - 15.4 For the purposes of this lease GST means a tax in the nature of a supply of goods and services tax levied or imposed by the Commonwealth of Australia.

CLAUSE 16 BANK GUARANTEE

- 16.1 If a number of months appears in item 19 in the schedule, clauses 16.2 to 16.5 apply.
- 16.2 On or before the commencement date of this lease the lessee will deliver to the lessor a guarantee by a bank trading in the State of New South Wales in the form of an unconditional and irrevocable undertaking to pay drawn in favour of the lessor (unlimited as to time) in a form acceptable to the lessor and for an amount equivalent to the number of months referred to in item 19 in the schedule.
 - 16.3 The lessor is entitled to claim under the guarantee an amount equal to any moneys due but unpaid by the lessee to the lessor under this lease.
 - 16.4 The lessee agrees to vary the amount of the guarantee immediately upon each rent review so that the amount at all times represents the equivalent of the number of months referred to in the schedule.
 - 16.5 The lessor will deliver the guarantee (or so much of it as is then held by the lessor) to the lessee on the last of:
 - 16.5.1 the terminating date of this lease;
 - 16.5.2 the expiry date of any holding over under this lease; and
 - 16.5.3 the date that the lessee has no further obligations under this lease or at law.

CLAUSE 17 SECURITY DEPOSIT

- 17.1 If an amount or a number of months appears in item 20 in the schedule, clauses 17.2 to 17.6 apply.
- 17.2 On or before the commencement date of this lease the lessee will deliver the security deposit to the lessor.
 - 17.3 The lessor is entitled to deduct from the security deposit an amount equal to any monies due but unpaid by the lessee to the lessor under this lease.
 - 17.4 Where the property is a retail shop, the security deposit will be held in accordance with Section 16C of the *Retail Leases Act 1994*. The lessee will not make an application to the Director General seeking the return of the security deposit (or so much of it as is then held by the Director General) until the later of:
 - 17.4.1 the terminating date of this lease;
 - 17.4.2 the expiry date of any holding over under this lease; and
 - 17.4.3 the date that the lessee has no further obligations under this lease or at law.
 - 17.5 Where the property is other than a retail shop the security deposit (or so much of it as is then held by the lessor) will be returned to the lessee on the later of the dates as specified in clause 17.4.
 - 17.6 The lessee agrees to vary the amount of the security deposit immediately upon each rent review so that it represents the equivalent of the number of months referred to in the schedule.

CLAUSE 18 STRATA CONVERSION

- 18.1 "Owners corporation", "owner", "strata scheme", "lot" and "parcel" where used in this lease have the meanings given under the *Strata Schemes Management Act 1996* and the *Strata Schemes (Freehold Development) Act 1973*.

- 18.2 "Strata Acts" means the *Strata Schemes Management Act 1996* and the *Strata Schemes (Freehold Development) Act 1973*, and includes any amending Acts, rules, regulations, ordinances, by-laws, statutory instruments, orders or notices now or hereafter made under those Acts.
- 18.3 "Strata conversion" means a subdivision of the property under the *Strata Schemes (Freehold Development) Act 1973* or the *Community Land Development Act 1989* or the *Community Land Management Act 1989* or other legislation permitting such subdivision.
- 18.4 Strata Titles
- 18.4.1 Lessee consents to registration of strata plan
- 18.4.1.1 By its entry into this lease the lessee acknowledges that the lessor can register a strata plan, a strata schemes plan, a strata plan of subdivision, a strata plan of consolidation or a building alteration plan insofar as any of these may relate to the property, the Building or the land. The lessor will provide the lessee with copies of the proposed strata plan and associated documentation for the lessee's approval, which approval will not be unreasonably withheld.
- 18.4.1.2 Provided the lessee consents to the strata conversion as per clause 18.4.1.1 then within 7 days of written request by the lessor the lessee will sign and return to the lessor any consents or other documents necessary to enable the lessor to carry out the strata conversion and will make no objection or claim for compensation in relation to the strata conversion.
- 18.4.2 Compliance with the Strata Acts and by-laws:
- 18.4.2.1 **(Covenant):** The lessee and any and all persons acting by, through or under it or with its authority express or implied shall comply with so many of the provisions of the Strata Acts and the by-laws and all lawful orders, motions and directives under the Strata Acts as may be applicable to the exercise of the lessee's rights and obligations under the provisions elsewhere contained in this lease.
- 18.4.2.2 **Not to prejudice interests of owners corporation.** Without the prior written consent of the owners corporation, the lessee shall not do any act, matter or thing under the exercise of its rights and obligations elsewhere contained in this lease or permit or allow any act, matter or thing to be done which shall or may:
- increase the rate of premium payable by the owners corporation under any policy of insurance taken out by the owners corporation; or
 - invalidate, avoid or suspend the operation of any such policy of insurance or otherwise prejudice the owners corporation rights under any such policy.
- 18.4.2.3 Upon the occurrence of any of the matters previously referred to the lessee shall:
- pay to the lessor or such other person responsible for payment any amounts payable to the owners corporation as a consequence of any such matters;
 - pay to the lessor for and on behalf of the owners corporation any amounts payable by the owners corporation as a consequence of any such matters and not the subject of clause 18.4.2.2; and
 - pay to the lessor for and on behalf of the owners corporation the amount of any and all losses and damages arising from the occurrence of any such matters.
- 18.4.2.4 **(Indemnity):** The lessee shall indemnify the lessor for any loss or damage suffered by the lessor if the lessee or the lessee's employees fail to comply with the obligations as to conduct imposed upon the lessee or the lessee's employees by this lease or by reason of the Strata Acts.
- 18.4.3 If the strata conversion occurs:
- 18.4.3.1 any reference in this lease will be deemed to be a reference to the buildings comprised in the registered plan or plans of which the property forms part;
- 18.4.3.2 any levies or other monies payable to the owners corporation will be payable by the lessee with the exception of any contribution to a sinking fund or special levy; and
- 18.4.3.3 this lease will be deemed to be amended in any respect that is necessary to ensure that this lease reflects that the strata conversion has been carried out.

IMPORTANT NOTES

The following notes are for guidance and do not form part of this lease.

If you are a lessor, a solicitor will prepare this lease for you.

If you are a lessee, a solicitor can advise you about it.

1. This document creates legal rights and legal obligations.
2. Failure to register a lease can have serious consequences.
3. If an option for renewal is not exercised at the right time it will be lost.
4. The lessee can exercise an option for renewal even if there has been a breach of this lease in a case where section 133E of the *Conveyancing Act 1919* applies. The lessor must give a prescribed notice within 14 days after the option is exercised if the lessor wants to rely on the breach to prevent the exercise of the option.
5. The Law Society of New South Wales is not to be responsible for any loss resulting from the use of this lease as printed whether authorised or not.

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I certify that this and the preceding twelve pages are in exactly the same wording as Annexure B of the copyright Law Society Lease.

.....
Solicitor for the lessor

17.1 CEMETERIES AND CREMATORIA NSW - INTERMENT SERVICES LEVY**Responsible Officer:** Eloise Chaplain, Interim General Manager**Author:** Evan Harris, Acting Director Infrastructure Delivery**Attachments:**

1. Cemeteries and Crematoria NSW - Interment Services Levy FAQs June 2024
2. Cemeteries and Crematoria NSW - Operator Update June 2024

STRATEGIC LINK**4 Civic Leadership - Council as a strong leader for the community**

Objective 4.1 A transparent and accountable Council

Strategy 4.1.2 Enforce good governance, risk management, and statutory compliance

4 Civic Leadership - Council as a strong leader for the community

Objective 4.1 A transparent and accountable Council

Strategy 4.1.4 Ensures transparent and accountable decision making for our community

4 Civic Leadership - Council as a strong leader for the community

Objective 4.3 A resilient and sustainable Council

Strategy 4.3.2 Sustainably manage Council's finances, assets, and workforce

EXECUTIVE SUMMARY

In June 2024, Cemeteries and Crematoria NSW (CCNSW) confirmed it will continue with a new tax of \$156 per burial, \$63 per ash interment and \$41 per cremation will be levied on large operators from 1 July 2024. Large operators are those who carry out more than 50 interments per year. For smaller operators the levy will commence from 1 July 2025. As Council undertakes more than 50 interments per annum it is defined as a large operator. However, due to the timing of this announcement, Council was unable to include the additional charges within the draft 2024/2025 Operational Plan's proposed Fees and Charges prior to the public exhibition period. Hence a report was taken to the June Ordinary Council Meeting 2024 to increase Council fees by the amount of the imposed levy, which was public exhibited for a period of 28 days.

The exhibition period has now been completed with no submissions received on the changes to the cemetery's fees.

RECOMMENDATION

- 1. That Council adopt the new Cemetery fees which include the mandatory NSW Government Interment Services Levy to Council's Fees and Charges for 2024/2025.**
- 2. That Council activates the new fees immediately from adoption.**

BACKGROUND

Despite numerous submissions objecting to the proposed Levy from several private and public operators, the NSW Government has introduced the Interment Industry Scheme as part of the Cemeteries and Crematoria Regulation 2022 – a licensing system for cemetery and crematorium operators.

Whilst the licensing scheme is designed to set clear standards for operators of cemeteries and crematoriums, it also comes with a levy of \$41 per cremation, \$63 per ash interment and \$156 per burial (exclusive of GST) to fund the cost of Cemeteries and Crematoria NSW to support and regulate the sector. The Levy will not apply to interment of destitute people or children under the age of 12. The levy would commence from 1 July 2024. From this date, the levy will be calculated on the number of services the operator performs each financial year. Most operators will pay the levy annually. Their first payment will be made at the end of 2024/2025 and will be based on the number of services the operator performs from 1 July 2024 – 30 June 2025, however exact details of this processing is yet to be determined by Cemeteries and Crematoria NSW.

Operators of cemeteries and crematoriums are said to obtain the following benefits from the aforementioned Levy:

- fair and consistent standards that are understood and able to be monitored and enforced which will encourage trust and confidence in the sector as a whole;
- education, for operators and staff so they meet the requirements under the Act and their licence;
- data and analysis of customer needs and emerging trends to support operators to meet the needs of customers, innovate where necessary and provide a quality service; and
- ensuring access to burial space into the future through more proactive planning and analysis of demand and supply trends across the industry, including sustainable options for more efficient use of green space.

It is important to note the Levy is on operators. It is not a Levy on consumers that operators are administering on behalf of the State government. Therefore the Australian Taxation Office (the ATO) has issued for the following advice:

1. When CCNSW charges cemetery and crematorium operators the levy, and operators pay that levy to CCNSW (annually or quarterly), this does not attract GST. It is a regulatory government fee/charge that is excluded from the GST.
2. If however, operators increase their prices in response to the levy (i.e. pass it on to customers) then this does attract GST. In this case the nature of the levy changes. It is no

longer the supply of a levy but an increase in the consideration paid by the customer for the supply of the interment services.

3. GST also applies where a funeral director is acting as an authorised agent for an operator and the operator has increased their prices as per (2) above. The funeral director will collect the GST included in the operator's prices and send that total amount to the operator. In this case funeral directors are not independently liable for GST.

In short, if operators are passing the Levy onto customers, GST does apply.

The following statement has been made by President of Local Government NSW Cr Darriea Turley AM on the Levy, which provides further background information to the issue.

"Across NSW, council cemeteries undertake more than 40 percent of all burials but this rises to more than 80 percent of all burials in rural and regional NSW.

"The regulators are public servants who should be paid from State coffers, not by picking the pockets of councils and families who have lost a loved one.

"In contrast to other cemetery operators, councils are already heavily regulated under the Local Government Act 1993. This regulation pertains to financial sustainability, oversight, reporting and transparency.

"Moreover, the NSW Government's Crown cemeteries are already effectively subsidised by the councils in which they are located through the operation of section 556 of the Local Government Act.

"Section 556 provides that land used for a public cemetery and vested in the Crown, a public body or trustees is exempt from all rates, other than water supply special rates and sewerage special rates.

"This rate exemption for substantial tracts of metropolitan land should be considered a council contribution which supports cemeteries operated by Crown land managers to fund the regulator.

"It is inequitable for the NSW Government to ask for council cemeteries to contribute to the costs of funding the NSW Government regulator, while the NSW Government makes its own Crown cemeteries exempt from paying council rates for their large cemeteries."

CURRENT SITUATION

As Cemeteries and Crematoria NSW have only just confirmed the implementation of this Levy, Councils are placed in a difficult position. As the Levy is imposed on Operators and not consumers, Councils are faced with the decision of wearing the cost of passing it onto the community by way of a fee for service. However, due to the timing of this imposition, there is insufficient time to publicly exhibit the fee prior to the commencement of the 2024/2025 financial year. Hence a report was taken to the June Ordinary Council Meeting 2024 to increase Council fees by the amount of the imposed levy, which was public exhibited for a period of 28 days.

Public exhibition has now closed with zero submissions received regarding increasing fees to cater for the mandatory levy.

FINANCIAL IMPLICATIONS

As a part of these legislative changes, Council incurred an additional cost of \$800 (excluding GST) for the mandated Cemetery Operator Licence.

The Levy is expected to cost approximately \$11,700 for burials and \$1,300 for ashes interments per annum.

STATUTORY AND POLICY IMPLICATIONS***Local Government Act 1993 (NSW)*****s 610F Public notice of fees**

- (1) A council must not determine the amount of a fee until it has given public notice of the fee in accordance with this section and has considered any submissions duly made to it during the period of public notice.
- (2) Public notice of the amount of a proposed fee must be given (in accordance with the regulations) in the draft operational plan for the year in which the fee is to be made.
- (3) However, if, after the date on which the operational plan commences—
 - (a) a new service is provided, or the nature or extent of an existing service is changed, or
 - (b) the regulations in accordance with which the fee is determined are amended, the council must give public notice (in accordance with section 705) for at least 28 days of the fee proposed for the new or changed service or the fee determined in accordance with the amended regulations.
- (4) This section does not apply to a fee determined by a council for an application made in a filming proposal, if that fee is consistent with a scale or structure of fees set out in an applicable filming protocol.

s 705 What is public notice?

- (1) If the council or another person is required to give public notice under this Act, the notice must state the place at which, the dates on which, and the times during which the matter publicly notified may be inspected by the public.
- (2) The notice is to be in the approved form.
- (3) The notice is to be given in a manner determined by the council with the object of bringing the matter notified to the attention of as many people in its area as possible.

Cemeteries and Crematoria Act 2013 (NSW)**s 24 Interment service levies**

- (1) The Cemeteries Agency may levy the following:
 - (a) a contribution towards the cost of the administration of this Act to the extent that it relates to cemeteries (a general levy),
 - (b) in special circumstances, a contribution towards the cost of acquiring particular land under section 14 (a special levy).
- (2) A general levy or special levy:
 - (a) may be imposed by reference to an interment service of a kind prescribed by the regulations, and
 - (b) may be imposed on any person who is an operator of a cemetery, or an operator of a class of cemetery, prescribed by the regulations, and
 - (c) is to be of an amount, or calculated in the manner, prescribed by the regulations, and

- (d) is payable in respect of the period prescribed by the regulations, and
- (e) is to be paid within the time and in the manner specified by the Cemeteries Agency by notice in writing to the person liable to pay the levy.
- (3) Without limiting subsection (2) (c), the regulations may provide for calculation of a general levy by providing for the determination by the Cemeteries Agency of adjustment of amounts in proportion to variations in the CPI.
- (4) A special levy under this section must not exceed an amount in total prescribed by the regulations.
- (5) The regulations may make provision for or with respect to the following:
 - (a) the waiver, reduction, postponement or refund of any levy payable under this section,
 - (b) exempting (whether conditionally or unconditionally) persons or persons of a specified class from a requirement to pay a levy imposed under this section.
- (6) The Cemeteries Agency is to ensure, as far as is reasonably practicable, that money received from a general levy imposed under this section in relation to its functions with respect to cemeteries is not used to cross-subsidise the expenses of the Cemeteries Agency in carrying out any of its other functions.
- (7) Nothing in this section prevents a cost of a kind referred to in this section from being covered by a licence fee charged under an interment industry scheme.
- (8) In this section: CPI means the index known as the Weighted Average of Eight Capital Cities: All Groups Consumer Price Index that is published quarterly by the Australian Statistician.

CONSULTATION

Internal

- MANEX.
- Governance.
- Financial and Commercial Services.

External

- Brief information series provided by Cemeteries and Crematoria NSW.

Frequently Asked Questions

This document provides answers to common questions about the expansion of the Interment Services Levy.

Why an interment services levy?

The interment services levy (the levy) is a levy on interment services to fund the cost of Cemeteries and Crematoria NSW (CCNSW; the regulator) to deliver better outcomes for customers and the community, and to support industry to meet the new licensing standards.

The government has set out its strategic directions for the State's cemeteries and crematoria in *Delivering strong consumer and community outcomes for Cemeteries and Crematoria in NSW*. The aim is to ensure every person in NSW has accessible, sustainable, and affordable burial and cremation services into the future.

An effective, properly resourced regulator is essential to achieving these aims. The existing industry levy – in place since 2014 and applying to the 2 Crown operators only – is insufficient to fund an effective regulator. It is also inequitable as only 2 operators pay for the regulation of the whole sector.

To ensure CCNSW can be the active and sustainable regulator we need, the government will expand the interment services levy from just 2 Crown cemeteries to all active industry operators. This reflects a recommendation from the Independent Pricing Regulatory Tribunal and the Statutory Review of the Cemeteries and Crematoria Act (the *11th Hour Report*). In addition to achieving better outcomes for customers, this will drive equity and level the playing field in the sector. The levy represents a less than 1.6 per cent cost of a \$10,000 burial.

Answers to frequently asked questions

In April and May 2024 CCNSW consulted with industry on the proposal to expand the interment services levy.

After considering all the feedback, the government has decided to delay the commencement of the change for one year for operators who reported providing fewer than 50 interments in 2022/23. This is to give operators with lower administrative capacity more time to prepare for the levy.

For operators that reported providing more than 50 interment services in 2022/23, the levy will commence from 1 July 2024.

In addition, a hardship policy will be developed prior to the 25-26 FY when the levy comes in for the smaller operators. It will address cases of particular hardship. This document provides answers to many of the operational/implementation questions operators and funeral directors asked during the consultation.

Who pays the levy?

The interment services levy is a levy on cemetery and crematorium operators. Operators pay the levy to CCNSW. The levy is not paid directly by customers. Operators may choose to pass this onto the customer and reflect the levy in the price of their services. Operators need to ensure funeral directors are provided with up-to-date prices, so the funeral director knows what to charge the customer. Funeral directors do not make payments directly to CCNSW.

When does the levy begin?

For operators that provided 50 or more interment services in 2022/23, the levy will apply from 1 July 2024. For operators that provided fewer than 50 interment services in 2022/23, the levy will apply from 1 July 2025. This is to give operators with lower administrative capacity more time to prepare for the levy.

How is the levy calculated?

The total levy payable is calculated according to how many burials, cremations and/or ash interments an operator performs. The amounts for each type of service are:

- \$41 per cremation
- \$63 per ash interment
- \$156 per burial

These rates have been calculated as the minimum needed to fund the regulator to deliver the outcomes and consumer protections needed. The different rates reflect the different costs of regulating each type of interment service.

When does a service attract the levy?

The levy applies at the time the interment service (burial, ash interment or cremation) is rendered, regardless of when it is purchased. Attachment A lists three common scenarios to illustrate when the levy is triggered.

Will the rate of the levy change over time?

The rates of the levy may increase by amounts equal to or less than changes to the consumer price index (CPI).

Are there any exemptions?

Yes, some services are exempt from the levy. They are:

- Interment services for children under 12, stillborn children and miscarriages
- Interment services for destitute people

Inactive operators (i.e., holders of a Cemetery Operator (Caretaker) Licence (known as Category 4) are also exempt.

What is a destitute person?

For the purposes of the levy, a destitute person is a person with no money or assets, and whose relatives and friends are unable to pay the costs of cremation or burial. Either the police or a public health facility (like a hospital) will determine whether a deceased person is destitute. Further information is available from NSW Health [here](#).

Do scattering of ashes and/or memorialisation without a burial, cremation or ash interment attract the levy?

No. Scattering of ashes above ground is not considered an interment service under the Act and does not attract the levy. Similarly, erecting a monument or plaque without interring body or cremated remains is not considered an interment service and does not attract the levy.

Does placing ashes in a coffin to be buried attract the levy?

Yes. This is considered an ash interment and will attract the levy.

What about services purchased before 1 July 2024?

The levy applies at the time the interment service occurs, regardless of when it was purchased. This means that the levy applies to services purchased before 1 July 2024 if the burial, cremation, or ash interment happens on or after 1 July 2024.

Do I pay/report quarterly or annually?

Operators that performed an average of more than 1,000 services per year for the preceding three years will be required to report their activity and pay the levy quarterly.

Other operators will report and pay annually by default. If you perform fewer than 1,000 services a year but would like to report and pay quarterly, please contact CCNSW by 30 July 2024.

What is the invoicing process?

At the end of each quarter or financial year, operators will receive an email from CCNSW telling you it is time to report that period's activity. This e-mail will come from a new operator portal to be launched in July 2024 and used for activity reporting.

Operators will have six weeks after the end of the quarter/year to enter their activity data. At this stage, CCNSW might get in touch if we have any questions about your submission. Once everything is finalised, operators will receive an email with your invoice and details on how to pay. The standard terms of payment are 30 days from the date of invoicing.

Does the levy attract GST if it is included on operator or funeral director invoices?

It is important to note the interment services levy is a levy on operators. It is not a levy on consumers that operators are administering on behalf of the State government.

CCNSW has obtained a written briefing from the Australian Taxation Office (the ATO) to this effect:

1. When CCNSW charges cemetery and crematorium operators the levy, and operators pay that levy to CCNSW (annually or quarterly), this does not attract GST. It is a regulatory government fee/charge that is excluded from the GST.
2. If operators increase their prices in response to the levy (i.e. pass it on to customers) then this does attract GST. In this case the nature of that levy changes. It is no longer the supply of a levy but an increase in the consideration paid by the customer for the supply of the interment services.
3. GST also applies where a funeral director is acting as an authorised agent for an operator and the operator has increased their prices as per (2) above. The funeral director will collect the GST included in the operator's prices and send that total amount to the operator. In this case funeral directors are not independently liable for GST.

In sharing this advice CCNSW is not providing taxation advice. Operators should satisfy themselves of their GST obligations given their own unique circumstances.

Can I pre-pay the levy?

No. Levies are due either annually or quarterly depending on your reporting schedule (see above). It is not possible to pre-pay the levy because it is based on your actual activity. (You may collect the levy as part of a pre-paid package, but you would not pay the levy to CCNSW until the interment).

What happens if too much / too little revenue is raised by the levy?

The levy applies to each service delivered, so the total amount collected will change each year depending on how many services are undertaken (burials, cremations or ash interments). It is likely that in some years levy revenue will exceed CCNSW's needs, while in other years there will be a shortfall.

CCNSW is an independent regulatory agency and has its own bank accounts. Money collected from the levy will only ever be used to fund regulatory activities. Excess amounts in one year will be used to cover shortfalls in future years. If the levy consistently raises too much or too little revenue, rates may be revised during a review scheduled for 2029. CCNSW can also increase the levy by an amount in line with CPI growth or less each year.

What about large purchases of interment rights?

If a person wants to hold more than 2 interment rights in a cemetery, this needs to be approved by CCNSW. In some cases, large numbers of rights are sold to an intermediary organisation with the approval of CCNSW.

In these cases, the cemetery operator is still liable for the levy at the applicable rate at the time the interment happens. The cemetery operator is responsible for developing an arrangement that works for them and the customer.

14 June 2026

Attachment A: Illustrative scenarios of how the levy works.

Scenario 1: an at-need interment service sold by a funeral director.	When is the levy incurred?	Who pays the levy?
The family of the deceased chooses a funeral director to handle all the arrangements for their loved one’s funeral. The funeral director has an arrangement with a local crematorium and offers a package to the family which includes the cremation and a funeral service. The family accepts the package and the cremation and funeral service take place.	When the person is cremated.	The crematorium operator pays the levy to CCNSW, not the funeral director.

Comment: The crematorium has many costs and sets its prices to create a sustainable business model. Like all their other costs, the levy is built into the price they communicate to the funeral director. The funeral director is then able to explain the total costs to the family at the time they are offered the contract.

Scenario 2: an interment service purchased pre-need for a fixed price before 1 July 2024.	When is the levy incurred?	Who pays the levy?
A customer purchased an ash interment site from a cemetery pre-need. They purchased an all-inclusive package that stated no further charges would apply at the time of interment. Ten years later the customer passed. They were cremated and their ashes were interred by the cemetery.	When the person is cremated and when their ashes are interred.	The cemetery operator pays the levy for the cremation and for the ash interment to CCNSW irrespective of whether it is passed on to the customer or not.
Alternatively, the cemetery might offer a package that states that the customer will be charged any applicable levies at the time of interment. They explain this arrangement to the customer, and it is clearly outlined in the contract.	As above	The cemetery operator pays the levy for the cremation and for the ash interment to CCNSW and is able to pass it on to the customer.

Comment: Operators need to consider the risks that any costs emerge or go up and down when making fixed price contracts.

Scenario 3: dual burial plot	When is the levy incurred?	Who pays the levy?
<p>Following the death of their partner, a person decides to purchase a site with capacity for two burials at the local cemetery. The first burial occurs immediately.</p> <p>Ten years later, the person who purchased the site passes and is buried alongside their partner.</p>	<p>The operator pays the levy in each of the years someone is buried (i.e., one at need and one ten years later)</p>	<p>The cemetery pays the levies for the burials to CCNSW.</p>

Comment: As in Scenario 2, the cemetery is responsible for developing an arrangement that works for them and the customer. The cemetery may choose to accept full payment for both burials upfront. Alternatively, the cemetery might take payment for the interment right up front, and charge for the grave opening and other services at need. In either case the cemetery should be clear with the customer what is included in the contract and be able to pay the levy to CCNSW after the interment service happens.

Cemeteries & Crematoria NSW

Department of Planning, Housing and Infrastructure



Operator update - June 2024

Dear cemetery and crematorium operators and funeral directors,

Roadshow report now available online

Firstly, thanks again to everyone who attended one of our roadshows, in-person or online. Your participation provided us with valuable information and we enjoyed getting to know you better.

We have reviewed all of the feedback and summarised it in the [2024 Industry Roadshow Report](#). The Report covers the key themes that we heard and what we will be doing in response, as well as answering those questions we received during the roadshows about the Interment Industry Scheme that we weren't able to answer during the sessions.

Interment services levy flyer for customers now available online

In response to requests, we have prepared a public facing pamphlet explaining the interment services levy and its rationale that operators and funeral directors can use to communicate to customers. A pdf of the pamphlet in English is available [here](#). Printed copies, and other languages, will be available shortly.

The GST application to the levy has been clarified

It is important to note the interment services levy is a levy on operators. It is not a levy on consumers that operators are administering on behalf of the State government.

CCNSW has obtained a written briefing from the Australian Taxation Office (the ATO) to this effect:

1. When CCNSW charges cemetery and crematorium operators the levy, and operators pay that levy to CCNSW (annually or quarterly), **this does not attract GST**. It is a regulatory government fee/charge that is excluded from the GST.
2. If however, operators increase their prices in response to the levy (i.e. pass it on to customers) then **this does attract GST**. In this case the nature of the levy changes. It is no longer the supply of a levy but an increase in the consideration paid by the customer for the supply of the interment services.
3. GST also applies where a funeral director is acting as an authorised agent for an operator and the operator has increased their prices as per (2) above. The funeral director will collect the GST included in the operator's prices and send that total amount to the operator. In this case funeral directors are not independently liable for GST.

In short, if you are passing the levy onto customers, **GST does apply.**

In sharing this advice CCNSW is not providing taxation advice. Operators should satisfy themselves of their GST obligations given their own unique circumstances.

The levy FAQs have been [updated](#) to include this advice.

Regulatory amendments

Amendments to the Cemeteries and Crematoria Regulation 2022 to implement the levy will be made before 1 July. We will notify you as soon as this is done. The regulation will commence from 1 July for any operator that provided more than 50 interment services in 2022/23 (as reported to us).

For operators who performed 50 or fewer interment services in 2022/23 the levy will commence on 1 July 2025. These operators have already been notified by us.

Weekly drop-in webinars to support operators

Following the roadshow we started up a weekly webinar for councils and funeral directors, focused on the model contract. Slides from the [5 June](#) and [12 June](#) webinars are [here](#).

FAQs on the questions asked in this webinar are still being finalised and will be provided shortly.

The weekly webinars are now open to all operators who would like to attend to ask questions or learn more about any of the requirements.

The webinars will now be held as weekly drop-in sessions 3:00pm – 4:00pm each Wednesday. Anyone who wishes to can attend by clicking on this [link](#).

We are also happy to work with you individually or in small groups to help resolve any confusion. Please contact us on 02 9842 8473 or ccnsw.regulatoryreform@cemeteries.nsw.gov.au.

Finally, we are continuing to provide as much advice (and time) as we can to help with any confusion. We know this is a busy time with the introduction of the levy so our advice is to concentrate on that for now if you are feeling overwhelmed.

We will be posting all of the FAQs on a new page on our website, including untangling Part 4 of the Act and how it interacts with the contract. Stay tuned for updates.

Thanks again for all your input and efforts to date.

Yours sincerely

Jennifer Hickey

**CEO
Cemeteries & Crematoria NSW**

ccnsw.info@cemeteries.nsw.gov.au
<https://www.cemeteries.nsw.gov.au/>

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17.2 INFRASTRUCTURE DELIVERY STATUS REPORT - JULY 2024**Responsible Officer:** Eloise Chaplain, Interim General Manager**Author:** Eloise Chaplain, Interim General Manager**Attachments:** 1. ID Status July 2024**STRATEGIC LINK****4 Civic Leadership - Council as a strong leader for the community****Objective** 4.1 A transparent and accountable Council**Strategy** 4.1.3 Increase awareness of Council's role in the community including the services and facilities provided**EXECUTIVE SUMMARY**

This report details the monthly work completed and next months planned work for teams within Infrastructure Delivery.

RECOMMENDATION

1. That Council receive and note the Infrastructure Delivery Status Report for July 2024.

BACKGROUND

Council's Infrastructure Delivery teams operations have a major impact on the Narrabri Shire's community and therefore wish to report to Council an update on their work as of July 2024. This report will bring data and information from teams each month. Please note due to the date when compiling report information, some works may vary.

CURRENT SITUATION

Please see **Attachment 1** for detailed report.

FINANCIAL IMPLICATIONS

Costings captured in Operational Plan.

STATUTORY AND POLICY IMPLICATIONS

All works completed in accordance with legislation and Policies relevant to the team.

CONSULTATION**External Consultation**

Nil.

Internal Consultation

- Infrastructure Delivery Managers.
- Financial Services.

Infrastructure Delivery Status Report – July 2024

For weekly updates see [Infrastructure Delivery Update | NSC \(nsw.gov.au\)](https://www.nsw.gov.au/infrastructure-delivery-update)

Roads Maintenance

Please see below Maintenance activities completed in June and plan for July.

Grading	
Completed July	Plan Next Month
MR072 Kamilaroi Highway	MR127 Pilliga Road
MR127 Pilliga Road	MR133 Killarney Gap Road
MR133 Killarney Gap Road	MR357 Rangari Road
MR357 Rangari Road	SR005 Kaputar Road
SR001 Millie Road	SR013 Upper Maules Creek Road
SR002 Berrigal Road	SR015 Therribri Road
SR003 Melburra Road	SR018 Wave Hill Road
SR004 Spring Plains Road	SR027 Nuable Road
SR005 Kaputar Road	SR028 Binalong Road
SR015 Therribri Road	SR039 Gwabegar Road
SR026 Goonbri Road	SR046 Doreen Lane
SR029 Yarrie Lake Road	SR048 Cubbaroo Lane
SR039 Gwabegar Road	SR050 Stumpy Lane
SR045 Nowley Road	SR067 Dump Road
SR046 Doreen Lane	SR123 Trevena Lane
SR047 Middle Route Road	SR189 Bohena Lane
SR060 Westport Road	SR230 Glencoe Road
SR065 Killara Road	
SR145 Cumnock Lane	
SR159 Flood Hill Road	
SR203 Cudgewa Lane	
SR216 Werah Creek Road	
SR269 Brigalow Lane	
SR085 Dangar Lane	
SR048 Cubbaroo Lane	
SR061 Turrawan Road	
SR030 Culgoora Road	
SR024 Baan Baa Road	

Other matters arising:

Other maintenance works also completed, include signage works, tar patching, minor patching and Slashing.

Both Tar trucks have been busy with pothole repairs on several Shire roads and both highways. Many unsealed roads have been damaged due to the recent run of rain fall, the current weather making it difficult to do the works required. Kerb and gutter works have commenced in Hogan Street and should be completed within two weeks pending weather.

Rehabilitation works on SR10 & SR29 are scheduled to commence in late august.

Flood damage approvals expected next month, and flood damage repair will commence once the approval given from TfNSW.

Capital works are well under way with numerous projects running concurrently, with the Pilliga Road Rehab work having been finalised, leaving only the concrete floodway outstanding. Doreen Lane Rehab works completed however drainage works remain on the southern end continuing.

Boggabri Shared path has been completed, with the Shared path on Selina/Guest Street commencing. Tibbereena st path is nearing completion, with the carpark finalisation outstanding.

Construction is continuing on the Yarrie Lake to Pilliga Road Freight Link Stage 1 – Woomera Creek Road and is progressing well, with subbase construction well underway.

Parks and Open Space Maintenance

Completed July	Plan Next Month
Turfed around bridge and new carpark area at Collins Park	Further installation of Wee Waa Multi Sport Courts – completion of fencing, surfacing and lighting
Tree and garden planting with Lions Club and University Students	Fencing at Dangar Park Narrabri
Wee Waa Multi Courts rebound wall put up and painted	Prepping sports fields to change over to Summer Comp
Wee Waa Multi Courts fencing started	

Other matters arising:

- An abundance of funerals have come through in the in last two weeks of July.

Water/ Sewer Maintenance

Projects and Operations delivered in July	Project and Operations planned for Next Month
Water Main Fitzroy Street Narrabri and Wee Waa Street Boggabri. Fitzroy Street Water main complete, Boggabri water main to commence.	Fitzroy Street Water Main renewal completed, Boolcarrol Road Wee Waa water main replacement is to commence.
RFQ for construction of stairs at Selina Street currently out waiting on construction prices.	No response to RFQ, targeting price requests will be directed to specialist contractors.
Water Main Scouring to commence in Narrabri end of July	Water main air scouring in Narrabri East continuing.
Hydrant and Stop Valve program completed.	
Facility upgrade continuing at Narrabri STP	Facility upgrade at Narrabri STP works out to RFQ for disabled access, SW tank and footings.
Bulk Water filling station installation progressing at Old Gunnedah Rd.	Old Gunnedah Rd Pipe work and access bay constructed, Wee Waa Rd Narrabri to commence.
Water Meter replacement program commencing at Pilliga, then Wee Waa and Gwabegar	Water Meter replace program underway

Other matters arising:

- Nil

17.3 WEE WAA LEVEE DESIGN - PUBLIC EXHIBITION**Responsible Officer:** Evan Harris, Acting Director Infrastructure Delivery**Author:** Shane Rily, Manager Assets and Engineering**Attachments:** 1. Wee Waa Levee Upgrade Presentation**STRATEGIC LINK****2 Environment - A sustainable and compatible natural and built environment****Objective** 2.3 A resilient and sustainable environment**Strategy** 2.3.1 Mitigate impacts of adverse events through strategic planning and preparedness**EXECUTIVE SUMMARY**

Council has received the 100% detail design for the Wee Waa Levee from Alluvium consultancy. This design requires public exhibition from early September 2024 to late October 2024 to permit enough time for community submissions to be received. The Public consultation process will follow the same principles as the Wee Waa Nab bank with Council staff engaging in a open day for the community to discuss the plan, QR Code submissions and the plan will be placed on Councils Website. This Public exhibition is millstone 6 of the grant and will need to be completed by the end of October 2024.

RECOMMENDATION

- 1. That Council endorse the 100% Detailed Design of the Wee Waa Levee Upgrade to be placed on public exhibition for a period of at least 28 days, and during the exhibition period call for and accept submissions from the public on the design.**
- 2. That a report be returned to Council following the conclusion of the Public Exhibition Period to the next available Ordinary Council Meeting detailing the results of the public exhibition.**

BACKGROUND

Construction of the existing Wee Waa Levee (the "Levee"), which is approximately 8.6 km in length, was completed in 1978. The Levee is an earth embankment which generally varies in height between about 2m and 4m. The river side of the earth embankment generally has a slope of 3:1 (H:V), while the town side has a slope of 2:1 (H:V). The crest of the Levee, which was originally set 1m above the peak of the 1971 flood for the town, is typically 3m in width. The side slopes of the earth embankment are currently grassed, while its crest typically comprises a gravel surface.

The New South Wales (NSW) Government's Flood Policy is directed at providing solutions

to existing flooding problems in developed areas and ensuring that new developments are compatible with the flood hazard and do not create additional flooding problems in other areas. In accordance with the policy, the Council has completed a flood study for the town of Wee Waa in 2015 and adopted the Wee Waa Levee Risk Management Study and Plan (LRMSP) in March 2020.

The LRMSP determined that while the existing Levee is likely to prevent major flood damages from being experienced in Wee Waa for floods of up to 0.1% Annual Exceedance Probability (AEP) in magnitude (i.e: because the earthen Levee was found to generally be in good condition and is unlikely to fail unless major overtopping occurs), it cannot be relied upon for protecting the local community for floods larger than 5% AEP. Upgrading the Levee to provide 1m freeboard above the 1% AEP level of flood protection would require its crest to be raised over about a 6.2km length.

Due to this Council pursued granted funding to enable a Feasibility study to be completed which includes a detailed design. Council was successful in obtaining \$291,428.57 with co-contributions from NSC of \$78,076.57 from NSW Floodplain Management Grants Program (FM).

The 100% Detailed Design has determined that the height of the levee is to be increased by varying amounts (0.5 to 1.2m) over a distance of 6.5 kilometers (this will give a 1m freeboard during a 1% AEP flood event). As per the funding requirements the design has been reviewed by an independent third party (Public Works Authority) and has been received and noted by the Floodplain Risk Management Advisory Committee (FRMAC) 12 August 2024.

Further grant funding is required for the construction of the

CURRENT SITUATION

Council has received the 100% detail design for the levee this design requires public exhibition of the design to be approved by Council. Once public exhibition is completed a report will be brought back to council for consideration.

FINANCIAL IMPLICATIONS

From the NSW Floodplain Management Grants Program (FM) application, Council was awarded \$291,428.57 with co-contributions from NSC of \$78,076.57. Grant money is paid following the submission of proof of completion at each of the seven (7) grant deed milestones. To date, council have completed and submitted for payment Milestones 1-5.

Further grant funding is required for the construction phase of the project this is expected to be approximately \$20M.

STATUTORY AND POLICY IMPLICATIONS

New South Wales (NSW) Government's Flood Policy

CONSULTATION

Internal Consultation

- Executive Management
- Roads Services
- Assets and Engineering Services
- Parks and Open Spaces Services

External Consultation

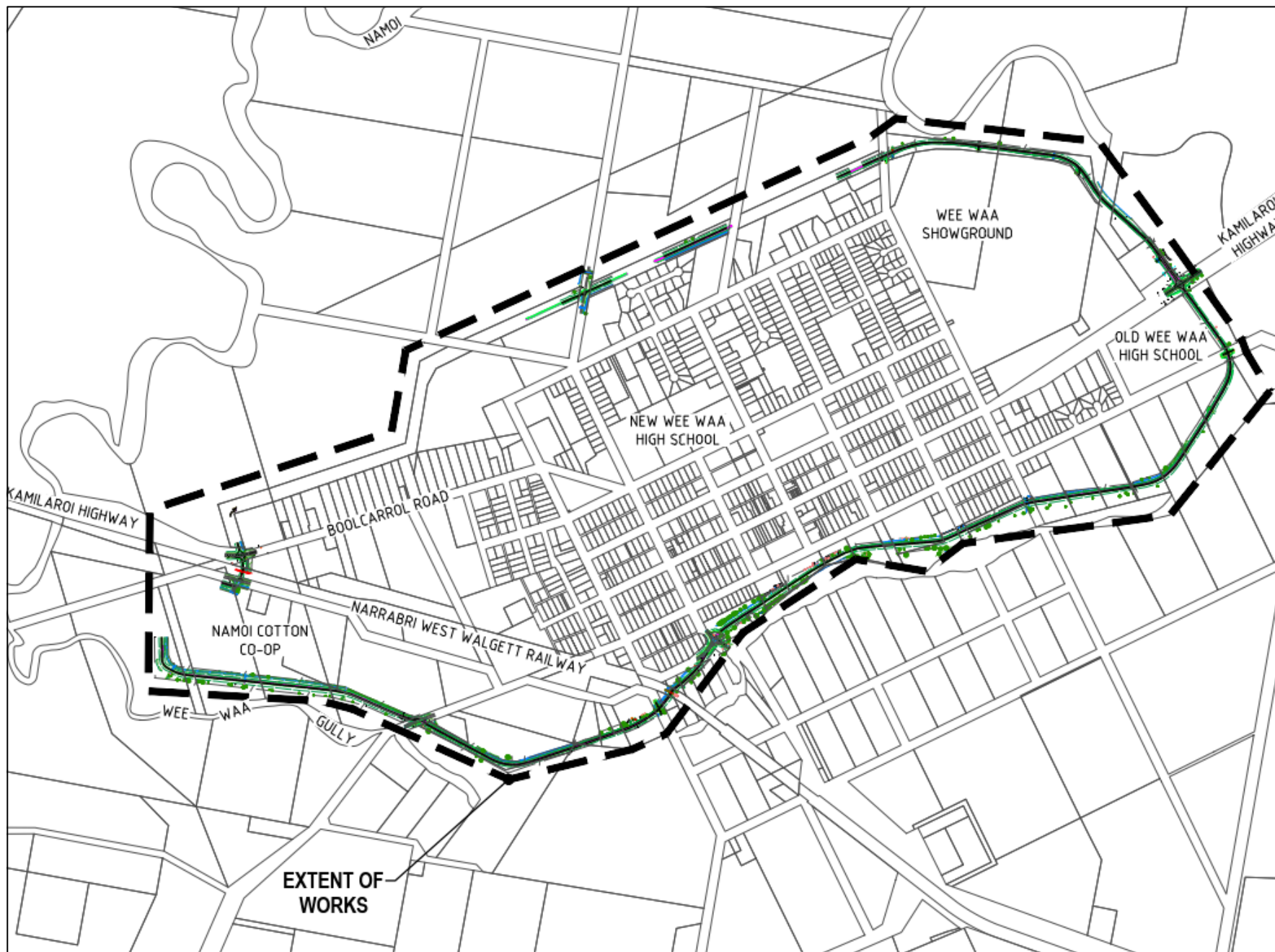
- Alluvium Consultants.
- Constructive Solutions.
- Floodplain Risk Management Advisory Committee (FRMAC) 12 August 2024.



Wee Waa Levee Upgrade Detailed Design Summary

Narrabri Shire Council

13/08/2024

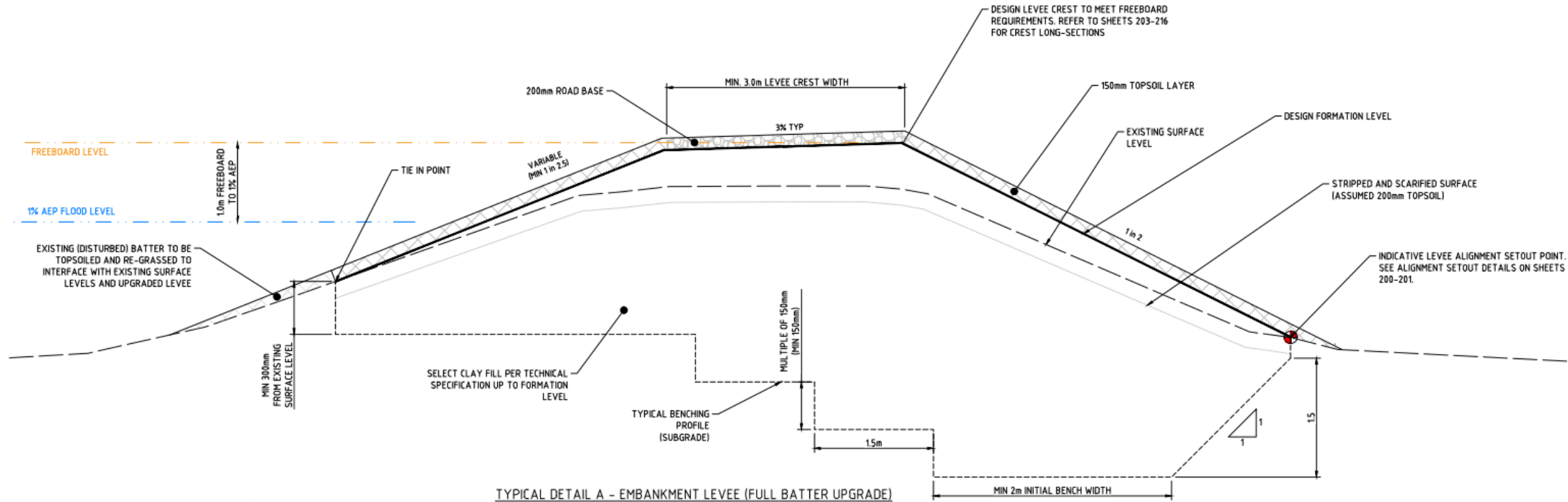


Extent of works

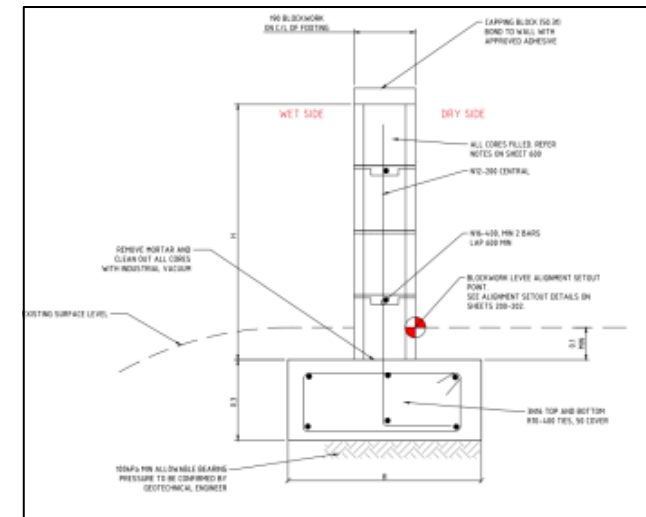
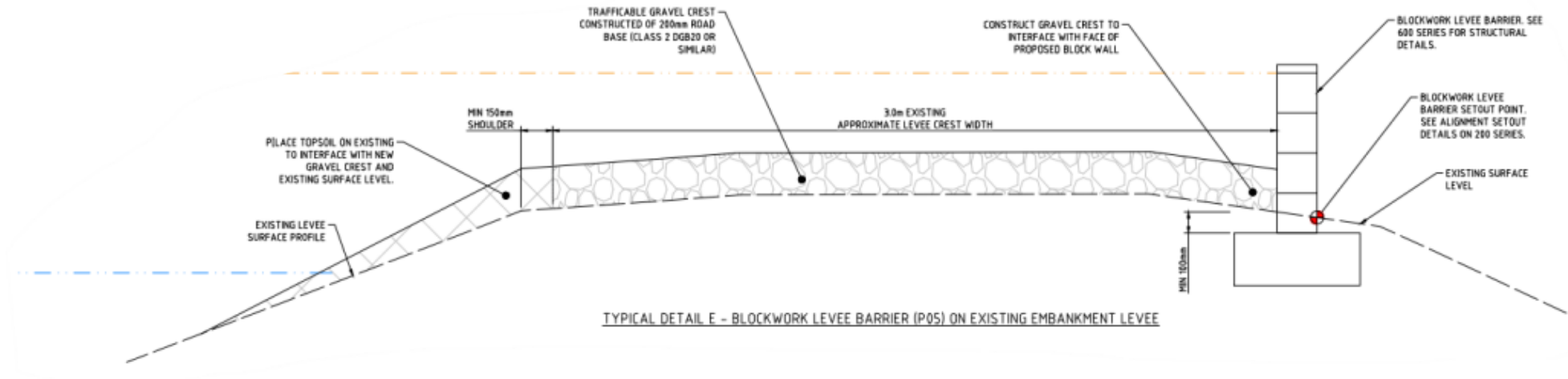
Key Levee Upgrade Components

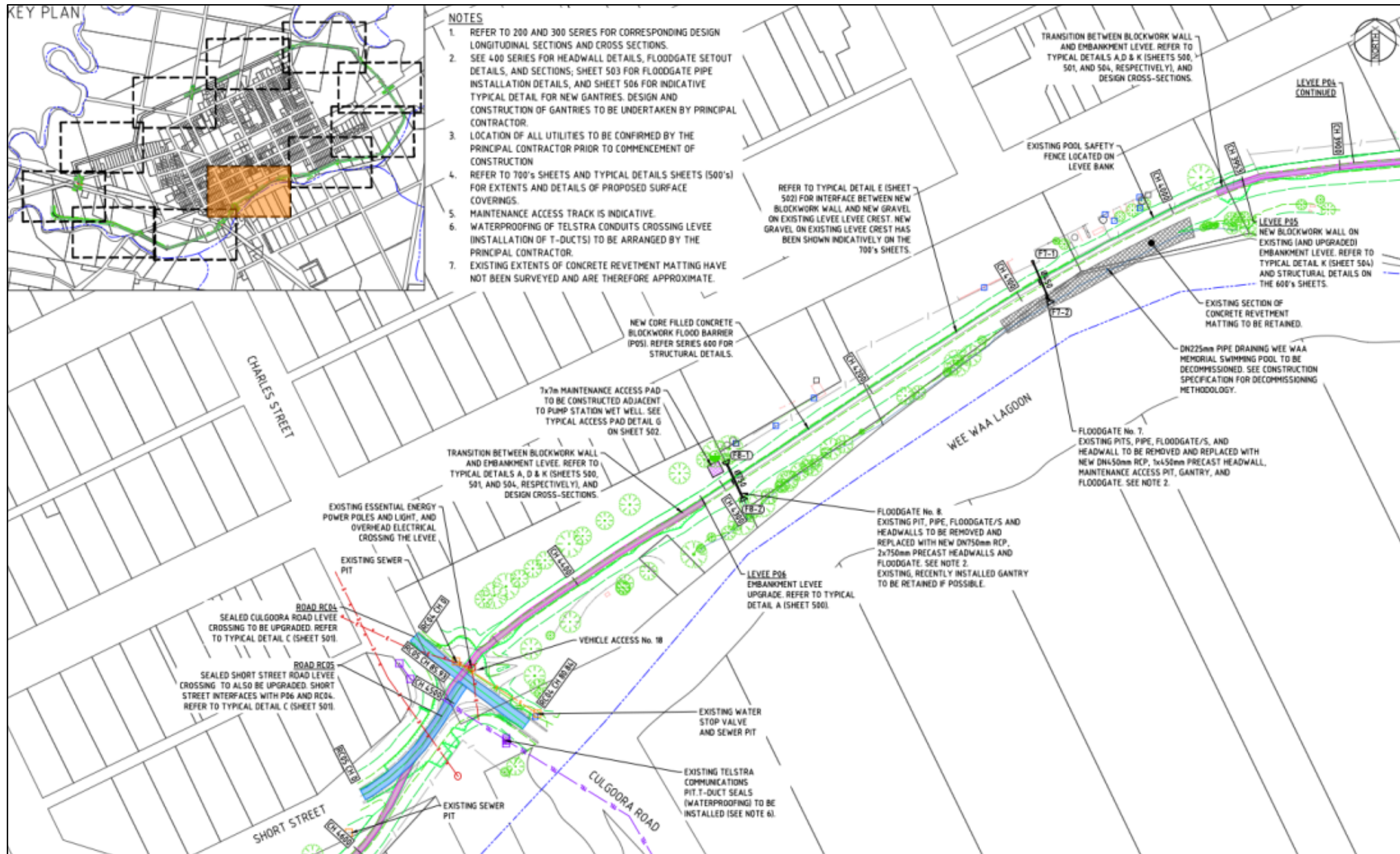
- 1% AEP + 1m freeboard
- Upgrade of 6.2km of the 8.6km existing ring levee
- Upgrade with embankment levee, and a small 400m section of blockwork wall
- 3m levee crest width
 - Levee crest to have an all-weather trafficable gravel crest
 - Wider crest was considered but was prohibitive due to additional land take, and earthworks volumes
- Upgrades to the road crossings and access tracks to the levee
- Upgrades to the 13 x existing floodgates through the levee
 - New gantry to enable easy maintenance access
 - Replacement of the existing cracked concrete pipes
- Cost of \$18.3 million

Typical Embankment Levee Upgrade Detail

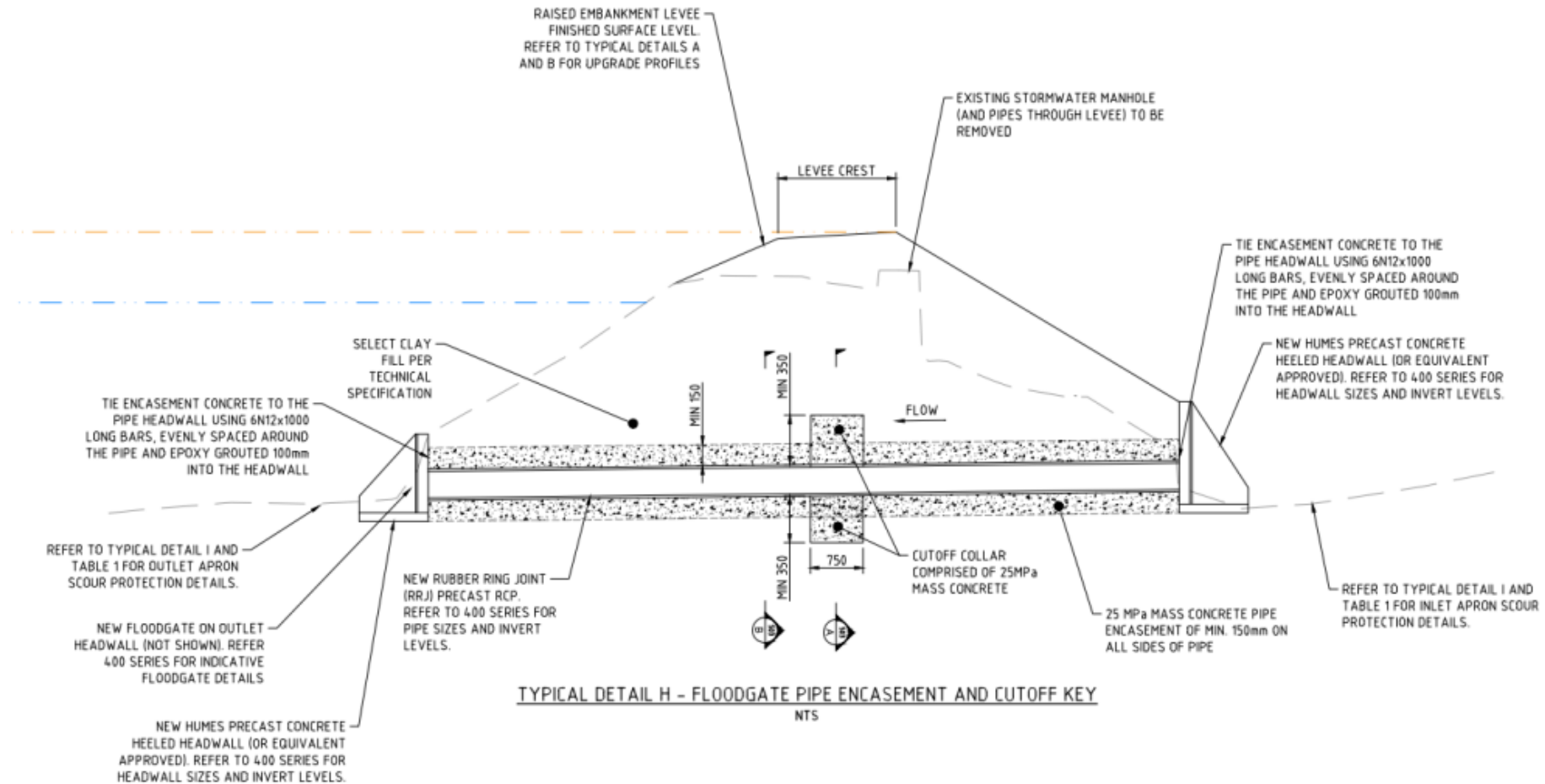


Typical Reinforced Concrete Blockwork Levee Upgrade Detail

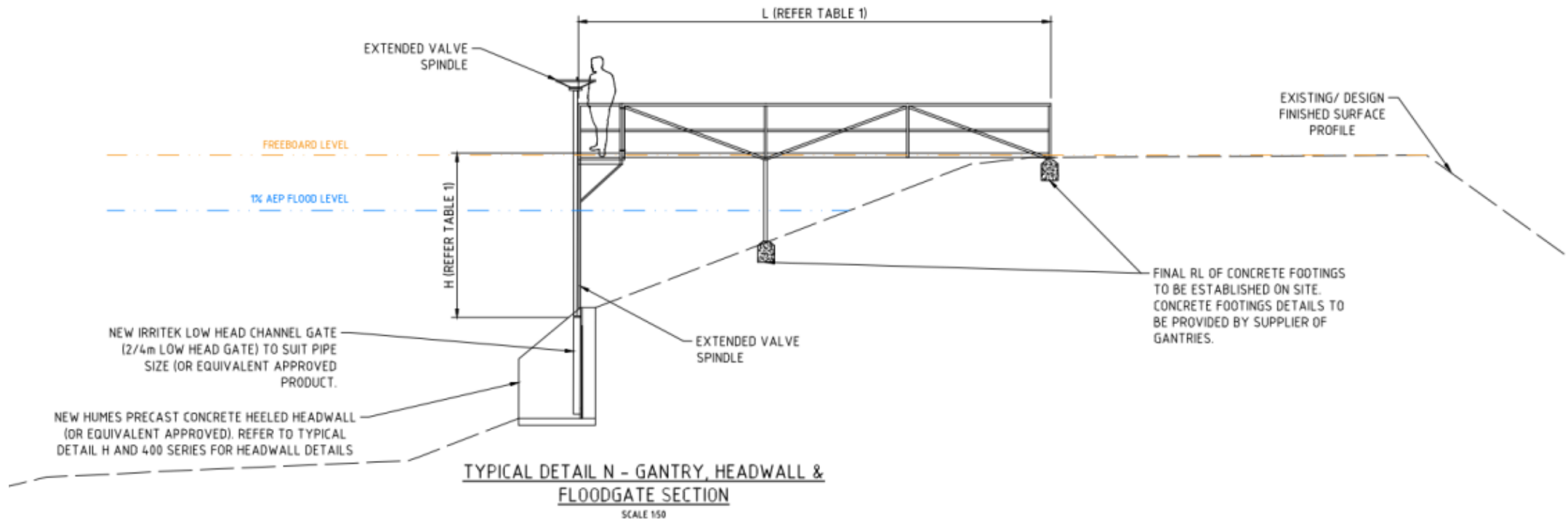




Typical Floodgate Pipe Upgrade



Indicative Gantry Detail (at floodgates)





Thank you

alluvium

We are passionate about the protection and restoration of waterways, catchments and water resources. We strive to make a positive difference to the world we live in.

18.1 COMMUNITY ADVOCACY OPPORTUNITIES - AUGUST 2024

Responsible Officer: Eloise Chaplain, Interim General Manager

Author: Donna Ausling, Director Planning and Sustainability

Attachments: 1.2024-NGA-Resolutions_web
2.Submissions Guide
3.2024-08-16 Narrabri Shire Council e scooters submission
4.Final_Australian_Government_Drought_Plan_discussion_paper_graphic
5.AGR081.0724_Australian_Government_Drought_Plan_no_foreword

STRATEGIC LINK**4 Civic Leadership - Council as a strong leader for the community**

Objective 4.2 A strong Council that advocates for the Community

Strategy 4.2.1 Communicate and engage with the community regarding decision-making

EXECUTIVE SUMMARY

Council is regularly invited to make formal submissions in relation to various hearings and inquiries. This Report provides details of the associated consultations and engagement along with prospective organisational submissions for Council's further consideration and feedback.

RECOMMENDATION

1. That Council receives and notes the Report on August 2024 community advocacy opportunities.

2. That Council receives and notes the update on the 2024 National General Assembly (NGA) resolutions.

3. That Council receives and notes the update on the LGNSW 2024 Annual Conference and submits the following two motions:

(i) That LGNSW calls on the NSW government to:

(a) extend financial support for the delivery of health services and equipment in rural and remote communities and ensure local government is included as a stakeholder in project consultation.

(b) Initiate an independent review into Hunter New England Health's support for remote and rural hospitals.

(ii) That LGNSW calls on the Australian and NSW Governments to urgently progress the Inquiry into insurers' responses to recent major flood claims, and to:

- (a) Expedite its current suite of reforms to help reduce insurance costs for homeowners and businesses, and in addition;
 - (b) Expand the disaster event re-insurance framework for all small, medium, rural and remote area communities impacted by natural disasters;
 - (c) Increase targeted investment in community resilience building initiatives at the regional level; and
 - (d) Invest in increased and sustained infrastructure betterment funding to local governments.
4. That Council receives and notes the update in relation to the inquiry into the use of e-scooters, e-bikes and related mobility items.
5. That Council receives and notes the update in relation to the draft Australian Government Drought Plan.

BACKGROUND

As detailed previously, Council is regularly invited to make formal submissions in relation to various hearings and inquiries. This Report provides details of the associated consultations and engagement along with prospective organisational submissions for Council's further consideration and feedback.

CURRENT SITUATION

ALGA 2024 Motions

As detailed in the community advocacy report presented to the July 2024 Ordinary Meeting of Council, a key component of every National General Assembly (NGA) of Local Government is the motions submitted by participating Councils for debate and discussion, identifying issues of importance for communities. Local governments at the 2024 NGA considered more than 160 motions.

Staff Commentary:

Copies of all of the resolutions from the 2024 NGA can now be downloaded via the following link: [2024 NGA resolutions - Australian Local Government Association \(alga.com.au\)](https://alga.com.au) and copy is also enclosed at **Attachment 1** for the information of Council.

LGNSW 2024 Conference Motions

The LGNSW Annual Conference is attended by LGNSW member organisations and is considered to be the primary policy-making vehicle of LGNSW. Each year, LGNSW member Councils are invited to submit motions for possible debate at the Annual Conference. A motion that is endorsed at the Annual Conference by a majority of voting delegates becomes a resolution which in turn will eventually form LGNSW Policy and will guide future advocacy activities undertaken by LGNSW.

The Conference this year will be held in Tamworth from Sunday, 17 November to Tuesday, 19 November 2024. Participating Councils have been encouraged to submit a maximum of two (2) motions. A copy of the corresponding Motion Guidelines is enclosed at **Attachment**

2.**Staff Commentary:**

Potential motions were discussed at a recent Councillor workshop with the following priorities being identified:

1. Health
2. Insurance
3. Affordable housing

On this basis, the following motions have been drafted for Council's endorsement. Wherever practicable, the motions reflect those recently submitted, and endorsed as resolutions, to the 2024 NGA held in Canberra.

Health:

That LGNSW calls on the NSW government to:

1. extend financial support for the delivery of health services and equipment in rural and remote communities and ensure local government is included as a stakeholder in project consultation.
2. Initiate an independent review into Hunter New England Health's support for remote and rural hospitals.

Rationale for Motion:

As detailed in a report to the June 2024 Ordinary Meeting of Council (refer minute no. 128/2024), in response to a number of representations and mounting community concern over alleged changes to pathology services at Narrabri Hospital, Council requested urgent clarification from Hunter New England Health (HNEH) and the NSW Minister for Health on the implications of the changes. A community meeting was subsequently held on Tuesday, 4 June 2024 at the Narrabri RSL Club to discuss the proposed changes. Attendance was estimated to be in excess of 500 people. At the meeting, the following motions were unanimously adopted by the participating audience:

1. *We call on The Hon Ryan Park, the Health Minister, to initiate a fully independent inquiry into the proposal to close or downgrade the pathology lab at Narrabri Hospital.*
2. *We call on Hunter New England Health to upgrade services that have bypassed Narrabri Hospital, including stroke diagnostics, onsite mental health services, improved oncology services, onsite dialysis machines, and equivalent technologies.*
3. *We call on Hunter New England Health to restore both the Boggabri and Wee Waa Hospitals to the same service level they provided five years ago.*
4. *We call on The Hon Ryan Park, the Health Minister, to initiate an independent review into Hunter New England Health's support for remote and rural hospitals.*
5. *The Narrabri community has no confidence in the current consultation process.*

It is considered that the draft motion to the LGNSW Annual Conference reflects the spirit and intent of the above and captures the current community sentiment.

Insurance:

That LGNSW calls on the Australian and NSW Governments to urgently progress the Inquiry into insurers' responses to recent major flood claims, and to:

- a. Expedite its current suite of reforms to help reduce insurance costs for homeowners and businesses, and in addition;
- b. Expand the disaster event re-insurance framework for all small, medium, rural and remote area communities impacted by natural disasters;
- c. Increase targeted investment in community resilience building initiatives at the regional level; and
- d. Invest in increased and sustained infrastructure betterment funding to local governments.

Rationale for Motion:

The rationale for this motion is as detailed within the 2024 NGA Business Papers, and as previously communicated to Council.

INQUIRY INTO THE USE OF E-SCOOTERS, E-BIKES & RELATED MOBILITY ITEMS

As reported to the July 2024 Ordinary Meeting of Council, the NSW Legislative Council's Portfolio Committee No. 6 - Transport and the Arts is currently conducting an inquiry into the use of e-scooters, e-bikes and related mobility options.

Staff Commentary:

A copy of the staff-level submission is enclosed for the information of Council at **Attachment 3**.

DRAFT AUSTRALIAN GOVERNMENT DROUGHT PLAN

The Australian Government is currently inviting feedback on the consultation draft of the Australian Government Drought Plan. The draft Plan aims to:

- Explain the Australian Government's drought policy;
- Provide greater transparency about government drought decision making;
- Specify key drought-related programs that support farming businesses and communities across the drought cycle;
- Show how governments and stakeholders can work together on drought-related issues;
- Explain the monitoring evaluation and learning arrangements for drought policy;
- Show how drought policy links to other government policies.

A copy of the Discussion Paper and draft Australian Government Drought Plan is enclosed at **Attachments 4** and **5** respectively. Feedback has been invited by 5pm on Wednesday 11 September 2024. Further information is available from:

<https://haveyoursay.agriculture.gov.au/new-australian-government-drought-plan>

Staff Commentary:

Submission timeframes do not align well to Council Meeting timeframes and the current caretaker period arrangements. On this basis, a staff-level submission is being prepared a copy of the submission will be forwarded separately for the information of Council in relation to this important issue.

FINANCIAL IMPLICATIONS

Detailed in the body of the Report.

STATUTORY AND POLICY IMPLICATIONS

Detailed in the body of the Report

CONSULTATION

- Director Infrastructure Delivery
- Economic Development Team
- Regulatory Compliance Team
- Planning & Development Team
- Tourism & Cultural Services Team

2024 NGA

Building
Community
Trust

NATIONAL CONVENTION
CENTRE CANBERRA



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION



2 - 4
JULY
2024

RESOLUTIONS



2024 NGA RESOLUTIONS

1 Berrigan Shire Council NSW

This National General Assembly calls upon the Australian Government to address the limitations in the intergovernmental financial transfer system, particularly Commonwealth transfers to local government, by undertaking a comprehensive review to provide for reform of the current system. Any review should specifically include consideration of the practice of cost shifting to local government and assess the implications for service delivery as a direct result of cost shifting practices.

Carried

2 Northern Beaches Council NSW

This National General Assembly calls on the Australian Government to:

- a. Restore funding of the Financial Assistance Grant program to at least 1% of Commonwealth taxation revenue.
- b. Review the annual indexation methodology for Financial Assistance Grant to reflect all cost drivers for councils including significant issues such as cost shifting and climate change.
- c. Reset the payment cycle in the Commonwealth's budget to deliver a full year's Financial Assistance Grant in each year, with an additional one-off payment to address the practice of bringing forward the payments.

Carried

3 Broken Hill City Council NSW

This National General Assembly calls on the Australian Government to inject the Financial Assistance Grants program with the income that was lost during the indexation freeze that occurred between 2015 and 2017; and ensures that ongoing indexation of Financial Assistance Grants continues into the future in order for councils to become more financially sustainable and can continue to provide consistent level of services and infrastructure to their communities.

Carried

4 Narrabri Shire Council NSW

That the National General Assembly advocate for the Federal Government to recognise local government in the Constitution of Australia.

Carried

5 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government to develop and deliver grant funding programs that support strategic planning and strategy development in addition to funding infrastructure.

Carried

6 Snowy Valleys Council NSW

This National General Assembly calls on the Australian Government to provide certainty of the security and timing of Financial Assistance Grant payments to enable local government to better manage their cash flows.

Carried

7 Western Downs Regional Council QLD

This National General Assembly calls on the Australian Government to allocate more funding to road infrastructure to sustainably manage State and Federal transport infrastructure and backlog of work.

Carried

8 Tamworth Regional Council NSW

This National General Assembly calls on the Australian Government to urgently address the critical shortfall in Financial Assistance Grants to Local Government, with a particular focus on a significant increase in road funding following the accelerated deterioration of the national road network due to ongoing intense climatic and weather events over a sustained period.

Carried

9 Tamworth Regional Council NSW

That the National General Assembly calls on the Australian Government to provide more funding for the delivery of essential infrastructure in rural and regional areas required for new housing, including in-fill housing development.

Carried

10 Strathfield Council NSW

This National General Assembly calls on the Australian Government to considers appropriate steps including a referendum, to amend the Australian constitution to give the Australian Federal Government the power to fund local governments and to enshrine people's rights to democratically elect their council.

Carried

11 City of Greater Geelong VIC

The National General Assembly calls on the Australian Government to continue funding for the Local Roads and Community Infrastructure fund as an ongoing yearly funding stream for local government with simplified financial reporting acquittals.

Carried

12 Nillumbik Shire Council VIC

This National General Assembly strongly calls on the Australian Government to increase the resources for local governments to respond to the recognised and stated Climate and Ecological Emergency and prioritise support for communities which are disproportionately affected by climate change, including low-income households.

Carried

13 Blacktown City Council NSW

This National General Assembly calls on the Australian Government to account for future climate projections in the National Construction Code.

Carried

14 Tweed Shire Council NSW

This National General Assembly calls on the Australian Government to allocate substantial increased funding for weed control given it is a major contributor to biodiversity loss.

Carried

15 City of Melville WA

This National General Assembly calls on the Australian Government to take urgent action to implement effective funded, mandatory product stewardship schemes for priority materials (electronic waste, tyres, mattresses and consumer packaging), which requires sustainable design for waste avoidance, increased lifecycle and end of life recovery throughout a product's lifecycle to the 30th National General Assembly of Local Government which calls for product stewardship for priority materials (electronic waste, tyres, mattresses, and packaging).

Carried

16 South Burnett Regional Council QLD

That this National General Assembly calls on the Australian Government to support a funding programme for the development of the circular economy precincts in regional areas.

Carried

17 Inner West Council NSW

This National General Assembly calls on the Australian Government to urgently standardise bins and include funding for education in schools curriculum and to councils for education in the community (at work and play) about key components of the waste strategy such as what goes into the different coloured kerbside bins but also more generally, where and how the content is processed and other initiatives the Government is taking to reach a circular economy with regard to domestic waste.

Carried

18 Tamworth Regional Council NSW

That the National General Assembly calls on the Australian Government to provide more direction, leadership and funding for increasing the level of recycling being undertaken in Australia.

Carried

19 Toowoomba Regional Council QLD

This National General Assembly calls on the Australian Government to boost funding for local roads with a \$600 million annual increase (to be indexed annually) in the Financial Assistance Grants to local government and separately fund the current backlog of road maintenance.

Carried

INTERGOVERNMENTAL RELATIONS

20 Mornington Peninsula Shire Council VIC

This National General Assembly calls on the Australian Government to:

- a. Formally acknowledge that the intergovernmental financial transfer system needs to be reviewed. Other levels of government cannot continue to expect more of councils, but with less budget – this is not a financially sustainable model;
- b. Restore Financial Assistance Grant funding to a level equivalent to at least 1 per cent of Commonwealth Taxation Revenue – but preferably 2 per cent;
- c. Directly allocate Financial Assistance Grants to councils rather than via state governments;
- d. Ensure the indexation methodology of Financial Assistance Grants reflects the real cost pressures on councils;
- e. Renegotiate the 2006 Inter-government Agreement to prevent cost-shifting of federal and state government responsibilities onto already resource-constrained councils;
- f. Thoroughly review the adequacy of the base and indexation methodology of Financial Assistance Grants;
- g. Clarity on federal funding levels over four-year programs and with a longer-term commitment as previously delivered by Roads to Recovery. Non-competitive programs with broad project criteria provide crucial flexibility, such as the Local Roads and Community Infrastructure program;
- h. Work more directly with local government to address the ever-increasing complexity of community needs and expectations;
- i. Achieving a higher level of community trust across all levels of government is a shared inter-governmental responsibility.

Carried

21 City of Canterbury-Bankstown NSW

This National General Assembly calls on the Australian Government to maintain a national register of planning approvals and final dwelling completions by local government area to inform policy decisions on affordable housing and other intersecting policy matters such as migration and education at local, state and national government levels.

Carried

22 Newcastle City Council NSW, Upper Hunter Shire Council NSW, Cessnock City Council NSW, Singleton Council NSW, Mid Coast Council NSW, Lake Macquarie City Council NSW, Dungog Shire Council NSW, and Muswellbrook Shire Council NSW

This National General Assembly calls on the Australian Government to:

Lead the delivery of place-based, whole-of-government policy and planning to drive the evolution of mining-affected regions toward net zero economies. This should include:

- a. A clear vision and plan for each region's economic evolution
- b. A coordinating entity with the necessary authority to influence the focus and coordination of cross government and agency delivery efforts.
- c. Sufficient resources to deliver on the objectives established, including:
 - (i) Supporting communities adversely impacted by the move to a net zero economy.
 - (ii) Exploring city / regional deals as a mechanism for delivery.
- d. Support for and investment in circular economy solutions.
- e. Clear and certain planning pathways for the adaptive reuse of mining and industrial lands to deliver new, high-value jobs
- f. A commitment to local government representation in place-based decision making that affects local and regional communities.

Carried

23 City of Canterbury-Bankstown NSW

This National General Assembly calls on the Australian Government to:

- a. Provide Australian Local Government Association (ALGA) full time membership in the National Cabinet to ensure the local government sector is represented at every National Cabinet meeting.
- b. Establish a Ministerial Council for Local Government that will report to the National Cabinet annually on the key priorities and challenges for local government.

Carried

24 South Burnett Regional Council QLD

This National General Assembly calls on the Australian Government to conduct a National campaign for dedicated support for local government councillors.

Carried

25 Murray River Council NSW

This National General Assembly calls on the Australian Government to implement remuneration requirements of Elected Members:

- a. to be even across all states and across all council categories of councils (metropolitan, regional rural etc.); and
- b. they be set at a level that enables elected members devote a substantial amount of time (at least ½ FTE) to undertake council matters.

Carried

26 Newcastle City Council NSW

This motion was withdrawn by the Council before debate.

27 Ku-ring-gai Council NSW

This National General Assembly calls on the Australian Government to allow councillors to voluntarily elect to have tax withheld from their allowance.

Carried

FINANCIAL SUSTAINABILITY

28 Lake Macquarie City Council NSW

This National General Assembly calls on the Australian Government to address inconsistencies in the scheduling of the payment of Financial Assistance Grants and maintain a regular schedule.

Carried

29 North Sydney Council NSW

This National General Assembly calls on the Australian Government to continue to advocate for 1% of Commonwealth taxation revenue to be provided in Financial Assistance Grants and calls on the Australian Government to:

- a. hold a forum to formulate a new funding model(s) for local governments across Australia which:
 - i. is fit for purpose, progressive and sustainable;
 - ii. provides local councils with appropriate funding for the services supported and conducted by Councils;
 - iii. recognizes that the current funding model for councils is redundant and does not meet the needs or expectations of current or future ratepayers; and
 - iv. appreciates the different needs and expenditure of councils (urban, regional, rural, tourism, etc).
- b. consider implementation of the new funding model across all local councils.

Carried

30 Glen Eira City Council VIC

This National General Assembly calls on the Australian Government to:

- a. Revise the administrative arrangements for tied grants, to allow councils the financial autonomy to achieve the objectives of the grants;
- b. Establish ongoing partnership arrangements with councils to deliver local infrastructure and services which meet community needs and expectations and support positive, environmental, social and economic outcomes;
- c. Implement an ongoing funding stream and prioritisation framework for the delivery and maintenance of essential community infrastructure such as public libraries, cultural and community centres, aquatic and leisure/recreation centres, cycling and pedestrian infrastructure, and open space/recreation facilities; and
- d. Provide full and sustainable revenue streams to support any additional responsibilities that are put on local government.

Carried

31 Hepburn Shire Council VIC

The National General Assembly urgently calls on the Australian Government to provide funding for the establishment and ongoing update of an annual Local Government Cost Index, given that the Consumer Price Index (CPI) issued by the Australian Bureau of Statistics (ABS) measures household inflation, which is not a true indication of the cost factors impacting on local governments. The Local Government Cost Index could be used to assess annual adjustments to recurrent grant funding.

Carried

32 Shire of Campaspe VIC

The National General Assembly calls on the Australian Government to:

- a. Acknowledge that Council decisions are made in the best interest of their communities.
- b. Increase direct interaction between local and Commonwealth Governments without the need for State Government oversight in relation to grant funding opportunities as evident in the successful Black Spot and Local Roads and Community Infrastructure programs.
- c. Work towards achieving maximum community value through flexible policies and programs, acknowledging that local government is best positioned to deliver on community priorities and needs.

Carried

33 Cessnock City Council NSW, Singleton Council NSW, Mid Coast Council NSW, Lake Macquarie City Council NSW, Dungog Shire Council NSW, Muswellbrook Shire Council NSW, Newcastle City Council NSW, and upper Hunter Shire Council

This National General Assembly calls on the Australian Government to:

Lead collaboration with state and local government to review, simplify and streamline the delivery and governance of grant funding to local government, focusing on:

- a. Consolidating currently disparate funding programs delivered across various Commonwealth and State Government agencies toward a “block funding” approach to providing grant funding to local government, delivered over timeframes that align with local government planning cycles.
- b. Identifying broader options than requiring direct co-contributions from councils to access grant funding. This aims to remove the inherent disadvantage currently experienced in accessing grant funds by local councils who do not have the financial or resource capacity to offer co-contributions, yet to whom the dependence on grant funds to deliver delivery of community services and infrastructure remains vital.
- c. Reducing the administrative burden on local government through more consistency in the governance frameworks, systems and documentation required across various funding programs and governing agencies.

Carried

34 Tamworth Regional Council NSW

This National General Assembly calls on the Australian Government to provide regionally significant large events and regional/rural tourist attracting facilities with insurance subsidies to facilitate the ongoing viability of the events and facilities.

Carried

35 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government to provide greater flexibility in grant funding related to financial estimates, increased visibility of program announcements and application timeframes and improved consistency and trust in grant reporting and acquittals.

Carried

ROADS AND INFRASTRUCTURE

36 Cootamundra-Gundagai Regional Council NSW

This National General Assembly calls on the Australian Government to work with all State jurisdictions to ensure that aged passenger service trains servicing regional Australia are replaced/upgraded with modern reliable train services between the Nation's Capital Cities, linking vital regional towns and cities within Australia.

Carried

37 Penrith City Council NSW

The National General Assembly calls on the Australian Government to reconsider the infrastructure funding cuts made in response to the independent strategic review of the Infrastructure Investment Program (November 2023). There is an urban policy disconnect between the Australian Government's Housing Accord and the infrastructure funding cuts, which cut major road upgrades. It is critical that the necessary supporting infrastructure is provided ahead of and commensurate with the housing set out in the Accord.

Carried

38 City of Stirling WA

This National General Assembly calls on the Australian Government to develop a model to shift towards community-driven infrastructure planning, ensuring that local residents actively participate in the decision-making process for major road and infrastructure projects.

Carried

39 Brimbank City Council VIC

This National General Assembly calls on the Federal Government to significantly increase the level of funding to upgrade major highways across Australia and to work closer with councils across the nation to better understand the deficiencies in their road networks.

Carried

40 Wakefield Regional Council SA

This National General Assembly calls on the Australian Government to focus on the long term financial sustainability of local government infrastructure, particularly sealed and unsealed road networks that are being degraded due to insufficient funding, increased traffic numbers and gross vehicle mass increases that result in safety and risk management issues and potential litigation resulting from local governments' financial inability to provide local road networks that are fit for purpose in a first world country such as Australia.

Carried

41 Federation Council NSW

This National General Assembly calls on the Australian Government to support the replacement of ageing basic infrastructure (water and sewer) in areas that support national security and national defence capabilities.

Carried

42 South Burnett Regional Council QLD

That this National General Assembly calls on the Australian Government for assistance with urban water supply.

Carried

43 Moree Plains Shire Council NSW

This National General Assembly calls on the Australian Government to:

- a. Complete the Inland Rail Narrabri to North Star 22km “missing link” of rail track that will support connection of the Moree Special Activation Precinct and agribusiness to ports across southeastern Australia, and
- b. Complete the Inland Rail program in its entirety, to support growth and development across regional Australia.

Carried

44 Cessnock City Council NSW, Singleton Council NSW, Mid Coast Council NSW, Lake Macquarie City Council NSW, Dungog Shire Council NSW, Muswellbrook Shire Council NSW, Newcastle City Council NSW, and Upper Hunter Shire Council NSW

This National General Assembly calls on the Australian Government to lead systems reform across all three levels of government to improve the planning, administration and delivery of road funding, with a focus on ensuring greater equity, certainty and sustainability in funding across regional and metropolitan communities.

Carried

45 Macedon Ranges Shire Council VIC

This National General Assembly calls on the Australian Government to include wildlife trauma and fatalities metrics in federal road safety funding models.

Carried

46 Warrnambool City Council VIC

This National General Assembly calls on the Australian Government to reintroduce the Regional Airports Program with at least \$200 million dollars of funding and to reconsider the funding framework in terms of the matching component.

Carried

47 City of Kingston VIC

This National General Assembly calls on the Australian Government to:

- a. Commit to legislative changes of the Airports Act 1996 and Airports Regulation 1996, following the White Paper process, to improve and protect General Aviation giving specific consideration to:
 - i. Legislative mechanisms needed to ensure that Airport Strategic Planning actively prioritises the protection of Commonwealth Land for aviation related purposes.
 - ii. Legislated obligations on the Airport Lessee Company to ensure aviation related businesses are prioritised to ensure commercial transactions on Commonwealth Land cannot undermine existing businesses or the needs of aviation for the life of the established Airport lease period.
 - iii. The views held by State or Local Government with respect to the land use planning implications on Airport Land are given a much more elevated level of consideration in determinations on Draft Major Development Plans or Draft Airport Masterplans.
 - iv. The establishment of independent expert review processes to aid the Commonwealth minister in considering Draft Major Development Plans or Draft Airport Masterplans.
- b. Undertake a thorough review of all functions under the Airports Act 1996 and Airports Regulations 1996 requiring the Airport Lessee Company to provide advice, assess or determine any matters relating to considerations regarding the safety of Airfields and/or Development which is proposed to occur on them.

Carried

48 Moonee Valley City Council VIC

This National General Assembly calls on the Australian Government to:

- a. Ensure that there is greater consistency between different airports across Australia in terms of noise mitigation requirements upon airports.
- b. Require that when significant major development applications are proposed on an airport operating on Commonwealth land, they should be subject to a rigorous public evaluation against relevant state and local government land use planning strategies and engage appropriately with stakeholders. This should involve the establishment of a publicly accessible Independent Panel or

similar that can provide unbiased advice to the relevant Federal Minister and include a full assessment of the environmental, economic, and social impacts of any proposal.

Carried

49 Albury City Council NSW

That the National General Assembly calls on the Australian Government to provide local government with access to a funding pool which is exclusively dedicated to both infrastructure development and/or maintenance as well as operational costs of council-owned regional airports.

Carried

50 City of Darwin NT

This National General Assembly calls on the Australian Government to support flood proofing on major Australian highways and rail corridors, including upgrading culverts, causeways and bridges to ensure transport corridors for food, freight and essential supplies at all times.

Carried

51 Nillumbik Shire Council VIC

This National General Assembly calls on the Australian Government to establish a funding stream that supports local councils in managing asset renewal responsibilities.

Carried

52 Redland City Council QLD

This National General Assembly calls on the Australian Government to provide greater access to funding by local government for essential infrastructure projects and establish a framework linking infrastructure investment with forecasted population growth.

Carried

53 City of Greater Geelong VIC

The National General Assembly calls on the Australian Government to implement a program to standardise the system for condition rating of assets.

Carried

54 District Council of Tumby Bay SA

This National General Assembly calls on the Australian Government to assist State and Local Governments to work on a sustainable long-term solution to secure the future of our jetties and ensure these valuable assets are not lost for good.

Carried

55 Lake Macquarie City Council NSW

This National General Assembly calls on the Australian Government to work with state and territory governments to align timing of state and federal grant programs for major infrastructure projects.

Carried

56 Mornington Peninsula Shire Council VIC

The National General Assembly calls on the Australian Government to:

- a. Provide adequate funding for roads and infrastructure, keeping up with the increasing cost of construction and climate change data. Funding must adequately allow for roads and drainage to meet current construction standards and codes, manage increased rainfall and sea level rise due to climate change, support gender equality and accessibility requirements.
- b. Introduce a nation-wide program to focus specifically on drainage, which considers the impacts of sea levels and increased runoff, with the understanding that coastal Council's, such as the Mornington Peninsula, will have greater road and infrastructure costs due to sea level rise. Funding must futureproof assets from climate change and in some cases, move infrastructure due to expected inundation.
- c. Use local data to help with federal planning and prioritisation of roads funding. For example, the Mornington Peninsula has a high volume of both sealed and unsealed roads, due to the regional, rural and urban characteristics of our local government area. The topology on the Mornington Peninsula is varied. We have steep hinterland areas prone to coastal run off resulting in blocked drains and deterioration of road layers.
- d. Manage roads as an interconnected transport network including local government data and with all levels of government working together. The community does not differentiate between local, state and federal roads, and is not concerned who is responsible for their management. The community expectation is that roads are accessible and fit for purpose.
- e. Provide better clarity on road programs allowing 1-5 years of funded projects with clear funding parameters, recurrent funding instead of once off funding, and allowing Council at least 12-18 months for planning. Many challenges local government face is to do with uncertainty that comes from existing grant programs (i.e. Blackspot) with limited time to prepare applications and approvals being issued very close to construction start dates, making it very challenging to deliver.
- f. Increase focus on supporting risk-based applications and increasing the 2 million dollar per project cap would result in safer roads and prevent road trauma, that has a significant financial and

social cost on our communities. The current Black Spot program criteria isn't allowing local government to proactively address road safety risks.

g. Provide allowances for councils to use surplus funds from approved grant scopes on further related improvements that fit the funding criteria, rather than handing funds back.

Carried

57 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to extend financial support for telecommunications to be upgraded on major highway access routes.

Carried

58 Snowy Valleys Council NSW

This National General Assembly calls on the Australian Government to develop a forward-thinking 'whole of life cost' approach to the undergrounding of energy transmission infrastructure rather than relying on outdated overhead construction methods.

Carried

Motion 59 Tenterfield Shire Council NSW

This National General Assembly calls on the Australian Government to develop a national code for renewable energy component transportation, to ensure that councils are not burdened by additional cost of road improvements and maintenance to allow the construction and servicing of wind turbines.

Carried

60 Snowy Valleys Council NSW

This National General Assembly calls on the Australian Government to empower the Australian Energy Regulator to provide funding for the establishment of a Community Enhancement Fund in LGAs that are negatively impacted (socially and economically) by nation building energy transmission infrastructure.

Carried

61 Western Downs Regional Council QLD

This National General Assembly calls on the Australian Government to re-orientate infrastructure development assessment frameworks and to include consideration for infrastructure projects of national significance (such as large dams that have a longer return on investment than that

realistically considered in the current framework) to unlock new economic opportunities for the nation.

Carried

62 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to establish a sustainable funding system to support the establishment of Electric Vehicle Infrastructure in Australia.

Carried

EMERGENCY MANAGEMENT

63 East Gippsland Shire Council VIC

This National General Assembly calls on the Australian Government to support the urgent need:

- a. to manage and regulate voice and data telecommunications as an essential service, with emergency roaming mandated for all carriers;
- b. to develop mandatory service reliability standards that support emergency services, government and community;
- c. for partnerships between all levels of government and telecommunication carriers and electricity suppliers to support investment to enhance the resilience of infrastructure in the context of climate change;
- d. to develop a community partnership model in remote areas that maintains back-up infrastructure (i.e., generators) prior to and during events, improving reliability; and
- e. to ensure universal service obligations provide for baseline access to voice and data services at an affordable cost for all Australians to support community safety, access government services and support community and economic participation.

Carried

64 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to ensure that 80% of Disaster Relief Funding be received by councils upfront.

Carried

64.2 Shire of Campaspe VIC

The National General Assembly calls on the Australian Government to include provisions for betterment as part of the Disaster Recovery Funding Arrangements (DRFA) to enable councils impacted by natural disasters to build back better and improve infrastructure to be more resilient to impacts in the future.

Carried

65 Shire of Ashburton WA

This National General Assembly calls on the Australian Government to fund the establishment of a network of Regional Emergency Management Support Officers to assist local governments in effectively delivering their extensive emergency management roles and responsibilities for local communities.

Carried

66 Gladstone Regional Council QLD

This National General Assembly calls on the Australian Government to ensure that emergency management and resilience initiatives are fit for purpose and meeting community needs by:

- a. Mandating input on all funding applications from emergency and disaster management committees or groups relevant to each state, with a reasonable review timeframe allowed, to ensure genuine community benefit and avoid duplication and;
- b. Providing long-term funding for resilience roles and projects.

Carried

67 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to undertake a comprehensive review of the auditing system and documentation requirements as they pertain to disaster recovery claims, with the aim of streamlining procedures, eliminating redundancies, and expediting the processing of claims.

Carried

68 City of Darwin NT

This National General Assembly calls on the Australian Government to reaffirm that the Australian Defence Force provide disaster assistance to local communities when required or requested.

Carried

69 Knox City Council VIC

This National General Assembly calls on the Australian Government to investigate and set measures to assist the affordability and availability of insurance for properties in areas, including council owned land and assets, that are likely impacted by natural disasters.

Carried

70 Maranoa Regional Council QLD

This National General Assembly calls on the Australian Government to collaborate with insurance providers, local governments, and technical experts to enhance the transparency, accuracy, and credibility of flood mapping and its impact upon actuarial assessment of risk.

Carried

71 Narrabri Shire Council NSW

This National General Assembly calls on the Australian Government to urgently progress the Inquiry into insurers' responses to recent major flood claims, and to:

- a. Expedite its current suite of reforms to help reduce insurance costs for homeowners and businesses, and in addition;
- b. Expand the disaster event re-insurance framework for all small, medium, rural and remote area communities impacted by natural disasters;
- c. Increase targeted investment in community resilience building initiatives at the regional level; and
- d. Invest in increased and sustained infrastructure betterment funding to local governments.

Carried

72 Murweh Shire Council QLD

This National General Assembly calls on the Australian Government to establish a Senate Committee Inquiry to specifically examine the issue of escalating household insurance premiums in regional areas where extensive mitigation works have been carried out.

Carried

73 Tenterfield Shire Council NSW

This National General Assembly calls on the Australian Government to work with State and Local Government Authorities to roll out emergency preparedness trailers within each rural council area to allow rapid service access in times of emergency to reduce delays being experienced due to a need to transport required provisions from city areas.

Carried

74 Cabonne Council NSW

This National General Assembly calls on the Government to provide an annual non-competitive funding program that matches (50/50 split) recovery funding, that enables local government to fund climate change adaptation, resilience and betterment projects, which help mitigate the impacts of natural disasters in local communities.

Carried

75 Tenterfield Shire Council NSW

This National General Assembly calls on the Australian Government to provide additional funding support to rural and remote councils to control roadside noxious & environmental weeds, reducing fire and bio hazard increase.

Carried

HOUSING AND HOMELESSNESS

76 Narrabri Shire Council NSW

This National General Assembly calls on the Australian Government to advocate for:

- a. Increase sustained funding and maintain investment in public, social and affordable housing;
- b. Work with all levels of government to undertake a review of all government-owned property to identify suitable sites for redevelopment as affordable housing;
- c. Continue to work with local councils, developers and community housing organisations to facilitate the construction of affordable social housing; and
- d. Ensure that any commensurate housing programs do not result in cost shifting to local government.

Carried

77 Tweed Shire Council NSW

This National General Assembly calls on the Australian Government to review the taxation system to incentivise the use of untapped existing accommodation within homes and provide the potential for an immediate accommodation supply in already existing housing stock.

Carried

78 Tamworth Regional Council NSW

That the National General Assembly calls on the Australian Government to give further consideration to any measures that could be implemented to reduce the financial impact on pensioners looking to downsize their principal home and free up housing stock for young families.

Carried

79 Murray River Council NSW

This National General Assembly calls on the Australian Government to review the land rezoning processes with a view to reduce duplication with state government agencies and give decision making power back to local government to reduce red tape and housing delays.

Carried

80 Inner West Council NSW

This National General Assembly calls on the Australian Government to :

- a. Note the multiple reports by energy analysts demonstrating that all-electric homes are cheaper to run than those connected to gas;

- b. Provide cost-living-relief to households by requiring newly built homes to be fully electric by updating the National Construction Code; and
- c. Coordinate and assist states and territories to implement these changes via their respective planning and building regulations.

Lost

81 City of Onkaparinga SA

This National General Assembly calls on the Australian Government to develop a national, equitable approach to improving access to rooftop solar for renters and landlords.

Carried

82 Singleton Council NSW, Mid Coast Council NSW, Lake Macquarie City Council NSW, Dungog Shire Council NSW, Muswellbrook Shire Council NSW, Upper Hunter Shire Council NSW, and Newcastle City Council NSW.

This National General Assembly calls on the Australian Government to:

Support the urgent delivery of new housing and improve housing affordability and access by:

- a. Investing in the transport and community infrastructure required to unlock development-ready land.
- b. Leading collaboration across Australian, state and local government to develop a collaborative framework for biodiversity planning that will enhance conservation outcomes and provide greater planning and investment certainty for local and regional communities around the availability of land for housing.
- c. Investing in additional public housing and incentivising affordable housing schemes.
- d. Repurposing existing government facilities such as underutilised health facilities, or other government buildings that could be repurposed for short term housing.

Carried

83 Ku-ring-gai Council NSW

This National General Assembly calls on the Australian Government to require all State and Territory governments to work with local governments to deliver planning and land-use reforms and to build community trust in accordance with the National Housing Accord.

Carried

83.1 City of Greater Geelong VIC

This National General Assembly calls on the Australian Government to develop a National Housing Plan in coordination with a National Urban Policy that respond to following key areas:

- a. Promote land use efficiency, increase density within urban development in appropriate locations that respond to population dynamics and increase in housing supply.
- b. Framework to guide states and local government for housing affordability monitoring, housing supply and target forecast
- c. Increase housing supply and diversity, including increase of social and affordable housing.
- d. Transport planning for efficiency and alignment with increased housing opportunities
- e. Environmental sustainability and climate change resilience with national strategic framework for state/local planning.
- f. Land release and infrastructure for urban developments that increase housing delivery opportunities
- g. Urban governance that promotes more collaboration between federal, state and local governments in these key areas.
- h. Funding program and pathway that bring these key areas into alignment.

Carried

84 Lake Macquarie City Council NSW

This National General Assembly calls on the Australian Government to:

- a. accelerate already committed and funded infrastructure projects
- b. prepare a funded implementation plan to deliver infrastructure upgrades that support housing growth
- c. investigate and implement an alternative mechanism for raising funds to support the delivery of infrastructure that supports housing growth.

Carried

85 Gladstone Regional Council QLD

This National General Assembly calls on the Australian Government to reinstate or replace the National Rental Affordability Scheme (NRAS) funding.

Carried

86 Snowy Monaro Regional Council NSW

This National General Assembly calls on the Australian Government to prioritise working in partnership with other levels of government to ensure a suitable supply of affordable housing in the regions.

Carried

87 City of Holdfast Bay SA

This National General Assembly calls on the Australian Government to strongly lead a swift realignment of housing policy to recalibrate the housing market in acknowledgement of shelter being a fundamental human need and right, urgently lead the development of alternative housing models to expand housing options, and boldly re-prioritise its infrastructure spending to address the housing crisis and arrest its continued escalation.

Carried

JOBS AND SKILLS

88 City of Canterbury-Bankstown NSW

This National General Assembly calls on the Australian Government to address skills shortages and build capacity in local government by:

- Expanding and funding opportunities for training through local government apprenticeships, traineeships and cadetships.
- Providing subsidised or free TAFE and university courses in the disciplines where there are known skills shortages to better connect job seekers and workers with local and regional employment opportunities in local government.

Carried

89 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government (Department of Home Affairs) to utilise the Regional Development Australia (RDA) Skills Audits to better inform the skilled occupation list, with each region able to have a regionally specific skills list tailored to identified regional needs.

Carried

90 City of Stirling WA

This National General Assembly calls on the Australian Government to:

- a. Research, design, and develop a national graduate program to attract talent for critical capability areas in the government sector.
- b. Engage with the sector to gather graduate or skills demands and understand if there is interest in a national graduate program.
- c. Develop costings and a Memorandum of Understanding (MOU) to the sector for approval.
- d. Implement a Graduate Coordinator to manage the graduate recruitment, onboarding, training programs, rotations, mentoring, coaching and transition to ongoing employment.
- e. Establish opportunities to offer and provide graduates to the sector that can support the supply of future talent and skills needs for the industry.

Carried

91 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government to provide incentives to address critical sector skills shortages effecting private and public investment, primarily in the fields of planning, engineering and building certification with these incentives to be in the form of scholarships, co-funding cadetships and reduced university course costs.

Carried

92 Gladstone Regional Council QLD

This National General Assembly calls on the Australian Government to address skills shortages and regional retention challenges by;

- a. Reviewing incentive allocations to make working and living regionally more attractive.
- b. Adequately incentivising critical workers to live in regional areas and;
- c. Supporting local government efforts through funding, to improve regional liveability factors.

Carried

93 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to abolish HECS and HELP debt for doctors, teachers and nurses in rural and remote areas.

Carried

93.1 Tenterfield Shire Council NSW

This National General Assembly calls on the Australian Government to work with State Governments to identify health professionals required within rural areas and provide direct support by reducing HECs debts for people moving to rural or remote areas for a set period of time.

Carried

94 Snowy Valleys Council NSW

This National General Assembly calls on the Australian Government, together with State and Territory Education Ministers, to undertake an urgent review (as scheduled) on the impact of the National Teacher Workforce Action Plan to understand whether it is achieving its desired outcomes.

Carried

95 Leeton Shire Council NSW

This National General Assembly calls on the Australian Government to:

- a. provide local councils with both the mandate and direct financial resourcing to provide additional oversight to the Pacific Australia Labour Mobility (PALM) Scheme Program (both workers and employers), in partnership with Government and PALM contractors; and
- b. reinstate temporary work rights for workers disengaged from the PALM Scheme who are residing and working in regional and rural areas.

Carried

96 Forbes Shire Council NSW

This National General Assembly calls on the Australian Government to extend financial support for the delivery of health services and equipment in rural and remote communities and ensure local government is included as a stakeholder in project consultation.

Carried

97 City of Mount Gambier SA

This National General Assembly calls on the Australian Government to remove the parental income test as a qualifying criteria for Youth Allowance eligibility for regional students relocating to pursue post-secondary education, and other measures that encourage youth/regional participation in further education.

Carried

98 Brimbank City Council VIC

This National General Assembly calls on the Federal Government to:

- a. Increase the JobSeeker and Youth Allowance payments
- b. Create an Economic Inclusion fund to create local job opportunities for local people

Carried

COMMUNITY SERVICES

99 Orange City Council NSW

This National General Assembly calls on the Australian Government to fund the introduction and supply of anti-choking devices in all Australian Schools and Childcare Centres and encourage all Australian sporting clubs to include them as a must-have in addition to a defibrillator as part of their first aid toolkits.

Carried

100 City of Onkaparinga SA

This National General Assembly calls on the Australian Government to fund local governments for immunisations at \$19 per administered vaccine, for parity with the payments available to pharmacies under the National Immunisation Program.

Carried

101 Break O'Day Council TAS

This National General Assembly calls on the Australian Government to:

- a. Recognise that Local Government, as the closest level of government to the community, has an important role to play in ending violence against women and children.
- b. Support and resource Local Governments to advocate for and enact social change in their communities to end violence against women and children.
- c. Collaborate with Local Government when discussing, developing and implementing strategies to end violence against women and children.

Carried

102 Adelaide Hills Council SA

This National General Assembly calls on the Australian Government to:

- a. Recognise local government plays a pivotal role in achieving the Australian Government's vision of ending gender-based violence in a generation.
- b. Recognise councils can lead this generational change by adopting Our Watch's Prevention Toolkit for Local Government.
- c. Fund a dedicated Domestic and Family Violence Prevention Officer in each State's local government association, this role should be jointly funded by Commonwealth and state governments. That this position be funded for a minimum of five years in line with the first stage of the National Plan to End Violence against Women and Children 2022-2032. The focus of the role should be to support councils in the implementation of Our Watch's Prevention Toolkit for Local Government.

d. Fund the establishment of a local government grant funding program, similar to the Victorian Government's Free from Violence Local Government program, to be administered by each LGA. That this program should be jointly funded by Commonwealth and state governments to support councils to embed gender equality and violence prevention practices into every part of their workplaces and services.

Carried

103 Tamworth Regional Council NSW

That the National General Assembly calls on the Australian Government to recognise through the M.B.S or alternate payment system, well skilled and credentialed Mental Health Nurses and other associated and registered Mental Health practitioners, following triage and referral to an appropriate level of intervention by the GP, to provide affordable access to mental health care services in rural and regional areas.

Carried

104 City of Greater Dandenong VIC, Borough of Queenscliffe VIC, and City of Kingston VIC

This National General Assembly calls on the Australian Government to:

1. Acknowledge Greater Dandenong City Council as secretariat of the Local Government Mayoral Taskforce Supporting People Seeking Asylum on behalf of the following member councils:
 - a) Executive Members – Blacktown City Council, Brimbank City Council, City of Darebin, City of Hume, City of Kingston, City of Monash, Merri-bek City Council, Wyndham City Council, Yarra City Council;
 - b) General Members – Ararat Rural City Council, City of Ballarat, Banyule City Council, Blue Mountains City Council, City of Canterbury Bankstown, City of Casey, Hawkesbury City Council, Hobsons Bay City Council, Inner West Council, Maribyrnong City Council, Melbourne City Council, Moonee Valley City Council, Newcastle City Council, Nillumbik Shire Council, Orange City Council, Randwick Council, Surf Coast Shire, City of West Torrens, City of Whittlesea; and
 - c) Supporter Councils – Albury City Council, Bass Coast Shire Council, City of Greater Bendigo, Cardinia Shire Council, City of Greater Geelong, City of Port Phillip, City of Hobart, Macedon Ranges Shire Council, Mornington Peninsula Shire, Borough of Queenscliffe, Wellington Shire Council, City of Wagga Wagga, City of Whitehorse;
2. Ensure people seeking asylum have a valid bridging visa with associated work and study rights while they await decisions on their protection application, including automating the bridging renewal process;
3. Expand the Status Resolution Support Services (SRSS) program eligibility and simplify the application process so that individuals and families seeking asylum who are in need and awaiting the outcome of their protection claims, or awaiting the outcome of the Administrative Appeal Tribunal AAT (or Administrative Review Tribunal once the AAT is abolished) can access healthcare, disability, housing support and other essential services; and

4. Provide improved access to tertiary education options for people seeking asylum (and their children) awaiting the outcome of their protection claims or awaiting the outcome of the Administrative Appeal Tribunal AAT (or Administrative Review Tribunal once the AAT is abolished).

Carried

105 Newcastle City Council NSW

That this National Assembly calls on the Federal Government to extend its support for people seeking asylum to those granted permanent residency by:

- a. Providing everyone with a valid visa with work, travel and study rights.
- b. Expanding the Status Resolution Support Services eligibility criteria and simplify the application process so that people in need can access healthcare, disability, housing support and other essential services.
- c. Ensuring an independent, timely and fair application and merits review process for all humanitarian applications.
- d. Providing people who have received a negative refugee determination under the 'Fast Track' system with a fair review process.
- e. Continuing to invest resources to urgently clear the backlog of asylum applications and appeals.
- f. Abolishing temporary visas like Temporary Protection Visas and Safe Haven Enterprise Visas and replacing them with permanent protection visas and pathways to citizenship for all humanitarian arrivals.

Carried

106 Blacktown City Council NSW

This National General Assembly calls on the Australian Government to increase its services and funding in outer suburban high growth areas to match the levels of funding provided to established areas of capital cities.

Carried

107 Narrabri Shire Council NSW

This National General Assembly calls on the Australian Government to give greater consideration to equity and accessibility of bus transport within remote rural and regional areas.

Carried

108 City of Kingston VIC

This National General Assembly calls on the Australian Government to:

- a. Acknowledge the complexity involved for councils, and other providers, in adapting services to meet requirements under the new Aged Care Act.
- b. Work with aged care providers to develop a 24+ month transition plan that provides a staged and structured implementation of the new Aged Care Act.

Carried

108.1 Camden Council NSW

This National General Assembly calls on the Australian Government to:

- a. Recognise the essential role councils play in delivering seniors programs which both benefit local communities and save the Australian and State Governments significant health care costs; and
- b. Support the capacity of councils to develop and deliver seniors programs which enhance health and wellbeing outcomes for older Australians, by increasing the funding provided for such programs and ensuring that the funding opportunities enable the longevity and sustainability of program delivery.

Carried

109 Narrabri Shire Council NSW

This National General Assembly calls on the Australian Government, in partnership with the States to:

- a. Support regional and local government employees with parenting responsibilities to participate in the workforce, by providing targeted capital funding to identified at or nearing capacity areas to construct additional early education and childcare centres to meet community need, particularly for children in the 0-5 age range;
- b. Further implementing taxation and educational incentives to address skills shortages and high vacancy rates for early childhood, childcare and outside school hours care educators in regional, rural, and remote Australia; and
- c. Ensuring that the implementation of such programs shall not result in cost shifting to local government authorities.

Carried

110 Blacktown City Council NSW

This National General Assembly calls on the Australian Government to harmonise state and territory regimes for the management of regulated cooling tower systems. The harmonised regimes should include the ability to penalise easily identifiable breaches of cooling water systems through on the spot fines.

111 Hawkesbury City Council NSW

This National General Assembly calls on the Australian Government to review the current delivery and operational framework of community transport with a goal to better integrate these services to ensure all people with support needs can readily access community transport at a time that they need, to live the life that they choose.

Carried

112 Penrith City Council NSW

The National General Assembly calls on the Australian Government to invest in public transport and active transport infrastructure in outer metropolitan growth areas to an extent that residents of these precincts have an equivalent level of access and the same standard of service as their inner metropolitan counterparts.

Carried

113 Shire of Dundas WA

This National General Assembly calls upon the Australian Government and the Federal Minister for Health and Aged Care, Hon. Mark Butler MP, to plan and fund the provision of medical services, (in consultation with relevant local governments), to regional, rural, and remote communities.

Carried

114 Snowy Valleys Council NSW

This National General Assembly calls on the Australian Government to alter Australia Post's Statement of Corporate Intent to provide options where Post Offices no longer exist for postal services unable to be delivered to street/roadside addresses, e.g. delivery of parcels.

Carried

115 Knox City Council VIC

This National General Assembly calls on the Australian Government to investigate, and where possible, implement reforms aimed at assisting the vulnerable when required to provide personal identification requirements that require access to critical digital community services and obtaining a phone number and/or data SIM card. Specifically, the reforms could investigate the requirements for personal identification documents as per The Identity Verification Services Act 2023 and in consultation with the Australian Communications and Media Authority.

Carried

116 Lake Macquarie City Council NSW

This National General Assembly calls on the Australian Government to provide national standards and guidelines for local government to measure community wellbeing.

Carried

117 Tenterfield Shire Council NSW

This National General Assembly calls on the Australian Government to develop, with State Governments, programs to support essential not for profit organisations to fund and provide services in the community to meet increasing service demand for meals, housing and mental health support.

Carried

118 Shire of Ashburton WA

This National General Assembly calls on the Australian Government to investigate the feasibility of establishing a Local Government Bank of Australia or alternative model for regional Australia, which includes how the local government sector can facilitate or deliver face-to-face banking services; and requests that the feasibility report findings are presented at the Australian Local Government Association 2025 National General Assembly.

Carried

119 City of Melville WA

This National General Assembly calls on the Australian Government to invest in the sustainability of the arts and cultural sector through:

- a. Establishment of Community Arts and Cultural Facilities Fund for the development, renewal and maintenance of arts and cultural infrastructure;
- b. Capacity building for community arts organisations; and
- c. Creation of an innovation fund for re-orienting core services.

Carried

120 Shoalhaven City Council NSW

This National General Assembly calls on the Australian Government to provide adequate financial assistance, via Services Australia, to eligible ratepayers (Pension and Low-Income earner's) to assist with payments of council and water rates.

Financial assistance should be provided at an amount, or percentage, that reflects current level of rates, and should be delivered via a more efficient and cost-effective mechanism, than is currently used.

Carried

CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

121 City of Kalgoorlie-Boulder WA

This National General Assembly calls on the Australian Government to establish a specific funding stream to enable local government to implement localised strategies and projects directly related to addressing the Closing the Gap priority areas as outlined in the National Agreement.

Carried

122 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government to invest in clearing the prolonged Aboriginal Land Claims that cause considerable distress to local communities awaiting outcomes.

Carried

123 Redland City Council QLD

This National General Assembly calls on the Australian Government to review and The Native Title Act 1993 and the Native Title Respondent Funding Scheme to provide a contemporary set of regulations built on the experience and learnings of implementing The Native Title Act 1993 over the last three decades by;

- i. Clarifying uncertainty around provisions in The Native Title Act 1993 that suggest native title rights or interests are not subject to Commonwealth, state or local government laws.
- ii. Restoring respondent funding to achieve a fair and just outcome for both claimants and respondents and
- iii. Urgently certify curriculum to teach Native Title at Primary, Secondary and tertiary levels across the country and to provide support for registered native title bodies corporate.

Lost

124 Newcastle City Council NSW

This National General Assembly calls on the Australian Government to continue to demonstrate strong leadership in support of Aboriginal and Torres Strait Islander Peoples by legislating for an Indigenous Voice to Parliament to provide advice on issues relating specifically to indigenous peoples.

Lost

DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

125 Shire of Campaspe VIC

The National General Assembly calls on the Australian Government to fund a nationally coordinated program of collaboration between Federal Government and local governments, through the Australian Cyber Security Centre or other suitable body, focused on shared cyber security improvements.

Carried

126 Maribyrnong City Council VIC

This National General Assembly calls on the Australian Government to provide meaningful financial support to assist all local government areas to become better 'Smarter Cities', utilising technology, data and innovation to improve service delivery and making communities better places to live.

Carried

127 Western Downs Regional Council QLD

This National General Assembly calls on the Australian Government to increase targeted funding for place-based solutions which will increase availability and bandwidth of the cellular network across Regional Australia.

Carried

CLIMATE CHANGE AND RENEWABLE ENERGY

128 Inner West Council NSW

This National General Assembly calls on the federal government to improve the ethically and environmentally responsible investment options for councils by developing legislation that requires all banks to offer fossil fuel free investment options.

Carried

129 Maribyrnong City Council VIC

This National General Assembly calls on the Australian Government to provide programs and initiatives addressing air pollution including:

- a. Transition to zero emission methods of operation for industry and freight, this includes supporting heavy vehicle buy-back schemes.
- b. Policy reform to require the transition of diesel trains to electro-diesel.
- c. Mandatory heavy vehicle emission standards, to be applied to existing and new heavy vehicles.
- d. Implementation of federally significant ultralow emission zones, to be applied to residential areas subject to high rates air pollution.
- e. Implementation of policy and funding programs that support local and state governments to reduce vehicle pollution, traffic and car dependency.
- f. Establishing programs and partnerships to increase active and public transport uptake

Lost

130 Moyne Shire Council VIC

That the National General Assembly calls on the Australian Government to ensure engagement with local communities in relation to Offshore Wind Energy Zones during the feasibility phase of the project so that a range of issues are considered in relation to:

- a. Establishing mechanisms for consultation and feedback that ensures meaningful engagement of local communities, indigenous groups, fishing industry representatives, and other stakeholders
- b. Implementation of measures that minimise impact on the landscape and viewsheds by engaging with community on innovative design and placement strategies, environmental impact assessments in relation to marine flora and fauna, and protection of sensitive habitats and species
- c. Development of strategies to minimise disruption to local industry, economy, and infrastructure through a range of funded programs that support coastal environmental sustainability, economic diversification, consideration for existing and additional transmission infrastructure, and flow on community benefits through training and apprenticeship programs that

supports local residents, attracts investment into local communities, and prioritises grant funding for communities abutting the wind energy zones.

Carried

130.2 Dubbo Regional Council NSW

This National General Assembly calls on the Australian Government to coordinate with the Energy and Climate Change Ministerial Council to implement a nationwide compulsory community benefit sharing framework. This framework would eliminate the need for individual councils to negotiate separate voluntary planning agreements for each project proposal within their respective Local Government Areas.

Carried

131 Yarra City Council VIC

This National General Assembly calls on the Australian Government to act on its pledge under the Coalition for High Ambition Multilevel Partnerships (CHAMP) for Climate Action (cop28.com) and consult and collaborate, create processes and provide the investment for local governments to maximise climate action, in order to limit the temperature increase to 1.5°C above pre-industrial levels, and increase adaptation and resilience.

Carried

132 South Burnett Regional Council QLD

This National General Assembly calls on the Australian Government to call for a review on renewable energy projects and regulate by:

- a. holding a bond from the start of a project with guaranteed finance in place to cover decommissioning and full project removal, disposal and rehabilitation of costs at end of life.
- b. ensuring appropriate regulations are in place to protect threatened and endangered species;
- c. ensuring large scale renewable projects are subject to full state government approval processes and be made impact-assessable not code-assessable;
- d. ensuring an appropriate land access framework to protect the environment, cultural heritage and existing land users is established;
- e. ensuring minimal impact upon existing rate payers is negotiated;
- f. ensuring Australia's food security is protected by prohibiting large scale renewable projects on prime agricultural land; (See Paris Agreement Article 2 (1) (b))
- g. ensuring all large-scale renewable projects comply with the same regulations that apply to agriculture, mining and gas;
- h. ensuring large scale renewable projects are added as a trigger to the EPBC Act;

- i. ensuring a mandatory code of conduct is established to govern the renewable energy sector and renewable energy proponents' conduct with affected communities; and
- j. ensuring that local council be notified prior to negotiations along with all interested parties of any renewable projects within their region.

Carried

133 City of Cockburn WA

This National Assembly calls on the Australian Government to amend the National Construction Code and implement a blanket ban on the use of dark coloured roofing materials to alleviate the urban heat island effect (UHI), particularly in newer suburbs.

Motion withdrawn by Council

134 Nillumbik Shire Council VIC

This National General Assembly calls on the Australian Government to establish legislation to support targeted investment in the development of Australia's electrical grid network infrastructure to equitably distribute large-scale renewable energy generation.

Carried

135 Shoalhaven City Council NSW

This National General Assembly calls on the Australian Government to implement fuel efficiency standards that will secure a pipeline of affordable lower and zero emissions vehicles for Australian communities, councils, and business fleets.

These standards must:

- a. Be mandatory and deliver at least equivalent settings to those in other major markets – to ensure Australia doesn't stay at the back of the queue for cleaner vehicles.
- b. Give Australian drivers more choice and affordability than they have today, by bringing a wider range of vehicle types to our shores.
- c. Support 100% of new vehicles sold in Australia to become zero emissions as soon as possible - sending a strong market signal that Australian communities, businesses, and government agencies are ready for zero-emission vehicles.
- d. Be reviewed and updated approximately every five years. Technology changes fast and it's imperative we have a continued supply of quality vehicles equivalent to our global peers.

Lost

136 North Sydney Council NSW

This National General Assembly calls on the Australian Government to provide funding for neighbourhood power-sharing schemes that otherwise would not be available to the community.

Carried

137 Newcastle City Council NSW

This National General Assembly calls on the Australian Government to

- a. Note the extensive scientific medical literature that demonstrates the alarming health impacts caused by indoor gas use, particularly cooking, on vulnerable groups like children, the elderly, people with respiratory conditions, and people on low incomes.
- b. Commit to phasing out gas appliances in homes by requiring all new homes as able, to be powered by 100% electricity instead of gas.
- c. Revise the National Construction Code to ensure that all new residential developments are fully powered by electric appliances instead of gas ones.

Lost

138 Mornington Peninsula Shire Council VIC

This National General Assembly calls on the Australian Government to:

- a. Provide a policy framework and ongoing funding to assist the most vulnerable communities to reduce emissions, improve comfort and build resilience to the acute and long-term impacts of climate change.
- b. Fund energy efficiency and renewable energy programs for households, in particular low-income housing and rental housing, to reduce the long-term health impacts of climate change.
- c. Support training programs that build capacity among local government and other stakeholders to understand climate change risks and plan for the future.
- d. Increase the Solar Banks partnership program and expand the criteria to ensure low-income tenants in all housing types can access discounted solar.
- e. Provide financial incentives and tailored support for businesses to fund energy upgrades and renewables and delivery capacity building programs to help businesses understand their climate change risks and build resilience.
- f. Strengthen the National Construction Code to ensure all new building works are built for future resilience and comply with high energy efficiency standards.
- g. Improve the National Energy Market (NEM) connections process to ensure that the system can safely, securely and efficiently take on large-scale renewable energy projects.

Carried

139 Leeton Shire Council NSW

This National General Assembly calls on the Australian Government to partner with State and Territory Governments to provide greater assistance with energy expenditure in rural, regional and remote Australia, including regulating the energy market and improving government funding support both in terms of investment levels and the breadth of projects that will be considered eligible.

Carried

140 Maranoa Regional Council QLD

This National General Assembly calls on the Australian Government to increase support and funding for regional councils to develop and implement renewable energy solutions.

Carried

141 City of Adelaide SA

This National General Assembly calls on the Australian Government to:

Work with ALGA in leading a process to identify minimum climate disclosure reporting standards that could apply to local government entities for consideration by respective State Governments, delivering these standards by 30 November 2024, noting the drafting of recent legislation by the Federal Government and the drafting of a new Australian Sustainability Reporting Standard by the Australian Accounting Standards Board, both of which are due for implementation as of 30 June 2024 and which are already informing climate disclosure reporting approaches within Federal and some State agencies.

Carried

142 Murweh Shire Council QLD

This National General Assembly calls on the Australian Government to classify all carbon capture and storage (CCS) projects as a “controlled action” under the Commonwealth’s Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) where there are no existing and applicable legislative protections for the Great Artesian Basin in relevant jurisdictions. This would require CCS projects to be assessed under the EPBC Act before assessment under State and Territory government environment legislation.

Carried

143 Glenelg Shire Council VIC

This National General Assembly calls on the Australian Government to

Provide funding for a Carbon Reduction Future Infrastructure and Funding Planning Body (CRFIFPB) and that:

- a. Local Government Authorities that can reasonably demonstrate that projects in the national interests will have significant impact on their local government area, shall be eligible to apply for funding from this body.
- b. CRFIFPB shall provide funding for a position(s) to sit with in a successful applicant local government authority to assess and plan for future community needs resulting from potential projects.
- c. CRFIFPB shall liaise with operators and relevant departments of State and Federal government to provide oversight and coordination.
- d. CRFIFPB shall provide all funding necessary for the officer to perform their objectives.
- e. A regular report is to be tabled at Council Meetings on the progress of the CRFIFPB officer's work for transparency and any community feedback.

Carried

ENVIRONMENT

144 Wakefield Regional Council SA

This National General Assembly calls on the Australian Government to work with state/territory and local governments across Australia, to develop Australia's capacity to substitute/supplement potable water with 'fit-for-purpose' alternative water sources such as recycled water, desalination and storm-water capture, particularly in rural and regional areas, so that overall water use is sustainable as the impact of climate change creates havoc with water source management through a mixture of drought and flooding.

Carried

145 Logan City Council QLD

This National General Assembly calls on the Australian Government to allocate adequate and accessible funding for local governments to undertake Red Imported Fire Ants eradication and management programs to address this national imminent threat while building community trust in all levels of Government.

Carried

146 Waverley Council NSW

This National General Assembly calls on the Australian Government to strengthen Australia's environmental services and infrastructure by engaging in strategic partnerships with local governments.

Carried

147 Tamworth Regional Council NSW

That the National General Assembly calls on the Australian government to provide funding to all local government pounds throughout Australia to enable the desexing of all adoptable cats that are handed into a pound facility, to reduce the significant impact that cats have on Australia's biodiversity.

Carried

148 Maranoa Regional Council QLD

This National General Assembly calls on the Australian Government to enhance the Murray- Darling Basin Plan's implementation with a focus on the economic and social welfare of local communities. This entails revising water sharing arrangements to ensure equitable access and support for the agricultural sector, alongside community engagement initiatives to foster local input and trust in water management decisions, rejecting open market buy backs and putting communities at the heart of any water recovery plans. It further calls on the Australian Government to revise the proposed compensation package for communities which is grossly inadequate.

Carried

149 Redland City Council QLD

This National General Assembly calls on the Australian Government to amend the Environment Protection Biodiversity Conservation Act 1999 (EPBC) referral process to:

- a. Provide local government with greater clarity around the application of the EPBC Act.

Carried

150 City of Greater Bendigo VIC

This National General Assembly calls on the Australian Government to:

- a. Allocate sufficient, secure and ongoing resources to implementation of Threatened Species Recovery Plans, including ensuring ongoing funding for monitoring as well as sufficient funding for local governments to engage their communities and implement their land manager responsibilities under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act 1999).
- b. Develop, implement and publish annual progress reports that provide transparent and accessible updates on the Australian Government's progress with implementing the actions in the Threatened Species Recovery Plans. These reports should be published in between the more comprehensive review of Recovery Plans every 5 years or more.

Carried

151 City of Melbourne VIC

That the National General Assembly calls on the Australian Government to build on the success of the Urban Rivers and Catchments Program (URCP) by:

- a. Expanding and continuing grants funding;
- b. Expanding the range of projects eligible to be funded; and
- c. Working with State and Territory Governments to remove barriers to funding support to councils where land ownership and management along urban waterways is complex and projects would require consent from multiple parties.

Carried

152 Blacktown City Council NSW

This National General Assembly calls on the Australian Government to fund tree planting initiatives in all local government areas across the Commonwealth, in line with Australia's Paris Agreement commitment and greenhouse gas emission reduction targets of 43% below 2005 levels by 2030 and net zero by 2050.

Carried

153 Eurobodalla Shire Council NSW

The National General Assembly calls on the Australian Government to provide grants to local councils and state governments to undertake virtual fence trials on their road networks. At the same time, funding is required for further research to determine the effectiveness of the technology on various native fauna species.

Carried

CIRCULAR ECONOMY

154 Yarra City Council VIC

This National General Assembly calls on the Australian Government to support the development of material product standards across the supply chain so products last longer, are repairable, reusable and recyclable.

Carried

155 Town of Bassendean WA

This National General Assembly calls on the Australian Government to:

- a. Commit to appropriate funding mechanisms for the establishment of Food Organics and Garden Organics (FOGO) processing facilities, nationally; as an undertaking to co-partner with local governments and their regional associations to reduce greenhouse gas emissions from landfills, closing the loop on a priority waste stream and progressing healthy soils initiatives; and
- b. Investigate not only grants as a funding mechanism, but also interest free and/or low interest investment partnerships with the local government sector and their regional associations, to fast-track the establishment of infrastructure that improves circular waste processing within Australia.

Carried

156 City of Holdfast Bay SA

This National General Assembly calls on the Australian Government to lead improvements in safe battery disposal including encouraging regulatory harmonisation and enforcement, ensuring safer collection, supporting education campaigns, and considering reforms such as deposit schemes or similar.

Carried

157 Narrabri Shire Council NSW

This National General Assembly calls on the Australian Government to:

- a. Prioritise research and investment in recycling products from renewable industry in recognition of its status as a key national environmental priority; and
- b. Develop a national legal framework to address end of life of solar panels and lithium batteries.

Carried

OTHER ISSUES

Motion 158 Noosa Council QLD

This National General Assembly calls on the Australian Government in establishing pro-active steps to identify the core elements required to create a strategic, collaborative and consistent national approach and potentially policy changes in providing equal rights for elected representatives in relation to psychosocial safety legislation and workplace health and safety.

Carried

159 Broken Hill City Council NSW

This National General Assembly calls on the Australian Government to introduce television broadcasting licence conditions that require metropolitan broadcasters to produce regional news programs.

Carried

160 City of Onkaparinga SA

This National General Assembly calls on the Australian Government to make a strong commitment to preserving a democratic local government in Australia, including national awareness of minority groups who aim to covertly influence and control elections and disrupt local government Council meetings across Australia.

Carried

161 Bega Valley Shire Council NSW

This National General Assembly calls on the Australian Government to work with State Governments and the Australian Electoral commission, to undertake a broad education campaign on an ongoing basis to increase the community awareness and understanding of:

- a. The role and responsibilities of each level of government
- b. The election processes for each level of government including details on what a ballot paper looks like, how above and below the line voting works, and how preferential voting works
- c. The role of councils and councillors

Carried

SPECIAL URGENT BUSINESS

Motion moved by Byron Shire

This National General Assembly calls on the Australian Government to

- a. allow ALGA representation on the Housing Ministerial Council; and
- b. advocate for local government control of Short Term Rental Accommodation (STRA) regulation

Carried

2024 NGA communiqué



National General Assembly 2024

More than 1,200 local government leaders from across Australia gathered in Canberra from 2-4 July for the 30th National General Assembly of Local Government (NGA).

We were welcomed to country by Ngunnawal, Kambri and Ngambri custodian Paul Girrawah House. The Assembly recognised the Ngunnawal and Ngambri peoples as traditional custodians of the ACT and recognised any other people or families with connection to the lands of the ACT and region. The Assembly paid its respects to their elders past, present and emerging, and acknowledged the vital and ongoing contributions First Nations peoples continue to make to our nation.

Opening the NGA, and speaking in her first major public address, Her Excellency the Honourable Ms Sam Mostyn AC, Governor General of the Commonwealth of Australia, spoke about increasing civic engagement with our future leaders and the importance of kindness and care in our leadership.

We welcomed and thanked the many federal members of parliament who attended and spoke at the NGA or associated events, including the Hon Catherine King, the Hon Kristy McBain, Senator the Hon Bridget McKenzie, the Hon Darren Chester, and Luke Gosling OAM MP.

Delegates received a presentation on new local government financial sustainability research, which highlighted that sustainable federal funding to councils would deliver a \$7 billion increase to Australia's GDP. The 2024 National State of the Assets report was also launched, outlining the condition of one third of Australia's public infrastructure, which is part of the \$643 billion worth of assets councils manage. This new research reinforces the urgent need for federal Financial Assistance Grants to local government to be restored to at least one percent of Commonwealth taxation revenue.

Across two days, numerous presenters spoke on the theme of building community trust, and how local government is integral to holding and building this trust.

This year's NGA included new listening sessions on housing and community infrastructure, emergency management, roads and transport and energy transition, that provided a free-flowing exchange of ideas between councils, the federal public service, and other stakeholders.

This year's Assembly program included consideration of 160 motions submitted by councils, outlining opportunities for the Federal Government to better support councils and Australian communities.

These motions included solutions to address the financial sustainability of councils, support councils to deliver cost of living relief, facilitate more affordable housing, maintain safe and productive local roads, cycleways and footpaths, better prepare for and recover from natural disasters, and Close the Gap between Indigenous and non-Indigenous Australians.

In the lead up to the next federal election, ALGA will work with our state and territory member associations, and Australia's 537 local governments, to advocate for critical Financial Assistance Grants to be restored to at least one percent of Commonwealth taxation revenue, and for local government to be restored as a full voting member of National Cabinet.

These are critical to ensuring that local government continues to play a role in the ongoing sustainability and liveability of every community.

LGNSW 2024 Annual Conference Motion Submission Guide

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MOTION SUBMISSION GUIDE

1. Introduction

Each year, LGNSW members submit a range of motions to the Annual Conference conducted by Local Government NSW (LGNSW). These motions relate to strategic local government issues which affect members state-wide and introduce new or emerging policy issues. They are debated and resolved by Conference delegates, with successful resolutions guiding LGNSW's advocacy priorities for the year ahead.

All LGNSW member councils are invited to submit motions to the Annual Conference, with the following guide outlining the motion development and submission process.

2. Deadlines

- Motion submission will open on **Wednesday 17 July 2024**
- Members are encouraged to submit motions [online](#) as early as possible before **Friday 16 August 2024**, to allow assessment of the motions and distribution of the Business Paper before the Conference.
- Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Sunday 20 October 2024** (28 days prior to Conference).

3. Criteria for motion submission 2024

Members are encouraged to be mindful that each Annual Conference can only reasonably consider and debate around 100 motions in the available time. With 128 member councils in NSW, and more than a dozen associate members, LGNSW requests that members only submit motions that relate to their highest priorities.

The LGNSW Board has resolved that motions will be included in the Business Paper for the Conference only where they fit in with the following criteria.

Criteria for motions

To be included in the Business Paper, motions must:

1. **Be consistent with the objects of the LGNSW Rules (Rule 4)**
2. **Demonstrate that the issue concerns or is likely to concern a substantial number of local governments in NSW**
3. **Seek to establish or change a policy position of LGNSW and/or improve governance of the association** (noting that the LGNSW Board is responsible for any decisions around resourcing and campaigns or operational activities, and any necessary resource allocations will be subject to the LGNSW budgetary process)
4. **Be strategic**
5. **Be concise, clearly worded and unambiguous**
6. **Not be focussed on just a small specific part of NSW**
7. **Not encourage violation of prevailing laws**
8. **Not seek to advantage one or several members at the expense of other members.**

Motions of a similar objective:

9. May be consolidated by LGNSW as a single item.

Motions reflecting existing LGNSW policy:

10. Remain part of LGNSW's Policy Platform but will not be included for debate as they have already been considered by Conference.

Before submitting motions for this year's Annual Conference, members are encouraged to review [Action Reports](#) (on the member only pages of the LGNSW website) from previous Conferences and the [LGNSW Policy Platform](#) to ensure the proposed motion wording reflects any recent developments and does not duplicate existing policy positions.

4. How to write a motion

Motions adopted at Conferences inform LGNSW's advocacy actions on behalf of the local government sector. LGNSW includes the exact wording of motions when writing to ministers, departments and agencies post-conference, so it is important that the wording of motions clearly outlines your council's policy intent or objective.

The format of motions, as much as possible, should call on a specific body (e.g. LGNSW, state government, federal government, a specific department or minister) and have a specific outcome that the motion is aiming to achieve. The wording should be unambiguous.

Examples of clearly-worded Annual Conference motions:

Local government representation on National Cabinet

That Local Government NSW lobbies the Australian Government for permanent local government representation on the National Cabinet.

Natural Disaster Funding, Day Labour

That LGNSW requests the Australian and NSW governments reinstate the claimable expense for the use of council staff during their normal working hours to attend to natural disaster relief and recovery funded works and reverse the present policy that effectively requires the mandatory use of contractors for recovery works.

Risks and costs of local government FOGO mandate

That Local Government NSW calls on the NSW Government to ensure the food organics garden organics (FOGO) mandate is achievable, and doesn't expose local councils to unnecessary risk and cost by:

1. Extending the roll-out of mandated FOGO services to multi-unit households until 2035
2. Ensuring minimum and maximum collection frequencies are not mandated for domestic waste collection
3. Ceasing to promote that current FOGO services are achieving a 2.6% contamination rate

4. Offsetting the full costs of implementation of the mandated FOGO services using additional funds from the section 88 Waste Levy revenue.

For more examples see Business Papers from past Conferences on the [LGNSW website](#).

5. Demonstrating evidence of council support for motion

The member submitting the motion must provide accompanying evidence of support for the motion. Such evidence takes the form of an attachment note or extract from the minutes of the council meeting, at which the member council resolved to submit the motion for consideration by the Conference. In the absence of a council meeting, the evidence should be a letter signed by both the Mayor and General Manager.

6. How to submit a motion

LGNSW members are invited to submit motions through an [online portal](#) from Wednesday 17 July 2024.

Attachment A provides detailed instructions on how to submit motions via the online portal.

7. How LGNSW manages incoming motions

The LGNSW Board typically delegates the function of managing incoming motions for the Conference to a motions committee. The Chief Executive will refer motions to the committee and the committee will assess whether each motion meets or does not meet the Board-endorsed criteria. This assessment forms the final decision on which motions are included in the Conference Business Paper.

Prior to the committee making a final decision, LGNSW may contact the council that submitted the motion to seek clarity on its intent or wording.

Incoming motions which seek to change any long-held [Fundamental Principles](#) (Part A of the Policy Platform), will be highlighted in the Business Paper for members' information at time of voting.

Motions which are consistent with existing LGNSW positions or current LGNSW actions, or that are operational and can be actioned without a Conference resolution, may still be printed in the Business Paper but will not be debated at the Conference.

8. Late motions

Late items are only to be included in the Business paper addendum if, in addition to the above criteria, the late items relate to highly urgent matters that have arisen after the deadline for the motion submission has passed.

In considering whether a late item relates to a highly urgent matter, the Board Motions Committee is to have regard to:

- (a) whether the late item has arisen after the deadline for motions has passed, and
- (b) whether the urgency of the matter justifies it being presented to voting delegates with short notice and limited opportunity to review and consider before they are required to vote on the motion.

9. What happens to motions at the LGNSW Annual Conference

Standing orders are outlined at the front of the Business Paper and adopted at the commencement of each Conference. They outline the manner in which the Conference deals with motions. The standing orders adopted at past conferences can be found on the LGNSW [website](#).

During debate on motions at Conference, the standing orders generally permit voting delegates to speak in support of or against each motion. Following a vote on a motion, the motion is either carried and becomes a resolution of the Conference, or it is defeated.

10. Post-conference: Updates to the LGNSW Policy Platform

LGNSW's [Policy Platform](#) consolidates the voices of councils across NSW, reflecting the collective positions of local government on issues of importance to the sector. Importantly, the Policy Platform guides LGNSW in its advocacy on behalf of the local government sector.

The Policy Platform consists of two parts: LGNSW's Fundamental Principles, and the more targeted Position Statements.

- **Fundamental Principles** are the enduring and overarching principles that direct LGNSW's response to broad matters of importance to the local government sector. These Fundamental Principles are endorsed (or amended) by LGNSW members at Annual Conferences.
- **Position Statements** contain LGNSW's more detailed positions on specific issues and guide LGNSW's work on, and response to, policy issues of the day. Position Statements are subordinate to LGNSW's Fundamental Principles but are more agile and are targeted at specific policy issues as they arise.

Changing Fundamental Principles

Where a motion conflicts or may conflict with a Fundamental Principle, this will be clearly highlighted for delegates in the Conference Business Paper. If the motion is adopted as a resolution at Conference, then the relevant Fundamental Principle will be changed.

It is expected that changes to the Fundamental Principles will be uncommon, given their broad focus and general acceptance among the local government sector.

Changing Position Statements

Following each Conference, LGNSW will review resolutions of that Conference to determine whether the intent of each resolution is adequately covered by existing Position Statements. Where the Position Statements do not adequately include the intent of a resolution, LGNSW will update an existing Position Statement or draft a new Position Statement for inclusion in the LGNSW Policy Platform.

LGNSW members will be informed of updates to the LGNSW Policy Platform.

11. Post-conference: Determining LGNSW Advocacy Priorities

Following the LGNSW Annual Conference, LGNSW will review the resolutions and identify key areas of focus to guide LGNSW's advocacy. These areas of focus are also informed by member feedback, the LGNSW strategic plan, position statements, emerging issues, and Board input.

LGNSW's Advocacy Priorities for the following year are then submitted for endorsement by the LGNSW Board.

As LGNSW undertakes advocacy actions on each of the Conference resolutions throughout the year, these actions and their outcomes will be published in LGNSW's Action Report. ([Past Action reports](#) are available on the member only pages of the LGNSW website).

12. Further information

For further information on the motion submission process, please contact LGNSW at policy@lgnsw.org.au.

13. Frequently Asked Questions

How do I know if my proposed motion is consistent with existing LGNSW policy positions?

The subject matter expert within your council may be best placed to identify this (for example, if the motion relates to a planning matter, this question should be answered by the Planning Manager). Subject matter experts are encouraged to review LGNSW's [Policy Platform](#) to gain an understanding of LGNSW's position on a particular matter to help identify whether your proposed motion is consistent.

What is the deadline for submitting motions?

Members are encouraged to submit motions [online](#) as soon as possible to allow assessment of the motions and distribution of the Business Paper before the Conference. However, in line with the LGNSW Rules, the latest date motions can be accepted for inclusion in the Conference Business Paper is **12 midnight AEST on Sunday 20 October 2024** (28 days prior to Conference).

LGNSW can receive more than 300 motions for an Annual Conference. Submitting motions as early as possible helps LGNSW to manage the large volume of motions

received within a short period of time and allows LGNSW to seek clarification on any motions if required.

However, the LGNSW Rules allow councils to submit motions with less than 28 days' notice and the LGNSW Board may, in some circumstances, allow these to be considered at Conference as a **late item** (but not included in the Business Paper).

I'm unsure which motion category or sub-category I should select in the online portal

If you are unsure, just select the category you think best fits. LGNSW can re-categorise the motion if necessary.

Who should be the council contact for motions?

We recommend the council contact is someone who is available during the months that motions are open, and able to respond promptly to communications between your council and LGNSW. Some councils have identified the General Manager and others have identified a Governance Manager – it is a decision for each council.

How can I amend my council's motion that I've already submitted?

Once a motion has been submitted it cannot be edited without contacting LGNSW so please review the content carefully before submission. If you need to edit a submitted motion, please contact LGNSW at policy@lgnsw.org.au . You may need to provide evidence of support for the change (see section 5).

ATTACHMENT A - STEP BY STEP GUIDE TO LODGING MOTIONS IN THE ONLINE PORTAL

This section provides step-by-step instructions to assist council staff in lodging a motion via our online portal Survey Monkey Apply.

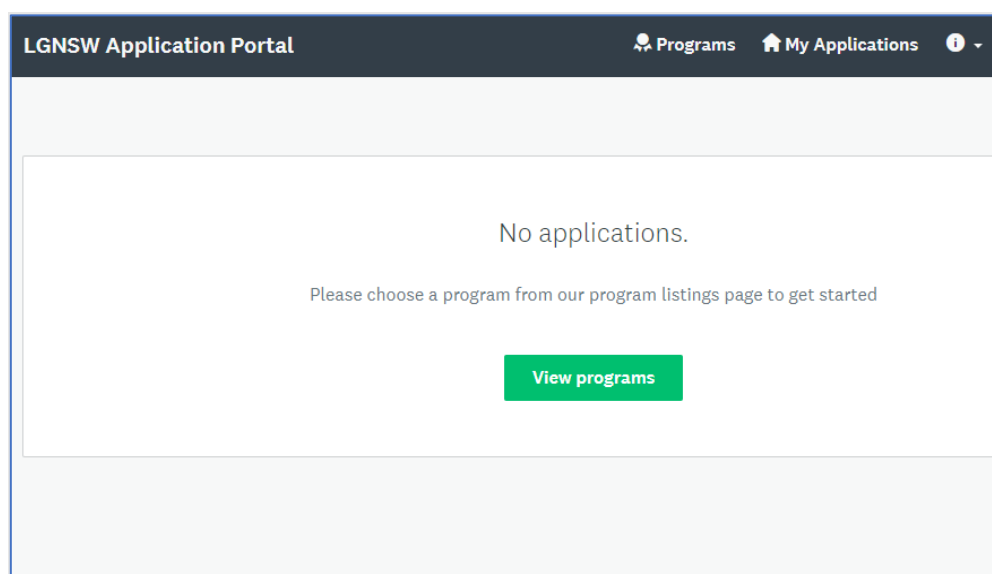
- Member councils are invited to submit motions for the LGNSW Annual Conference via [Survey Monkey Apply](#) from 17 July 2024.
- Under LGNSW Rules, the latest date motions can be accepted for inclusion in the Business Paper is **12 midnight (AEDT) on Sunday 20 October 2024** (28 days prior to Conference).
- Once a motion has been submitted it cannot be edited without contacting LGNSW, so please review the content carefully before submission.

For further assistance contact LGNSW at policy@lgnsw.org.au

Step 1: Log into [LGNSW's online portal](#) using the same password you use to access the LGNSW member website. If you don't know your password, click "forgot password" to reset your password.

Note: you will need to register if you are logging in for the first time.

Step 2: Click *View Programs* and then select *LGNSW 2024 Annual Conference Motions*.



Step 3: Click **APPLY**.

LGNSW 2024 Annual Conference Motions

The portal to submit motions for the 2024 LGNSW Annual Conference online is now open.

In line with the LGNSW rules, the latest date motions can be accepted for inclusion in the Conference Business Paper is Sunday 20 October 2024.

More information, including on late motions, is available on the LGNSW Conference website.

3 Applications

APPLY

Opens
28 Jun 2024 11:01 AM (AEST)

Deadline
20 Oct 2024 11:59 AM (AEDT)

Step 4: Add your motion title (a few words). You will then be taken to the landing page which will show three tasks to complete:

1 of 3 tasks complete

Last edited: 28 Jun 2024 01:33 PM (AEST)

REVIEW

SUBMIT

Deadline: 20 Oct 2024 11:59 AM (AEDT)

DT

Damian Thomas (Owner)
Damian.Thomas@lgnsw.org.au

Add collaborator

LGNSW 2024 Annual Conference...

Preview

Housing supply and enabling infrastructure

ID: M24-0000000006

APPLICATION

ACTIVITY

Your tasks

✓

Applicant Contact Information

Completed on: 28 Jun 2024 01:33 PM (AEST)

Motion Form

Evidence of Council's Support for the Motion

10

LGNSW.ORG.AU
Page 364 of 408

Step 5: Click on 'Applicant Contact Information' to add the contact information. This should be the relevant officer within your council who can respond to any questions from LGNSW about the motion promptly. Click **MARK AS COMPLETE** once finished.

The screenshot displays the 'Applicant Contact Information' form. On the left, a sidebar contains a navigation menu with the following items: 'Back to application', 'Closing the Gap' (with ID: M24-0000000005), 'Applicant Contact Information' (highlighted with a green bar and a right arrow), 'Motion Form', and 'Evidence of Council's Support for the Motion'. Below the menu, it indicates '0 of 3 tasks complete' and shows the last edit time as '26 Jun 2024 03:30 PM (AEST)'. At the bottom of the sidebar are 'REVIEW' and 'SUBMIT' buttons, along with a deadline of '23 Oct 2024 12:00 AM (AEDT)'. The main content area is titled 'Applicant Contact Information' and contains a 'Contact details' section with four input fields: 'Contact Name', 'Contact Job Title', 'Contact Email', and 'Contact Phone'. At the bottom of the main area, there are two buttons: 'SAVE & CONTINUE EDITING' and 'MARK AS COMPLETE' (which is circled in red).

Step 6: Click 'Motion Form' to add the motion details.

Motion category and sub-category assists with categorising motions and grouping related motions in the Conference Business Paper.

Motion wording should include a sentence or two which includes the call to action.

Background note should provide a paragraph or two to explain the context and importance of the issue to the local government sector.

Click **MARK AS COMPLETE** once finished.

< Back to application

LGNSW 2024 Annual Conference Motion Form

Housing supply and enabling infrastructure

ID: M24-0000000006

Applicant Contact Information

Motion Form

Evidence of Council's Support for the Motion

0 of 3 tasks complete

Last edited: 28 Jun 2024 01:34 PM (AEST)

REVIEW SUBMIT

Deadline: 20 Oct 2024 11:59 AM (AEDT)

Motion Form

Council/member name

Motion Category

Motion Title

Housing supply and enabling infrastructure

Motion Wording

Motion Background

Maximum 1 or 2 paragraphs

SAVE & CONTINUE EDITING MARK AS COMPLETE

Step 7: Click ‘Evidence of Council’s Support for the Motion’ and attach the relevant file. This could be an extract of council meeting minutes. Click **MARK AS COMPLETE** once finished.

Back to application

LGNSW 2024 Annual Conference Moti...
Closing the Gap
ID: M24-0000000005

Applicant Contact Information

Motion Form

Evidence of Council's Support for the Motion

2 of 3 tasks complete

Last edited: 26 Jun 2024 03:42 PM (AEST)

REVIEW

SUBMIT

Deadline: 23 Oct 2024 12:00 AM (AEDT)

Evidence of Council's Support for the Motion

Task instructions Hide

Attach evidence of council support for the motion (i.e. extract of the minutes of the meeting at which the member resolved to submit the motion for consideration by the Conference, or in the absence of a council meeting, a letter signed by the Mayor and General Manager)

ATTACH FILE

Show accepted formats

MARK AS COMPLETE

Step 8: Once you have completed all tasks (a green tick is displayed next to each task), click **SUBMIT**.

Back to application

LGNSW 2024 Annual Conference Moti...
Closing the Gap
ID: M24-0000000005

Applicant Contact Information

Motion Form

Evidence of Council's Support for the Motion

3 of 3 tasks complete

Last edited: 26 Jun 2024 03:47 PM (AEST)

REVIEW

SUBMIT

Deadline: 23 Oct 2024 12:00 AM (AEDT)

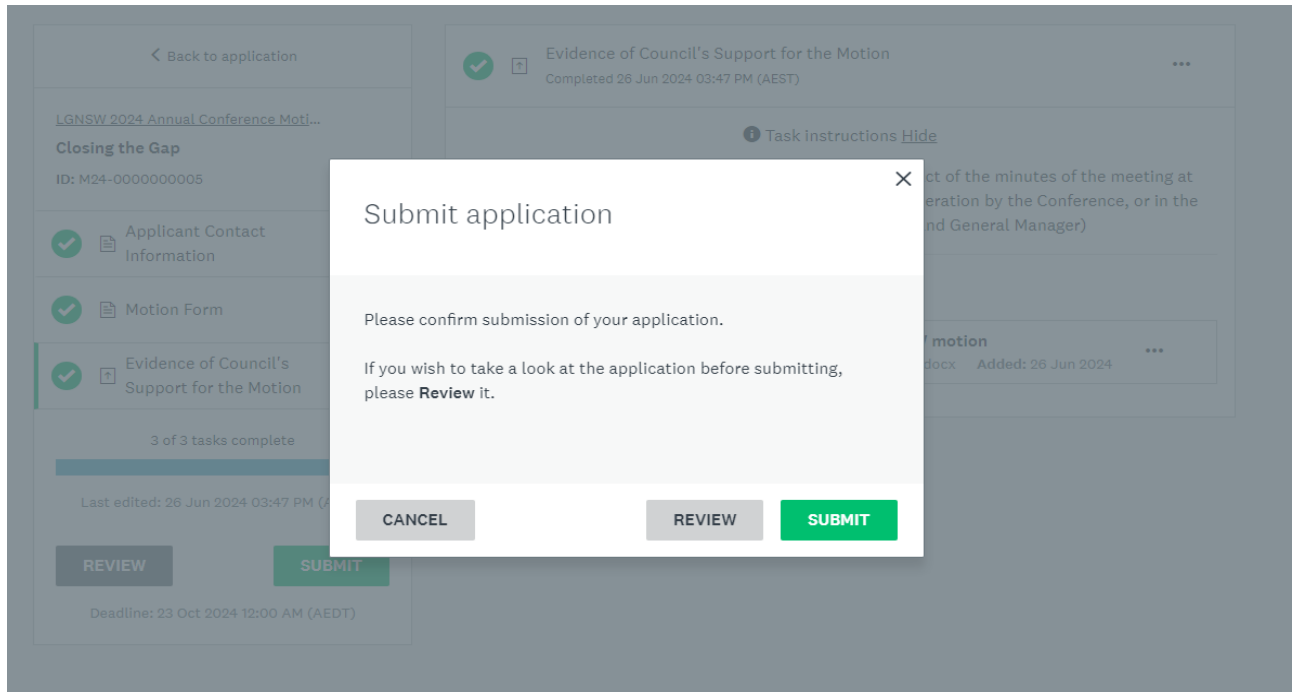
Evidence of Council's Support for the Motion
Completed 26 Jun 2024 03:47 PM (AEST)

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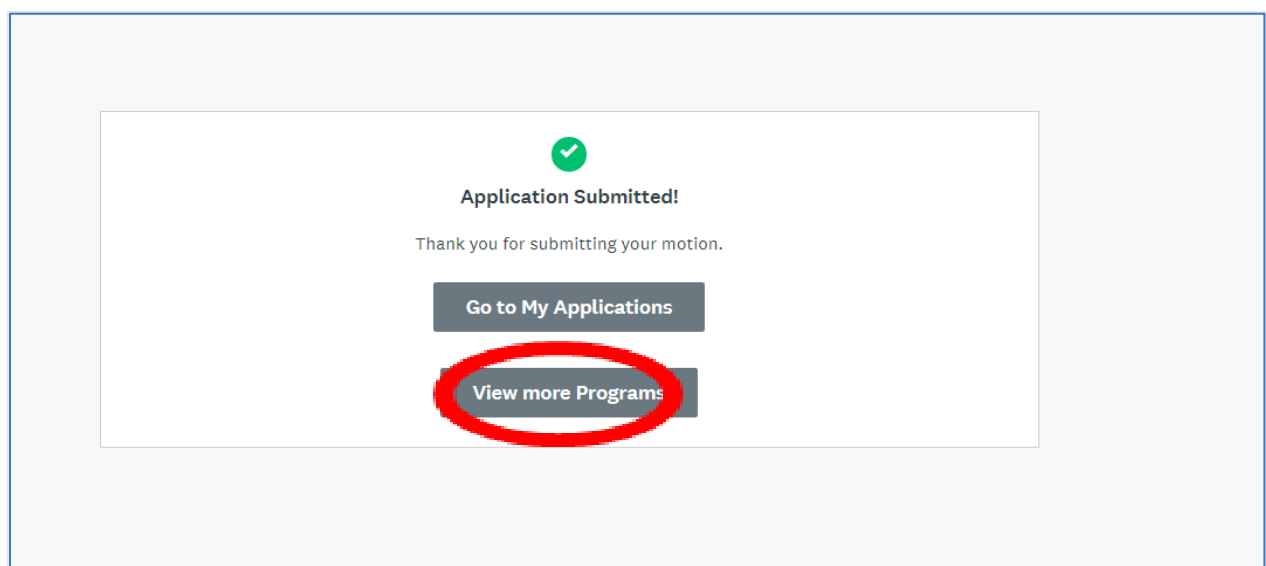
Attach evidence of council support for the motion (i.e. extract of the minutes of the meeting at which the member resolved to submit the motion for consideration by the Conference, or in the absence of a council meeting, a letter signed by the Mayor and General Manager)

Council minutes- Evidence of support for LGNSW motion
Filename: Council_minutes-, Evidence_of_supp_PFn0ZGb.docx Added: 26 Jun 2024

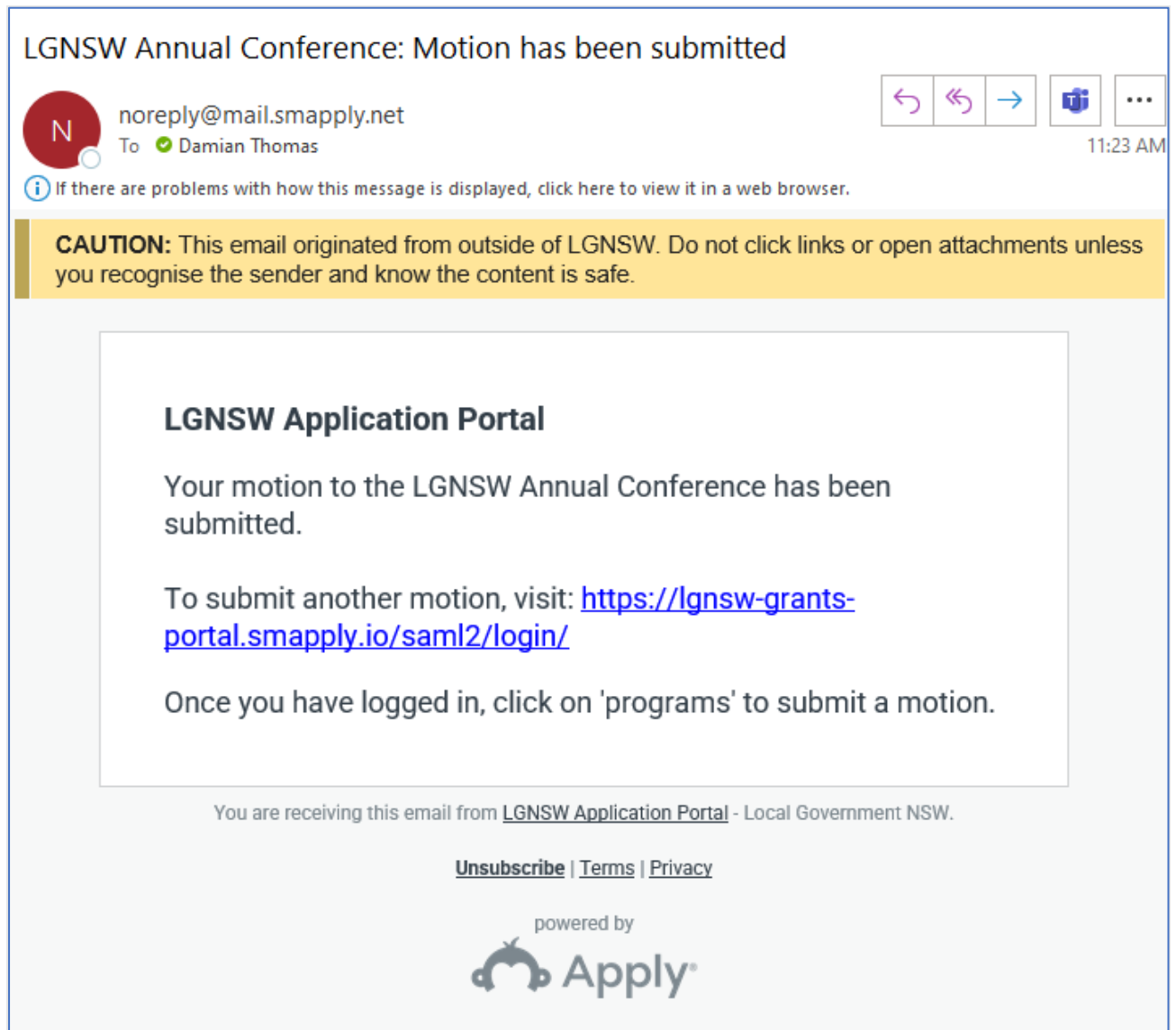
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Step 11: An automated confirmation email will be sent to the email address listed in the 'Applicant Contact Information' section.



Our Reference: 2187302 DLA:SR
Your Reference:
Contact Name: Donna Ausling

Ms Cate Faehrmann MP
Chair
Legislative Council Portfolio Committee No. 6 - Transport and the Arts
Parliament of New South Wales
Parliament House, Macquarie Street
Sydney, NSW 2000

By Email: PortfolioCommittee6@parliament.nsw.gov.au

Friday, 16 August 2024



Portfolio Committee No. 6 - Transport and the Arts – Inquiry into the use of e-scooters, e-bikes and related mobility options 2 – Narrabri Shire Council Submission

Dear Sir/Madam,

Thank you for the opportunity to provide feedback in relation to the above inquiry.

It is understood that the following terms of reference (ToRs) are applicable to the current review process:

- (a) the current and anticipated role of all three levels of government in enabling and encouraging safe electrified active transport options*
- (b) opportunities to reform the regulatory framework to achieve better and safe outcomes for riders and the community*
- (c) local council, industry and stakeholder perspectives on the utilisation and impact of e-mobility devices in the community*
- (d) opportunities to improve mobility, the customer experience, safety for users and the community*
- (e) the potential benefits and risks of existing regulatory and policy settings, including the Roads Act 1993, Road Rules and Road User Space Allocation Policy and other related legislation regarding safety, traffic, and personal convenience*
- (f) the extent that e-mobility devices have positive community benefits such as encouraging mode shift, relieving congestion, addressing social disadvantage and tourism*
- (g) opportunities across government to improve outcomes in regard to e-scooters, e-bikes, and related mobility options*
- (h) best practice in other Australian and international jurisdictions*
- (i) the economic analysis of e-mobility contribution to safe transport at night for shift workers and women, to mode shift and to first and last mile transport, and*
- (j) any other related matters.*



Narrabri Shire Council
46 - 48 Maitland Street
PO Box 261, Narrabri NSW 2390



P. (02) 6799 6866
F. (02) 6799 6888



E. council@narrabri.nsw.gov.au
www.narrabri.nsw.gov.au

Local Context

Narrabri Shire is a [local government area](#) in the [North West Slopes](#) region of NSW. The primary settlement of Narrabri is located adjacent to the [Namoi River](#) and at the confluence of the [Newell](#) and [Kamilaroi Highways](#). The local government area (LGA) is strategically positioned halfway between Sydney and Brisbane, and is considered to be resource-rich. Key local industries include mining and agriculture. At the last census (2021) the resident population was 12,721 persons.

Narrabri Shire Council's vision is articulated in the Community Strategic Plan as follows:

"Narrabri Shire will be a strong and vibrant regional growth centre providing a quality living environment for the entire Shire community."

The township of Narrabri is considered to be one of the most flood prone settlements in NSW. The community of Wee Waa, located west of Narrabri, is periodically completely isolated by flood waters for long periods (up to two weeks) and is protected by a ring levee. Narrabri Shire contains a number of vulnerable and at-risk communities that are flood-affected. These communities have a high Aboriginal population, low socio-economic base and are also ageing in nature. There are also very limited public transport options.

Narrabri Shire Council provides the following feedback to the Committee, with specific regard to item (c) of the inquiry's terms of reference.

1. In the formulation of this correspondence, a request for feedback was forwarded to Council's Local Traffic Committee (LTC) to inform Council's response. The corresponding representations are summarised as follows:
 - From a local Police perspective, concerns were expressed around their use in high pedestrian traffic areas such as the CBD, the walkways on the bridges and footpaths in general. Local NSW Police representatives did not believe that our footpaths are designed in a way to lend themselves to general use of scooters, which, as opposed to e-Bikes, are completely propelled by a motor. In particular, concerns were expressed around their use during major events, both community and sporting. At present, young people are weaving in and out of pedestrian traffic on manually propelled scooters, which moderates their speed. E-Scooters would not have the same restrictions and an impact with a pedestrian could have dire consequences. Given the difficulty in footpath use, that leaves little choice other than using the general roadway, particularly around the CBD, which in itself carries a degree of risk. At this stage, without proper regulatory legislation and the personnel available to enforce it, the trial is not supported.
 - The Local Member Roy Butler MP and representative of the LTC advised that: *"I would like to see Barwon Councils engage with active transport but it really is a matter for each local traffic committee. I don't want to see scooters and bikes littered in Barwon towns but I think it should be part of our town transport"*

system.

More pathways for mobility scooters would be a good start."

- Transport for NSW (TfNSW) LTC representatives drew Council's attention to the current trial program:

[Shared E-scooter Trial - Shared E-scooter Trial Pack June 2024 \(nsw.gov.au\)](#)

2. Engagement was also undertaken with Council's Tourism and Cultural Services Team to elicit feedback from a visitor economy perspective, and the following feedback was received:

Current Status of E-Scooters and E-Bikes:

The Narrabri Shire Council area does not currently have any businesses offering e-scooters or e-bikes. Despite this, the Narrabri Visitor Information Centre, which attracts around 16,000 visitors annually, has received a number of inquiries about e-bikes.

Suitability for E-Scooters and E-Bikes:

The flat landscape of Narrabri Shire makes it particularly suitable for the introduction of e-bikes and e-scooters. With a relatively small population of approximately 13,000 residents, the central business districts (CBD) of our towns and villages are not heavily congested. This low congestion level presents a promising environment for implementing e-scooter and e-bike services.

Public Transport and Community Impact:

The current limited public transport options within the Shire further support the feasibility of introducing e-scooters and e-bikes. This initiative could significantly enhance transportation options for both visitors and local residents, addressing a gap in the existing public transport system.

Tourism and Community Engagement:

The Tourism team of Narrabri Shire Council is actively engaging with local tourism operators to explore interest in the introduction of push bikes. This effort is part of a broader discussion to assess the viability and potential benefits of e-scooters and e-bikes in enhancing both visitor experiences and local mobility.

Given the flat terrain, low congestion in urban areas, and the current limitations in public transport, Narrabri Shire presents a viable opportunity for the introduction of e-scooters and e-bikes.

Should you require any additional information or clarification in this regard you are invited to contact Council's Director Planning and Sustainability, Ms Donna Ausling at (02) 6799 6866 or by emailing council@narrabri.nsw.gov.au.

Yours faithfully,

Eloise Chaplain
Interim General Manager



Have Your Say on the consultation draft of the Australian Government Drought Plan

We are inviting stakeholders to provide their feedback on the Australian Government Drought Plan: consultation draft. This feedback will inform the new plan, due to be released in 2024, which will replace the 2019 [Australian Government Drought Response, Resilience and Preparedness Plan](#).

What has informed the draft plan

The draft plan has drawn on previous rounds of stakeholder consultation as well as past drought response reviews and inquiries to which stakeholders have provided input. Most recently, this has included panel discussions and policy workshops at the 2023 National Drought Forum.

The centrepiece of our engagement to inform the draft plan has been the [review of the 2019 Australian Government Drought Response, Resilience and Preparedness Plan](#). The review, released in May 2023, consulted 108 stakeholders from industry, unions, not-for-profit organisations, conservation groups, all levels of government, and key Australian Government drought support networks.

What we heard and how we responded

The review made 18 recommendations. We accepted all of these and have used them to inform and shape the draft plan. The majority of these recommendations have been addressed in the draft plan. The remaining will be implemented over the life of the final plan or are outside the scope of the plan.

What we have done in the draft plan

We want to ensure that we have provided sufficient and clear detail in response to the more complex recommendations of the review; particularly where this detail has been articulated in a new, and more direct way, than the current plan. To do this, questions 1 to 4 are focused on review recommendations 1, 6, 7, 10, 11, 13 and 14. A full list of the review's recommendations and how we are responding to them is available at [Appendix A](#).

Australian Government's drought policy

The review highlighted the need for the Australian Government's drought policy to be more clearly explained. The review recommended that the new plan be developed to act as a guiding document for Australian Government drought policy and programs, and better explain what drought policy aims to achieve across the drought cycle (Recommendations 1 and 6).

The draft plan states the Australian Government's drought policy in the *Forward-looking drought policy* chapter. The 4 pillars of the draft plan demonstrate what that policy means in practice.

Question 1: Is the Australian Government's approach to drought across the drought cycle clear in the draft plan?

Drought response and disaster response

The Australian Government's approach to drought policy has evolved to reflect learnings from past responses. This includes drought no longer being classified as a natural disaster. The review recommended the new plan explain the distinction in government policy between drought and disaster response (Recommendation 7).

The draft plan captures the distinction between Australian Government drought and disaster response in the *Forward-looking drought policy* chapter. Despite the different approaches, the draft plan acknowledges that there are opportunities to promote learning across the two subjects. This is covered in the *Links to other government policy* chapter.

Question 2: Is the draft plan clear as to why the Australian Government's drought policy and response is different to that for natural disasters?

Australian Government support across the drought cycle

The review recommended the new plan emphasise the Australian Government's role and activities to promote preparedness, without losing sight of the importance of in-drought support (Recommendation 10). It also recommended closer consideration of the current and potential approach to drought recovery (Recommendation 11).

Greater clarity about how the Australian Government may intervene, how decisions about additional support are made, and what support the government will not provide was also recommended by the review (Recommendations 13 and 14).

The draft plan provides detail about how the Australian Government will prepare, plan and respond to drought in the *Drought response framework* section of *Pillar 1 – Evidence based decision-making*, and in *Pillar 2 – Strategic drought support*. *Pillar 2* also lists what type of support will not be provided.

Question 3: Does *Pillar 1 – Evidence based decision-making* provide greater clarity about when, why, how and what the government will consider when determining its response to drought?

Question 4: Does *Pillar 2 – Strategic drought support* provide greater clarity about how the Australian Government will respond across the drought cycle, including what support it will not provide?

What we will progress over the life of the final plan

The draft plan will not be set and forget. Throughout the life of the final plan, we will continue to progress and refine our drought policy.

Some recommendations from the review cannot be addressed through providing more detail in the draft plan. They require longer consideration and further consultation to understand the complexities and identify best way forward. Other recommendations identified important work that sits outside the scope of the plan. We are progressing this work alongside the plan.

The summary of the review recommendations and how we are responding at [Appendix A](#) provides further details.

Work underway includes:

- acknowledging the diverse impacts of drought on a wider range of cohorts (Recommendation 3)
- considering how incident management approaches across government can be applied to drought (Recommendation 16)
- options for how to assess and report on the effectiveness of drought policy as a whole (Recommendation 18).

Question 5: Have you identified any gaps in how we have responded to any of the review recommendations in the draft plan?

Question 6: Do you have any comments on the work underway for us to consider as we progress it?

Help shape the next drought plan

This discussion paper has been designed to facilitate feedback on the draft plan. Consultation is focused on how we have addressed the recommendations of the review, and ensuring our messaging is clear in the final plan.

Consultation is open for 6 weeks and we invite you to Have Your Say.

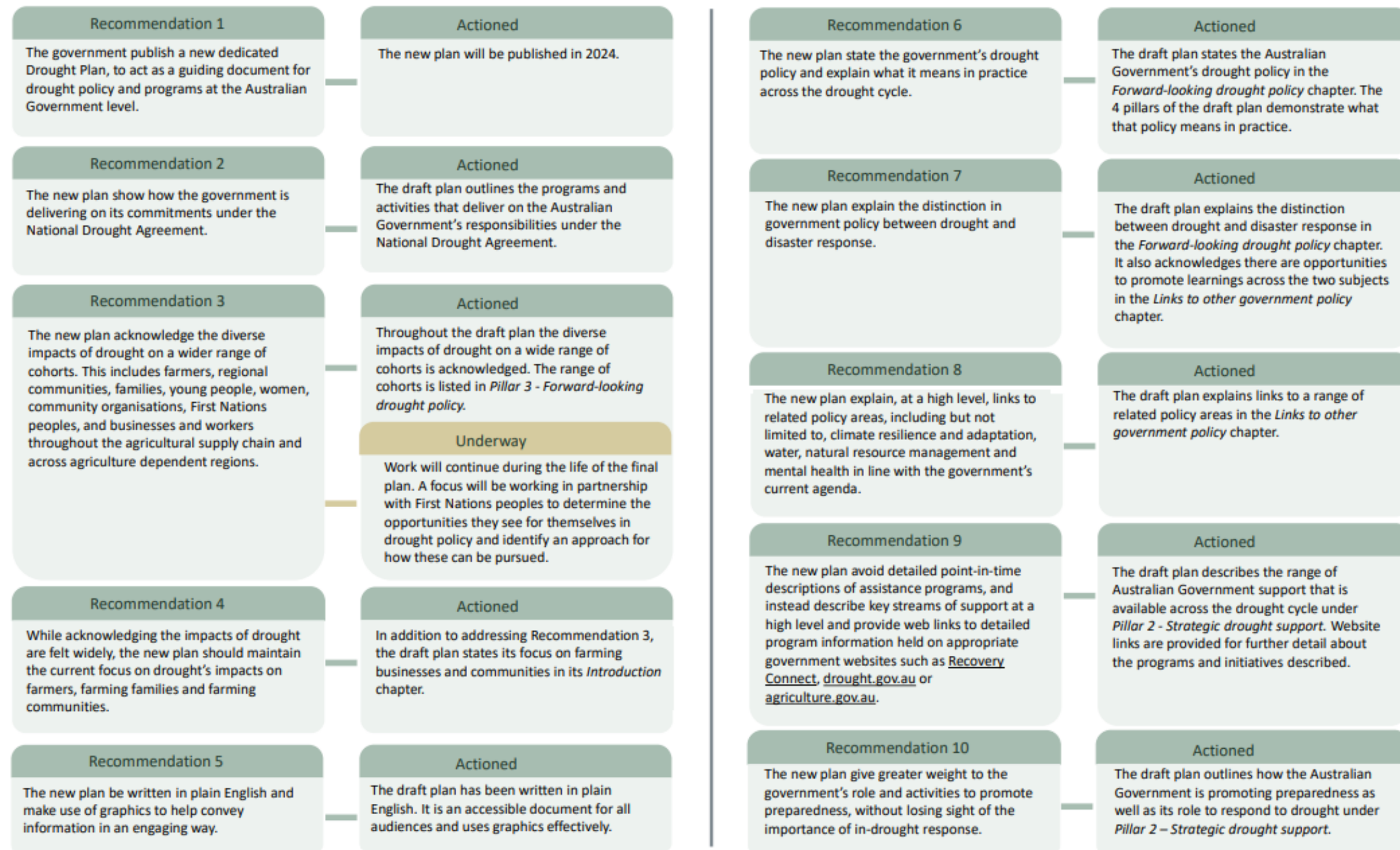
Out of scope

Matters that are considered out of scope for consultation on the draft plan include:

- the National Drought Agreement, which governs the Australian Government's relationship with states and territories on drought issues
- the Future Drought Fund *Drought Resilience Funding Plan 2024 to 2028* that outlines the high-level vision, aim and strategic objectives of the Future Drought Fund
- the Future Drought Fund *Investment Strategy 2024 to 2028* that will provide information about the operation of the Future Drought Fund and proposed priority areas of investment over its 4-year funding cycle
- the content of specific drought programs, including their eligibility, delivery arrangements, governance, and monitoring, evaluation and learning arrangements
- the development of, and science behind, the Australian Agricultural Drought Indicators
- related government policies and consultation.

Appendix A: How the Australian Government Drought Plan consultation draft is implementing recommendations from the review

Figure 1 Each recommendation from the review and its associated progress



<p>Recommendation 11</p> <p>The department assess the government's current and potential approach to drought recovery policy and consider how this could be reflected in the new plan.</p>	<p>Actioned</p> <p>The draft plan outlines the Australian Government's approach to drought recovery under <i>Pillar 2 - Strategic drought support</i>.</p>	<p>Recommendation 15</p> <p>The department consider if and how a set of high-level guiding principles for drought support program eligibility can be included in the new plan.</p>	<p>Actioned</p> <p>The department has developed some high-level guiding principles for drought support program eligibility. Over the life of the final plan we will consider these to ensure any programs developed in response to drought are as simple and consistent as practical. The principles will not be included in the final plan as this level of detail has been determined as beyond its scope.</p>
<p>Recommendation 12</p> <p>The new plan recognise the roles and contributions of farmers; industry bodies; the Australian, state, territory and local governments; banking and professional service sectors; charities and not-for-profits. This should draw on the draft shared responsibilities framework previously developed with stakeholders, be non-binding and consistent with the National Drought Agreement.</p>	<p>Actioned</p> <p>The broad range of stakeholders that have a role to play across the drought cycle is noted in the <i>Forward-looking drought policy</i> chapter. The individual and shared responsibilities of these stakeholders is detailed under <i>Pillar 3 – Working together</i>.</p>	<p>Recommendation 16</p> <p>The department continue to explore how incident management approaches across government can be applied to drought, and how such arrangements can be explained in the new plan.</p>	<p>Underway</p> <p>Learning from cross-government approaches to incident management, the department is putting in place arrangements to coordinate whole-of-Australian Government responses to drought. These arrangements will not be included in the final plan as this level of detail has been determined as beyond its scope.</p>
<p>Recommendation 13</p> <p>The new plan give greater transparency and clarity about how government may intervene with additional drought support, and how decisions about additional support will be made. Consideration should be given to including a public-facing version of the Drought Decision-Making Framework in the new plan.</p>	<p>Actioned</p> <p>The draft plan provides detail about what the Australian Government will consider when making decisions about its response under <i>Pillar 1 – Evidence-based decision-making</i>.</p>	<p>Recommendation 17</p> <p>The new plan include mechanisms on how government and non-government players can improve the sharing of information about drought impacts and responses, taking into account relevant work flowing from the review of the National Drought Agreement.</p>	<p>Actioned</p> <p>The draft plan provides detail about how government and non-government players can share information about drought impacts and responses under <i>Pillar 3 – Working together</i>.</p>
<p>Recommendation 14</p> <p>The new plan describe, at a high level, the key types of additional support the government may provide in the event of a drought, and the types of support the government will not provide.</p>	<p>Actioned</p> <p>Under <i>Pillar 2 – Strategic drought support</i>, the draft plan describes what support the Australian Government will provide across the drought cycle. It provides detail about how additional support will be considered and states what type of support will not be provided.</p>	<p>Recommendation 18</p> <p>The department explore options for how to assess and report on the effectiveness of drought policy as a whole.</p>	<p>Underway</p> <p>Work to continue throughout the life of the final plan.</p> <p>Under <i>Pillar 4 – Learning and improving</i>, the draft plan includes high-level detail about the Australian Government's approach to drought policy monitoring, evaluation and learning. This work will continue during the life of the final plan.</p>

Acknowledgement of Country

We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment and community. We pay our respects to the Traditional Custodians of the lands we live and work on, their culture, and their Elders past and present.

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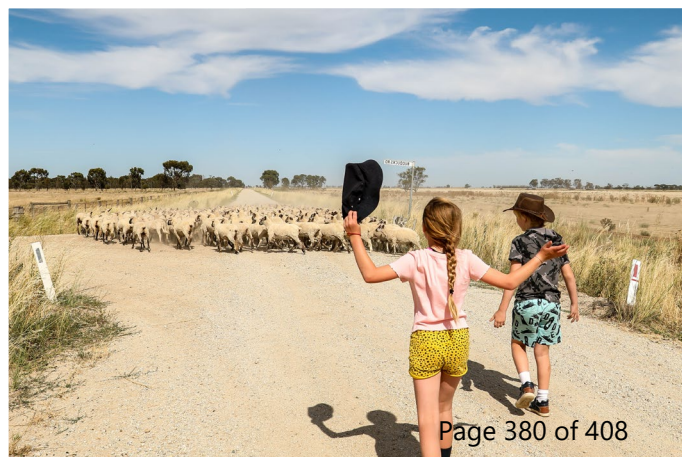
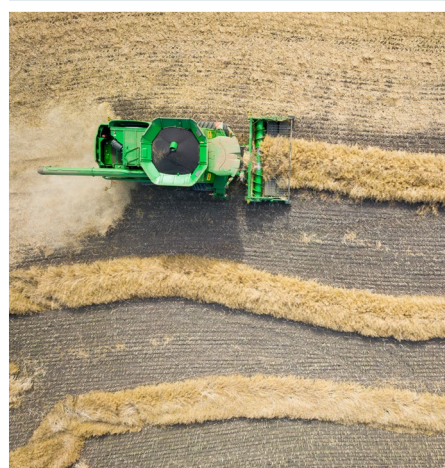
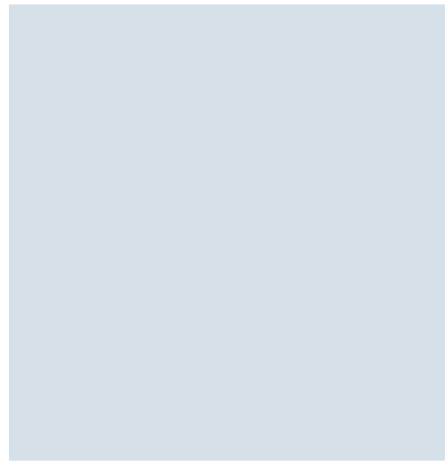
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Australian Government

Australian Government Drought Plan

Consultation draft



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Department of Agriculture, Fisheries and Forestry

GPO Box 858 Canberra ACT 2601

Telephone 1800 900 090

Web agriculture.gov.au

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Acknowledgements

The authors thank the stakeholders who contributed to the development of this plan, including those who contributed to the Review of the Australian Government Drought Response, Resilience and Preparedness Plan, which preceded this plan.

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Introduction

Australia is the driest inhabited continent, and drought is a recurring feature of our landscape. The effects of climate change are increasingly felt by the agricultural sector and across regional Australia. Australian farmers must continue to focus on drought management and innovative ways to respond to the challenges of a changing climate.

The Australian Government's approach to drought is built around a 3-stage cycle: preparing, responding and recovering. We are one of many stakeholders who have a role across the drought cycle. This plan details our role in supporting farming businesses and communities to prepare for, manage through and recover from drought.

Purpose

The purpose of this plan is to:

- explain the Australian Government's drought policy
- provide greater transparency about government drought decision-making
- specify key drought-related programs that support farming businesses and communities across the drought cycle
- show how governments and stakeholders can work together on drought-related issues
- explain the monitoring, evaluation and learning arrangements for drought policy
- show how drought policy links to other government policies.

Scope

This plan covers the period from 2024 to 2028. It is focused on farming businesses and communities, who are most affected by drought. It identifies Australian Government drought programs available to farming businesses and communities across the drought cycle and describes how they fit within our plan for drought. This plan also recognises the wide-ranging impacts of drought and provides an overview of linked policy issues.

The plan has been developed in parallel with the *National Drought Agreement 2024 to 2029*, the *Future Drought Fund Drought Resilience Funding Plan 2024 to 2028* and the *Future Drought Fund Investment Strategy 2024 to 2028* (in development). Together, these 4 documents demonstrate our proactive approach to drought.

National Drought Agreement

State and territory governments also provide a range of programs, services and tools to farming businesses and communities. The [National Drought Agreement 2024 to 2029](#) is an intergovernmental agreement between the Australian, state and territory governments. It provides a framework for nationally coordinated and complementary drought policy and programs. It also describes the roles and responsibilities of all jurisdictions. This plan outlines the programs and activities that deliver on the Australian Government's responsibilities under the agreement.

Future Drought Fund

This plan provides a high-level description of the programs and activities delivered through the [Future Drought Fund](#). The Future Drought Fund helps Australian farmers and communities prepare for the effects of drought, allowing them to better manage through drought when it hits and bounce back better when conditions improve. The Future Drought Fund provides \$100 million each year for drought resilience initiatives and investments.

The Future Drought Fund *Drought Resilience Funding Plan 2024 to 2028* outlines the high-level vision, aim and strategic objectives of the Future Drought Fund. It also sets out principles that guide funding decisions. These principles apply to the mix of Future Drought Fund programs at a whole-of-fund level, and each arrangement and grant made to a person or body.

The Future Drought Fund *Investment Strategy for 2024 to 2028* will provide information about the operation of the Future Drought Fund and proposed priority areas of investment over its 4-year funding cycle. The investment strategy is intended to help stakeholders understand the nature and timing of investment opportunities and plan their engagement accordingly.

Development process

This plan has been informed by several streams of consultation and engagement.

In May 2023, we released a review of the *2019 Australian Government Drought Response, Resilience and Preparedness Plan*. As part of the review, we consulted 108 stakeholders related to agriculture and regional Australia. The review made 18 recommendations, which informed this plan.

In September 2023, we held the National Drought Forum in partnership with the National Farmers' Federation. The forum featured panel discussions and workshops on building the financial resilience of farmers, improving community engagement, supporting better decision-making by stakeholders and improving information flows. The findings of these sessions informed this plan.

The Department of Agriculture, Fisheries and Forestry is engaging with stakeholders to seek their views on this consultation draft and to inform the final version of the plan, which will be released in late 2024. This engagement will include meetings with stakeholders and opportunities for written submissions and stakeholder surveys.

It is important that we learn from previous approaches to drought. This draft plan has also drawn on past reviews and inquiries related to drought response, including the:

- 2019 Coordinator-General for Drought's advice on a [Strategy for Drought Preparedness and Resilience](#)
- 2020 National Drought and North Queensland Flood Response and Recovery Agency [Review of Australian Government Drought Response](#)
- 2021 Senate Rural and Regional Affairs and Transport References Committee [Inquiry into the Federal Government's response to the drought, and the adequacy and appropriateness of policies and measures to support farmers, regional communities and the Australian economy](#)
- 2023 Productivity Commission [Review of Part 3 of the Future Drought Fund Act](#).



Forward-looking drought policy

Why drought policy is needed

Agriculture has traditionally underpinned Australia's regional economies and remains important for both regional and national prosperity. In 2021–22, the sector accounted for 11.6% of Australian goods and services exports (ABARES 2023a), and 81% of its workforce lived in regional areas (ABARES 2023b). Agriculture also has linkages through the supply chain and interdependence with other sectors of the economy.

Farm performance depends on many factors, including weather conditions. Drought is a key risk for Australia's farming businesses because it can lead to sharp reductions in agricultural output, productivity and incomes. Drought can also have significant negative effects on the physical and mental health of farmers and the wellbeing of their families and communities.

Learning from the past

The Australian Government's approach to drought policy has evolved to reflect learnings from past responses. Previous policy responses included attempts to 'drought-proof' agriculture, treating drought as a natural disaster and using drought declarations as an automatic trigger for support.

Drought is not a natural disaster

In 1971, our approach shifted from trying to drought-proof agriculture to recognising drought as a natural disaster. This allowed affected people to be helped through joint Commonwealth–state Natural Disaster Relief and Recovery Arrangements. In 1989, drought was removed from these natural disaster arrangements following a review which found that it was poorly targeted, distorted farm input prices, and worked as a disincentive for farmers to prepare for drought.

Drought and natural disasters require different responses. Natural disasters, like floods or fires, are caused by fast-onset, short-duration events that are hard to predict with certainty. They cause large-scale damage to infrastructure and present an immediate threat to human life. Governments generally respond to natural disasters by providing urgent financial assistance to affected communities. Droughts are severe weather events but are slower in their onset, easier to predict and their effects are generally more gradual. These differences provide rationale for our drought policy approach being focused on building resilience and enabling farmers to be prepared.

We do not make drought declarations

In 1992, the Australian Government introduced a number of financial assistance programs to be rolled out within declared Exceptional Circumstances areas during drought. Drought declarations were made based on criteria, such as the severity of conditions, and triggered financial support for those in the Exceptional Circumstances area.

These arrangements were shown to be inequitable, particularly because eligibility was determined by lines on a map. This meant farmers who were experiencing the same drought circumstances as their neighbours but were located on the other side of a boundary line were not able to access support. Past reviews, including the 2009 Productivity Commission inquiry into government drought support, also found that Exceptional Circumstances declarations and related drought-assistance programs did not help farmers improve their self-reliance, preparedness and climate-change management. These arrangements were the primary mechanism for supporting farmers until 2012 when the last Exceptional Circumstances declaration lapsed. The Australian Government has not made drought declarations since that time.

Drought program reform

In May 2013, the Australian, state and territory primary industries ministers made an *Intergovernmental Agreement on National Drought Program Reform*. This agreement outlined the roles and responsibilities for implementing the new approach to drought planning, resilience and response. It recognised that farm businesses need to prepare for drought, rather than rely on governments' response as an exceptional circumstance. This approach has continued in successive intergovernmental agreements on drought.



- 1971** 1971-1989: Natural Disaster Relief and Recovery Arrangements included drought.
- 1989** Drought removed from the Natural Disaster Relief and Recovery Arrangements.
- 1992** The first National Drought Policy was established.
1992-2012: Exceptional Circumstances declarations used to trigger financial support for farmers in the declared areas.
- 2009** Productivity Commission inquiry into government drought support.
- 2012** The last Exceptional Circumstances declarations lapsed.
- 2013** *Intergovernmental Agreement on National Drought Program Reform* signed.
- 2018** *National Drought Agreement 2018 – 2024* signed.
- 2019** The *Australian Government Drought Response, Resilience and Preparedness Plan* released.
- 2020** First Future Drought Fund *Drought Resilience Funding Plan 2020-2024* and Future Drought Fund programs launched.
- 2024** Future Drought Fund *Drought Resilience Funding Plan 2024-2028* came into effect.
National Drought Agreement 2024-2029 released.

Current drought policy

Today, drought policy seeks to build the drought resilience of farmers by enabling preparedness, risk management and financial self-reliance, while at the same time ensuring an appropriate safety net is always available to those experiencing hardship. This approach recognises there can be times when even the most prepared and resilient may need support. Past approaches have demonstrated that this safety net should not be triggered by localised drought declarations, and must not disincentivise preparedness or undermine the efficiency or growth prospects of the agricultural sector.

This policy approach acknowledges that farming is a business, and drought is one of many business risks that should be planned for and managed. It reflects that farmers are responsible for making decisions about how to manage their businesses across the drought cycle.

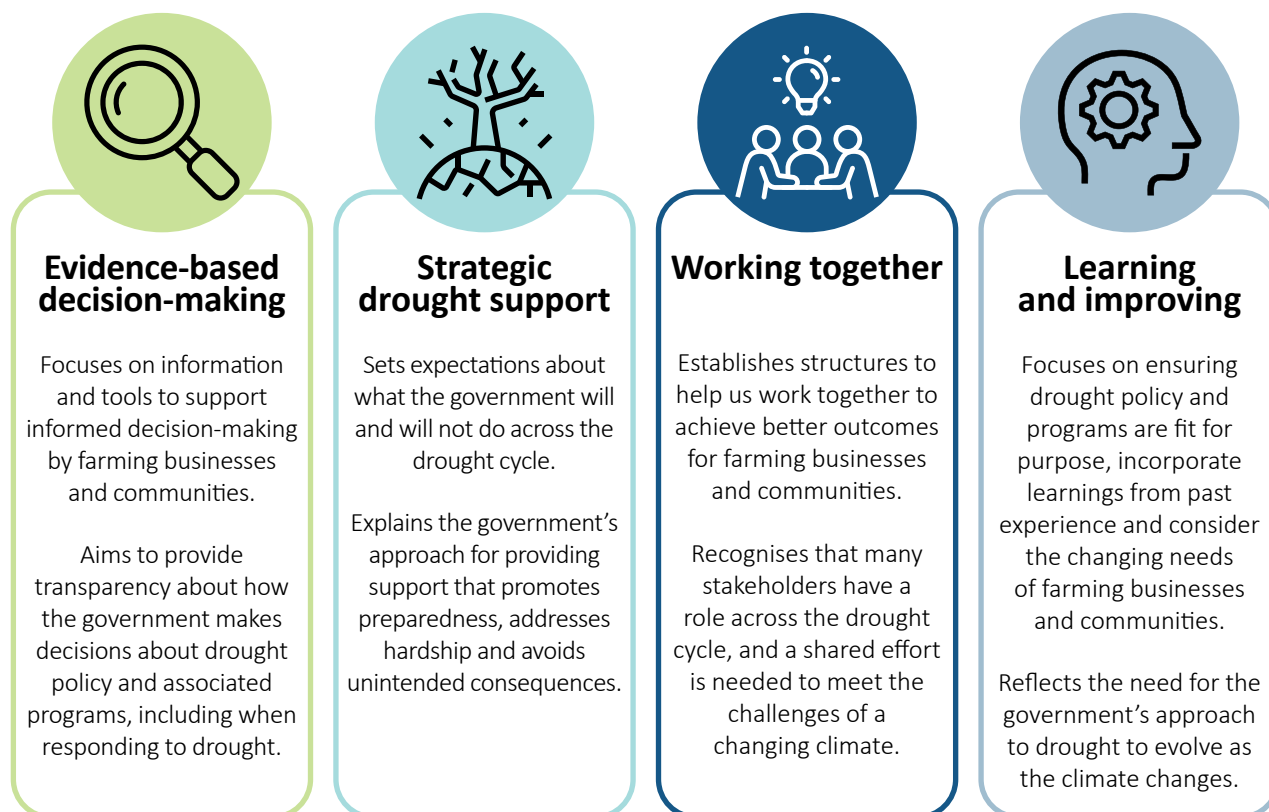
Climate models predict changes in future rainfall patterns and more severe droughts (ABARES 2022). Focusing drought policy on building resilience through enabling preparedness, risk management and financial self-reliance is key to the agricultural sector adapting to climate change.

Drought is not just an issue for farmers and their communities to deal with. Governments, industry groups, financial and professional services sectors, research organisations, charities and not-for-profit sector also have a role across the drought cycle. Drought policy must reflect the importance of stakeholders working together to address the challenges of drought and our changing climate.

Drought policy should acknowledge First Nations peoples unceded connection to land, sea and community. First Nations peoples have a deep understanding of the land, and their traditional knowledge can contribute to building drought resilience. Our drought policy commits to working in partnership with First Nations stakeholders to identify opportunities they envision for themselves in drought policy and empowering First Nations economic self-determination across Australia's agricultural industries by supporting and facilitating these opportunities.

Drought policy and programs must also evolve and improve to ensure government support remains appropriate and meets the needs of stakeholders. This includes considering the approach to drought policy in the context of a changing climate.

To implement our current policy approach, we are committed to delivering against 4 pillars:



Pillar 1 Evidence-based decision-making

Access to planning information and tools is crucial for making informed decisions about drought and climate risks, and for taking proactive steps to manage drought. A range of information sources are available to assist decision-making.

Information to support decision-making

The Australian Government is investing in tools that help farming businesses, communities and other stakeholders understand and assess their weather, drought and climate risks.

Weather information and climate forecasting

Australia's climate can vary greatly from one year to the next. The influences on our climate and their impacts differ and depend on the region and time of year. The Bureau of Meteorology provides high quality forecasts and information to assist farming businesses, communities and government to plan. This information supports short-term operational decisions and long-term tactical decisions and is available through:

- short-term forecasts that provide location specific temperatures and rainfall ranges for the next few days
- now casts that provide current information about rainfall at specific locations
- seasonal forecasts that outline forecasts and climate influences for the next 2 weeks to 3 months.

The Bureau of Meteorology also provides information about past weather, which is also helpful in decision-making. This information includes:

- a [monthly drought statement](#) that describes recent rainfall compared to historical records and the effect on soil moisture and water resources
- a [weekly rainfall update](#) that discusses rainfall for the past week and the effect on areas experiencing a rainfall deficiency.

[The Bureau of Meteorology toolbox](#) training course is available on the Bureau's learning platform. This course has been developed in partnership with industry to support the agriculture sector and explores the weather forecasting process along with how to identify and use the Bureau's weather tools to accurately inform on-farm decision-making. The course was developed together with the grains, rice and cotton sectors but is appropriate for any farmer. A series of decision support videos targeted to the grains, sugar and rice sectors can also be viewed on the [Bureau's YouTube](#) channel.

The Bureau of Meteorology has also completed initial research that could support the development of fit-for-purpose daily weather forecasts that extend beyond 7 days, managing the transition between the short-term 7-day weather forecast and the long-range forecast. The Bureau of Meteorology continue to pursue opportunities to progress research, provide services and develop products that will add value to the agricultural sector.

Australian Agricultural Drought Indicators

The Australian Agricultural Drought Indicators Project is assisting the Australian Government to plan by improving our understanding of how drought affects the agricultural sector. It is being delivered by ABARES in partnership with CSIRO. It combines weather data and forecasts with agricultural modelling to indicate the impacts on pasture growth, crop yields, soil moisture and farm profits. The Australian Government is using this tool to better understand areas that are being most exposed to drought impacts. However, this tool does not declare regions as being in drought or provide a trigger that activates the provision of support.

Climate Services for Agriculture program

The national [Climate Services for Agriculture](#) program, funded by the Future Drought Fund, provides a free online climate information digital platform called [My Climate View](#). This platform is delivered in partnership between the Bureau of Meteorology and CSIRO to provide accessible climate information to help farming businesses and communities understand the implications of climate change. It combines historical data, seasonal forecasts and future climate projections to give farming businesses and land managers climate information for their local area and commodity to help them better prepare for climate risks. The platform will continue to be improved through co-design with end users, by exploring opportunities to integrate new data sets and information where appropriate; including the Drought Resilience Self-Assessment Tool, ABARES' financial forecast data and First Nations knowledge.

Helping farming businesses and communities to plan

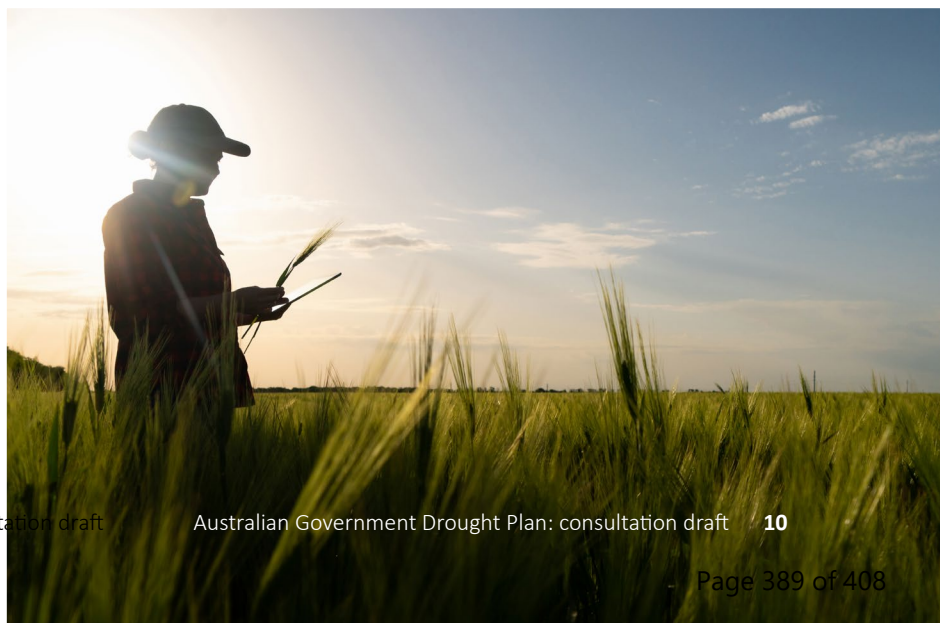
We are providing farming businesses and communities opportunities to develop the skills they need to plan for and mitigate weather and climate risks.

The Future Drought Fund is investing in 2 programs, Farm Business Resilience and Regional Drought Resilience Planning, to improve the capacity of farming businesses and support regional communities to make decisions that better manage climate risks including drought.

The [Farm Business Resilience Program](#) is delivered with state and territory governments. It provides farmers, farm managers and employees with access to subsidised learning and development opportunities in strategic business management, farm risk management and decision-making, natural resource management, and personal and social resilience. The program will include and integrate the Drought Resilience Scholarships initiative, which provides scholars with the opportunity to travel overseas to study drought resilience topics and learn from international leaders in the field – enabling them to better prepare themselves and their communities for drying conditions. Scholars are encouraged to share their knowledge to lift capability in others.

The Australian Government is also working with state and territory governments to deliver the next phase of the [Regional Drought Resilience Planning program](#). Implementation funding will be provided for eligible activities in approved regional drought resilience plans. Regions will be supported to govern and improve their plans and, agricultural regions which don't have plans in place will have an opportunity to develop one. The regional plans developed under this initiative:

- are owned and led by communities, involving local governments, regional organisations, the agricultural sector and local Drought Resilience Adoption and Innovation Hubs
- identify evidence-based actions to prepare for drought
- build on existing planning
- identify regional needs and priorities to inform future investment.



Drought response framework

The Australian Government is implementing a drought response framework to support its own preparedness, planning and response. The framework will monitor drought conditions and impact to support proactive government decision-making.

The framework draws from the Australian Agricultural Drought Indicators and the Bureau of Meteorology's weather information and forecasts. It also seeks regional and on-ground information through engagement with state and territory governments and other online and on-ground networks (see [Information sharing and collaboration](#)).

When drought conditions are developing and intensifying, the framework will consider whether:

- drought conditions are widespread, severe and forecast to be ongoing
- drought conditions are having a negative impact on farming business outcomes or farming communities, and the extent to which effects are felt across regions or nationally
- farming businesses and communities are drawing on their preparedness and risk-management activities
- recent and concurrent events have affected the capacity of farmers to prepare for drought and are contributing to hardship
- the need and demand for existing measures are high and expected to increase.

When drought conditions are easing, the framework will consider whether:

- drought conditions are no longer severe, widespread and forecast to be ongoing
- improved conditions are leading to sustained improved outcomes for farming businesses and communities.

This approach recognises that each agricultural region and industry is affected by drought differently. It also provides flexibility in decision-making to accommodate the unique nature of each drought.

The Department of Agriculture, Fisheries and Forestry is the primary user of the framework. However, its operation has value to other Australian Government agencies responsible for delivering drought support and services.

Stakeholders have been seeking greater clarity on the government's decision-making during drought. This description of the drought response framework, along with the government's approach to strategic drought support (see [Pillar 2](#)), seeks to provide more clarity.



Pillar 2 Strategic drought support

The Australian Government's drought support is guided by principles that seek to balance our policy objectives of enabling preparedness, risk management and financial self-reliance, with our role in providing an appropriate safety net.

Principles for strategic drought support

The government provides support that:

- encourages preparedness, risk management and financial self-reliance
- is specific and targeted to identified needs
- where appropriate, is locally led and flexible
- is timely and scalable according to prevailing conditions and other relevant factors
- complements and leverages other support offered by the Australian Government, states and territories, and non-government services
- is consistent with intergovernmental agreements, such as the National Drought Agreement.

The government does not provide support that:

- undermines the efficiency or growth prospects of the agricultural sector
- disincentivises preparedness
- is unable to demonstrate sufficient public benefits
- undermines Australia's trade law obligations or policy position with respect to tariffs, subsidies and other non-tariff barriers
- spreads the impacts of drought to areas not in drought
- exacerbates the impacts of drought on other sectors
- is likely to make recovery more challenging
- unnecessarily favours certain commodities over others
- duplicates other support offered by the Australian Government, states and territories, and non-government services.

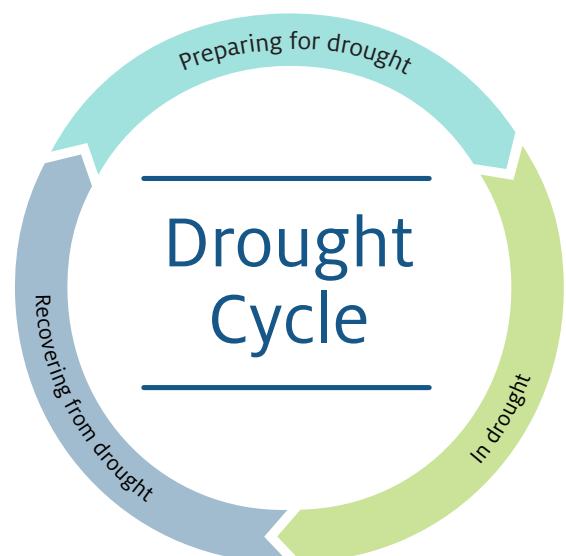
Support across the drought cycle

Farming businesses and communities are skilled at adapting to change. We offer tools to help them manage risk in a way that best suits their needs. This plan separates those tools into 3 categories that align with the drought cycle:

- enabling preparedness and risk management
- providing support during drought
- facilitating recovery.

Learn more about the

[Australian Government's drought programs.](#)





Incentives and tools for farming businesses

- Farm Management Deposit Scheme
- Income tax averaging and taxation incentives
- Regional Investment Corporation concessional loans
- Future Drought Fund programs

Encouraging natural resource management

- Climate-Smart Agriculture Program – Regional Soil Coordinators and Sustainable Agriculture Facilitators
- Resilient Landscapes Program

Promoting innovation and adoption

- Drought Resilience, Adoption and Innovation Hubs
- Rural Research and Development Corporations
- Scaling Success program
- Innovation Challenges Pilot
- Long-term Trials program
- Climate-Smart Agriculture Program – Partnership and Innovation Grants

Enabling preparedness and risk management

We invest heavily in preparedness and risk-management measures to manage the financial, environmental, health and social challenges associated with drought. This support includes incentives and tools for farming businesses and communities, and programs to promote innovation and adoption.

Greater preparedness, risk management and financial self-reliance has a positive effect on farming businesses and communities. It facilitates improvements in farm performance and community wellbeing and reduces the need for the government to provide reactionary support during drought.

Incentives and tools for farming businesses

The incentives and tools we provide to farming businesses include measures aimed at improving their capacity to manage financial fluctuations caused by environmental and market conditions, such as the [Farm Management Deposit Scheme](#). This scheme allows eligible primary producers to set aside pre-tax income during years of good cash flow, which can be drawn upon when needed, including during drought. Primary producers can also access income tax averaging provisions to even out their income and tax payable from year to year.

Preparing for drought can involve investing in on-farm infrastructure. Tax incentives, such as accelerated depreciation arrangements for water and fodder infrastructure and fencing, are available to primary producers. Loans from the [Regional Investment Corporation](#) offer concessional interest rates to farming businesses in financial need and these can be used to support on-farm investments in preparing for drought, such as water-efficient infrastructure.

The [Future Drought Fund](#) is a significant government investment in building drought preparedness and resilience. Future Drought Fund programs and tools help farming businesses and communities prepare for drought by building resilience through resources, practices and capabilities. Regardless of conditions, these resources and capabilities can be drawn on throughout the drought cycle to prepare for and build resilience to drought. They also contribute to multiple outcomes, including climate resilience, natural resource management, sustainable agriculture and water management. These programs enable farmers, agribusinesses, communities and others to plan ahead and make decisions about how to best manage the risks and impacts of drought and climate change.



Encouraging natural resource management

Managing natural resources on-farm can support drought resilience. For example, increasing groundcover can improve soil health and its ability to more effectively capture and store water, making it available to pastures during dry times.

The Natural Heritage Trust is the Australian Government's key investment platform for achieving its natural resource management, sustainable agriculture and environmental protection outcomes. Through the Natural Heritage Trust we have established the [Climate-Smart Agriculture Program](#). It is being delivered through a series of investments that focus on increasing the capacity and capability of the agriculture sector to adopt sustainable and climate-smart agriculture practices. The program is enabling extension and facilitation through national networks of Regional Soil Coordinators and Sustainable Agriculture Facilitators. These networks are:

- connecting farmers, landholders, community groups and the agricultural industry to relevant information and programs on climate-smart, sustainable agricultural practices
- coordinating and supporting soil extension services
- facilitating partnerships and connections
- supporting the delivery of sustainable agriculture projects in their region.

We are also supporting environmental resilience outcomes through a range of Future Drought Fund programs, by supporting the development and adoption of drought-resilient farming and land management practices. A key investment by the Future Drought Fund is the [Resilient Landscapes program](#), which will support projects to demonstrate how practices to manage natural resources contribute to building drought and climate resilience at scale, targeting opportunities for long-term transformational change.

Activities to improve soil health can also support on-farm drought resilience. The [National Soil Action Plan 2023 to 2028](#) is the first of 4 action plans to be developed under the National Soil Strategy. As part of the plan, Regional Soil Coordinators are working to identify local soil issues and gaps in knowledge and create networks to facilitate collaboration and knowledge sharing. The coordinators help farmers and land managers improve their soil management and increase productivity, profitability and sustainability.

Promoting innovation and adoption

The Australian Government undertakes a range of activities to help drive innovation and adoption.

We have invested in 8 [Drought Resilience, Adoption and Innovation Hubs](#) to connect farmers with regional agricultural experts, innovation and new practices. Hub activities have been designed in collaboration with farmers to meet local drought resilience needs. Examples include:

- on-farm trials of transformational technologies and practices
- training farmers in the use of decision-support tools
- upskilling farmers in innovation, entrepreneurship and commercialisation.

Australia's [Rural Research and Development Corporations](#) have helped drive agricultural innovation since 1989. They allow the Australian Government and primary producers to co-invest in research, development and extension to improve the profitability, productivity, competitiveness and long term sustainability of Australia's primary industries. Rural Research and Development Corporations invest government and levy-payer funds in diverse research development and extension projects, including projects on water efficiency, improved crop varieties and grazing management.

The Future Drought Fund's new [Scaling Success](#) program will deliver broader scale change by extending the reach of projects previously funded by the Future Drought Fund that have proved successful in building drought and climate resilience.

The Future Drought Fund will also deliver the new [Innovation Challenges Pilot](#), which will call for innovative solutions to address complex and multi-dimensional challenges, defined by industry experts, which are imposed by drought and climate impacts on a region, industry or sector.

The Future Drought Fund's [Long-term Trials program](#) will be extended and expanded to test and generate evidence of prospective drought and climate resilience farming practices across additional agricultural sectors. Projects supported by the program will use a combination of sites and at least one trial location for scientific evaluation. This evidence-based approach will provide farmers with the information they need to try the practices themselves.

Uptake of innovative practices is also being supported through the [Partnership and Innovation Grants of the Climate-Smart Agriculture Program](#). These grants foster innovation in climate-smart, sustainable agriculture practices, supporting large-scale projects to be delivered across Australia through partnerships. This grant opportunity is providing a valuable opportunity to develop, trial and implement new and innovative tools that lead to practice change.

CSIRO has a mission dedicated to improving drought resilience. It involves partners in government, industry, the research sector and the community working to deliver on-farm innovation, regional resilience and information systems to underpin policy and inform decision-making.



Providing support during drought

Drought affects different regions, businesses and communities at different times. It is one of the biggest challenges that farming businesses and communities face, and one of a number of business risks they should actively prepare for and adapt to. Our support focuses on investment in preparedness but recognises there can be times when even those most prepared and resilient may need support. The government does not use drought declarations as a mechanism for providing support. Our drought response package is always available to Australians suffering significant financial, mental health and wellbeing impacts. Access to many of the measures in the package is not limited to hardship resulting from drought. The package aligns with the principles for strategic drought support and includes:

- support for individuals experiencing hardship
- programs and services to enable financial self-reliance
- mental health support
- programs that promote community wellbeing
- investment in regional infrastructure.

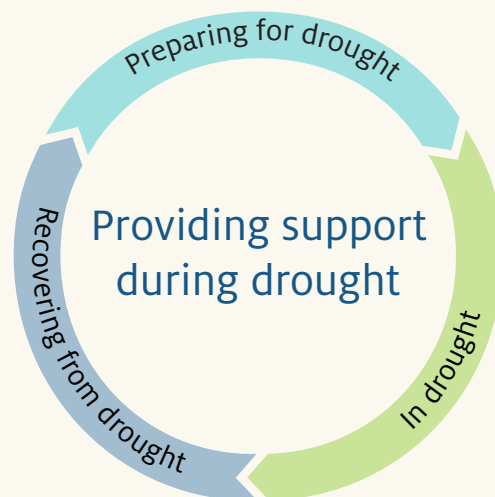
The government employs a strategic approach to drought support, which involves encouraging farming businesses to draw on their preparedness activities, and available information and tools, to support their own financial self-reliance. However, we continually monitor drought conditions and impacts and will remain flexible in our response (see [Drought response framework](#)). If drought conditions and their effects are prolonged and severe, we may consider additional support needs.

Additional support must align with the principles for strategic drought support described in this pillar. Existing measures under the drought response package may also need adjustments or require additional funding to keep up with increased demand due to drought. Any additional support would not be provided at the first sign of drought conditions, which reflects our expectation that farming businesses will be drawing on their preparedness activities.

Supporting individuals in hardship

Australia's social security system has evolved to meet challenges facing Australians. Droughts can cause affected farming businesses to have significantly limited or no financial return from impacted seasons. The [Farm Household Allowance](#) is a program of support for farmers and their partners running commercial operations that are experiencing low cash flow. There are 4 financial components, underpinned by practical support to help people examine their business and make sustainable changes.

Individuals working on-farm or in communities and businesses reliant on agriculture may also lose their employment. JobSeeker, and Youth Allowance for those aged 16 to 21, supports people who are unemployed and looking for work. We also provide emergency relief, which is delivered by community organisations. Although not targeted at drought, these services can help individuals



Supporting individuals in hardship

- Farm Household Allowance
- JobSeeker and Youth Allowance
- Emergency relief
- Choice Affordability Fund
- Community Child Care Fund

Enabling financial self-reliance

- Regional Investment Corporation concessional loans
- Farm Management Deposit Scheme
- Rural Financial Counselling Service
- Small Business Debt Helpline
- Ahead for Business

Providing mental health support

- Primary Health Networks
- Head to Health, Headspace, 13YARN
- Medicare Mental health Centres

Promoting community wellbeing

- Future Drought Fund communities initiatives

Investing in regional Australia

- Growing Regions Program

experiencing financial distress or hardship with limited means or resources to help them alleviate their financial crisis. Emergency relief providers can also assist eligible clients to meet short-term immediate needs, such as food, clothing and part-payment of utility bills.

The financial hardship impacts of drought can affect the ability for children to access non government education services. During drought, it is important that critical education services remain available. The Choice and Affordability Fund provides funding to the non-government school sector to assist schools affected by unexpected special circumstances, including drought, particularly where this creates short-term financial difficulty for the school. The [Community Child Care Fund](#) is available to help eligible child care services address barriers to participation, including due to drought. The Temporary Financial Hardship element of the Additional Childcare Subsidy helps families experiencing temporary financial hardship due to a range of circumstance, including drought. This assistance is designed to ensure continuity of care and support the physical safety, health and wellbeing of children.

Enabling financial self-reliance

The Australian Government will only provide measures that meet our principles for strategic drought support. In the context of drought, we will not provide businesses with:

- programs that subsidise employee costs
- programs that subsidise purchasing fodder or water, or its transport
- payments that subsidise interest costs
- disaster payments or grants.

Our support during drought includes a focus on enabling financial self-reliance. For example, we provide concessional loans via the [Regional Investment Corporation](#) that allow farming businesses to refinance existing debt and help reduce costs as they manage through drought.

The [Farm Management Deposit Scheme](#) incentivises financial self-reliance by providing a tax concession to primary producers to encourage them to build cash reserves in high-income years for drawing on in low-income years. Taxation measures are also available for primary producers who experience abnormal income, including where income is affected by drought. These include favourable taxation arrangements for profits from the forced disposal of livestock or when wool growers undertake 2 wool clips in a season.

The [Rural Financial Counselling Service](#) is available to farming businesses and small related businesses experiencing, or at risk of, financial hardship. The service aims to help clients out of financial crisis, improve their financial wellbeing and resilience, and improve the profitability of their business or facilitate a dignified exit through sale or succession.

Drought can lead to a reduction in spending in farming communities, which can expose non-farming businesses to financial downturns. We fund a range of measures that can support business owners through these difficult times, such as the Small Business Debt Helpline and targeted mental health and wellbeing support via [Ahead for Business](#).





Providing mental health support

Drought is known to affect the mental health and wellbeing of individuals, both on-farm and in farming communities. Financial and work-related stress are some of the many factors that can create or exacerbate mental health concerns.

We fund a range of initiatives to improve the lives of people living with mental ill-health. This includes 31 independent, not-for-profit Primary Health Networks. The networks use a people centred approach to assess and commission health services to meet the needs of their region. Based on their integral role in primary health care and their established relationships and ongoing engagement, the networks gather, share and distribute information and resources, commission services, and are well placed to support emergency planning, response and recovery activities.

Mental health information and services are available over the phone or online. Free or low-cost services include [Head to Health](#), [Headspace](#) for people aged 12 to 25 years with or at risk of developing mental illness, and [13YARN](#) for First Nations people. Medicare rebates are available for clinical mental health services, and Medicare Mental Health Centres are available across Australia providing free mental health care for adults, without needing a referral. [Lifeline](#), [Kids Helpline](#), [Beyond Blue](#) and other non-government services are also available.

Promoting community wellbeing

Droughts can be protracted events that come with uncertainty and an unknown end date. They impact social connectedness and community wellbeing, including through reduced participation in community activities and higher incidence of volunteer fatigue.

We are investing to build and maintain community cohesion before drought, so that farming communities are able to access established support networks during times of hardship. The [Future Drought Fund's communities initiatives](#) are establishing and supporting a national cohort of community leaders, networks, mentors and organisations to drive local action to prepare for drought – enabling agriculture-dependent communities, including First Nations communities, to draw on these networks and support established ahead of drought, during times of hardship.

Investing in regional Australia

Drought can result in reduced local spending, employment and investment. Non-drought specific programs contributing to regional community infrastructure can support communities in drought by providing economic stimulus. One such example is the [Growing Regions Program](#), which provides grants of between \$500,000 and \$15 million to local government entities and not-for-profit organisations for capital works projects that deliver community and economic infrastructure projects across regional and rural Australia. This community-focused infrastructure revitalises regions and enhances amenity and liveability throughout regional Australia.



Supporting the capacity of farm businesses, communities and individuals to recover

- Farm Business Resilience Program
- Farm Management Deposit Scheme
- Regional Investment Corporation concessional loans
- Future Drought Fund's communities initiatives
- Primary Health Networks
- Head to Health, Headspace, 13YARN
- Medicare Mental Health Centres
- Medicare rebates for clinical mental health services

Facilitating recovery

Drought recovery does not happen immediately after climatic conditions improve. Farming businesses and communities will start their recovery at different times based on local conditions and their unique business or community characteristics. Mental health and wellbeing effects can linger, and the land takes time to recover before it is ready to support full farm productivity. Recovery requires strategic management decisions by businesses that may have experienced financial downturn.

Preparing for drought, and making sound business decisions during drought, can lead to improved recovery outcomes. Our investments in enabling preparedness and risk management also support the capacity of farming businesses to recover. For example, the [Farm Business Resilience Program](#) provides subsidised learning and development opportunities in strategic business management, farm risk management and decision-making, all of which are important for recovery.

The ongoing and accessible programs that assist individuals and farming businesses during drought are also available to support recovery. Farming businesses and individuals can choose how and when to use that support to best meet their needs.

Support that can assist recovery includes concessional loans via the [Regional Investment Corporation](#), and drawing down on existing [Farm Management Deposits](#) to restock or replant when conditions improve. The [Farm Household Allowance](#) and the [Rural Financial Counselling Service](#) can help farming businesses out of financial difficulty. [Income tax averaging provisions](#) can also be used by primary producers to smooth fluctuating incomes so that their tax liability is not greater than taxpayers on similar but steadier incomes.

Mental health and wellbeing support remains available to support individuals and communities recovering from drought. This includes Primary Health Networks' face-to-face support and referrals to local support, online and telephone support and information, and Medicare rebates for clinical mental health services.

Supporting strong farming community networks and local leadership ahead of drought plays an important role in drought recovery. Our investment to support community cohesion will continue and enable drought recovery – for example, through the [Future Drought Fund's communities initiatives](#).

The wide-ranging effects of drought will test the planning and preparations of all stakeholders. Following recovery, all stakeholders should consider opportunities to share their experiences and learnings to improve drought policy in the long term (see [Pillar 3](#) and [Pillar 4](#)).

Pillar 3 Working together

Drought is a shared issue among all stakeholders. Working together is essential for formulating cohesive drought policy, providing consistent messaging, delivering aligned services and achieving better outcomes.

Shared responsibilities

We have worked with stakeholders to identify responsibilities that are shared.

The shared responsibilities are:

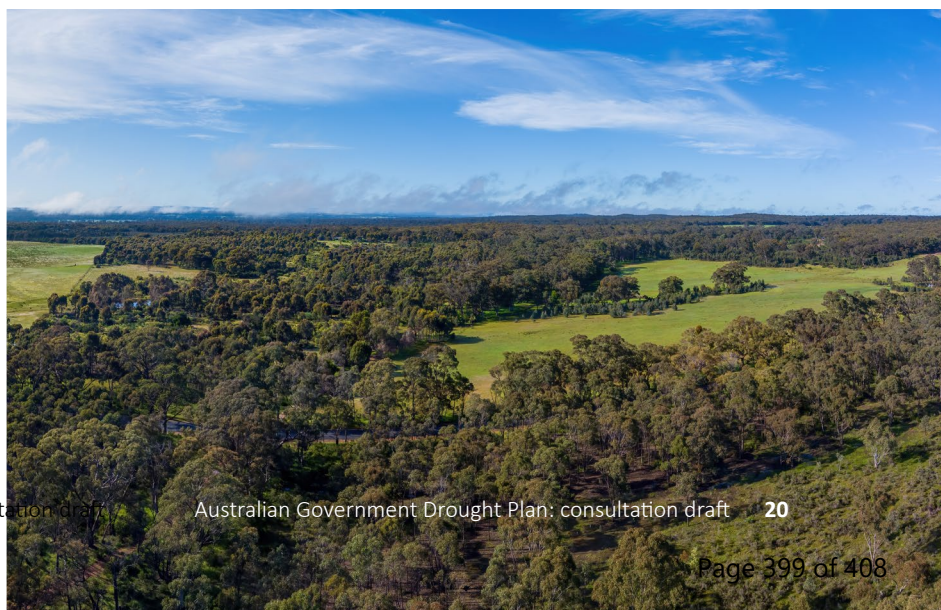
- Collaborate on approaches and strategies to prepare for, manage through and recover from drought.
- Reflect on experiences across the drought cycle and share learning and improvement opportunities between stakeholder groups.
- Provide clear and coordinated responses to drought and communicate those responses appropriately.
- Assess and share regional drought, climatic and hardship conditions, including support requirements, to inform timely responses to drought and hardship.
- Understand the drought-related risks that farming businesses and communities face (e.g. climate change) and the opportunities to mitigate these risks.
- Proactively seek practical solutions for working together to maintain relationships between stakeholder groups and stay connected across the drought cycle.

Information sharing and collaboration

The timely sharing of knowledge, experience and ideas allows stakeholders to make informed and clear decisions. It also enables drought policy and response to continue to improve. Several mechanisms are in place to help stakeholders remain connected and foster collaboration. These mechanisms will also be used to inform our [drought response framework](#).

National Drought Network

The National Drought Network is a forum for stakeholders to share information and improve understanding about drought conditions and drought initiatives, and to facilitate complementary and coordinated efforts across the drought cycle. The network includes representatives from the Australian, state, territory and local governments, industry, the financial sector and the not-for-profit sector. Membership is flexible to ensure appropriate representation over time. Meetings are held regularly, and their frequency can vary in response to changing conditions.





National Drought Forum

The Australian Government holds the National Drought Forum every 2 years to bring together representatives from the Australian, state, territory and local governments, industry, the financial sector, First Nations communities and the not-for-profit sector. The forum provides a platform for drought policy engagement, collaboration and co-design. The topics discussed at the forum are tailored to current events, stakeholder interest and relevant policy initiatives.

Other online and on-ground networks

We provide consistent national information about drought policy and support across different platforms, including websites, social media and mainstream media outlets. We also ensure that on-ground networks and trusted sources embedded within communities are informed and can provide localised and tailored information. Examples of on-ground networks include the rural financial counsellors and the Drought Resilience Adoption and Innovation Hubs. These networks are well placed to inform the government about regional drought conditions and impacts.

Partnering with First Nations Australians

We commit to partnering with First Nations stakeholders in the development and implementation of drought policy and programs. We acknowledge that partnering with First Nations stakeholders is essential in ensuring that policies are culturally inclusive and responsive to the specific needs and priorities of First Nations communities. We commit to addressing this in the first principle of the National Drought Agreement, with a continued focus on this throughout the life of this plan.

A First Nations Advisory Group is being established to provide advice to the department on issues relating to drought and climate resilience. Terms of reference for the advisory group will be developed in partnership between the advisory group and the department. These will be culturally safe and support self-determination.

Under the Future Drought Fund, we are also establishing a new pilot program to facilitate place based and First Nations-led activities. The pilot will support First Nations individuals, businesses and communities to build drought and climate resilience. Funding will also be provided to seek to improve participation of First Nations people in Future Drought Fund activities.

Working with the states and territories

The Agriculture Ministers' Meeting Working Group on Drought is a forum for National Drought Agreement parties (the Australian, state and territory governments). The working group shares information about drought conditions and activities, works together and makes decisions on priorities under the National Drought Agreement. Meetings are held regularly, and their frequency can vary in response to changing conditions.

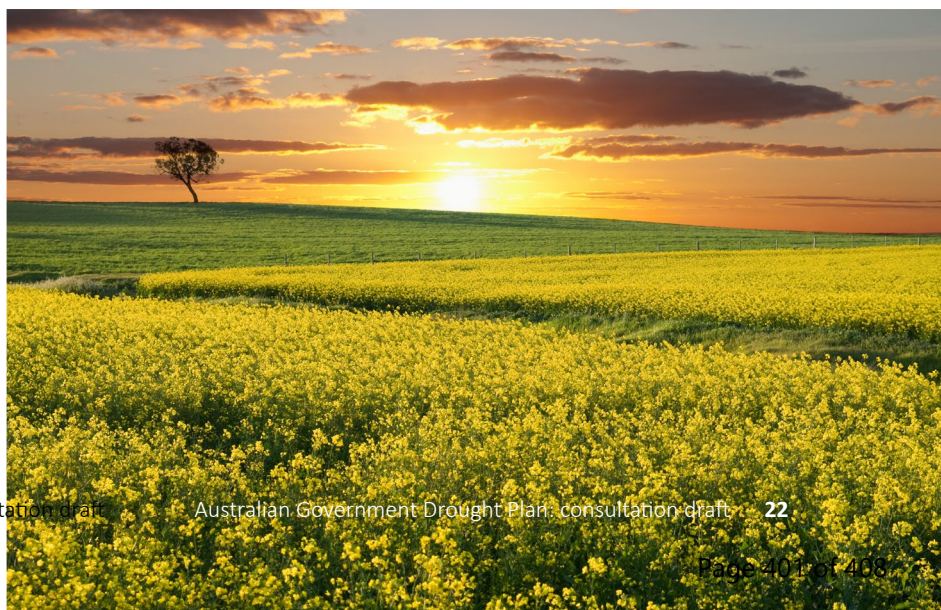
International partnerships

We look internationally to facilitate new ideas, innovations and policies to support farming businesses and communities who face drought. Australia's expertise in drought resilience is also highly sought after. We are progressing international relationships on drought to assist us in learning how other countries manage drought and increase drought resilience, as well as sharing Australia's valuable experience.

Australia is a member of the United Nations Convention to Combat Desertification (UNCCD). This multilateral commitment unites governments, scientists, policymakers, the private sector and communities around a shared vision to restore and manage the world's land. Australia also participates in the UNCCD Intergovernmental Working Group on Drought, which supports countries to manage drought and shift from a reactive to proactive approach.

In October 2023, Australia joined the International Drought Resilience Alliance. This network of countries is focused on making drought resilience a priority and provides a global platform for collaboration. It aims to catalyse political momentum and action to shift from disaster responses towards reducing the vulnerability of countries and communities to drought through preparedness and adaptation measures. The alliance was launched at the 2022 Conference of the Parties to the United Nations Framework Convention on Climate Change (COP27).

In December 2023, Australia endorsed the Emirates Declaration on Sustainable Agriculture, Resilient Food Systems and Climate Action at the United Nations Climate Change Conference (COP28). The declaration commits countries to scale up adaptation and resilience activities in the agricultural sector, and to maximise the climate and environmental benefits associated with agricultural and food systems. Endorsing the Emirates Declaration strengthens and deepens our relationships with more than 150 countries that have joined the call.



Pillar 4 Learning and improving

This plan has explained our drought policy and identified the programs and activities that deliver it. As the climate changes, managing drought will become more challenging. All stakeholders, including government, must learn from previous responses and improve their approach to preparing for, managing through and recovering from drought.

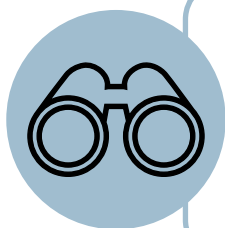
A framework for monitoring, evaluation and learning

Effective monitoring, evaluation and learning (MEL) is critical for ensuring drought policy and the programs and activities that deliver it are fit for purpose and responsive to the changing needs of farming businesses and communities. Existing MEL activities for drought programs consider the outcomes being sought at the program level only. To supplement this, we are developing an overarching MEL framework for drought policy.

This framework will consider the wider impacts of drought policy, beyond individual program activities. It will allow the government and stakeholders to identify the elements of drought policy that are working well and the areas that can be improved. The framework will be developed in 2024–25 and made available on the Department of Agriculture, Fisheries and Forestry website.

Articulating a pathway for change

The MEL framework will articulate the policy problem that government is trying to address and the change that government is striving to achieve. This will be captured in a theory of change. To complement this work, a theory of action will be used to demonstrate which initiatives government will use to deliver the desired changes.



Monitoring

We will monitor drought policy by tracking information that demonstrates progress against desired outcomes, including at the program level. For example, data on the number of farmers accessing drought planning workshops, and case studies of how the workshops helped them, are indicators of how well we are delivering on our policy objective to enable preparedness and risk management.



Evaluation

An evaluation of drought policy is important for ensuring the desired outcomes and policy delivery are appropriate, effective and efficient. The MEL framework will detail the arrangements for such an evaluation, including guiding questions and timing of activities.



Learning

The monitoring of progress and an evaluation of impacts are vital for assessing drought policy. However, these activities are only successful if the findings are incorporated into future work and shared with stakeholders. The MEL framework will detail a learning strategy that outlines how we will action and share the results of monitoring and evaluation.

Preparing the next Drought Plan

This plan will be reviewed in 2027. The review will seek stakeholders' feedback on whether the plan has delivered on its purpose and whether improvements can be made. The findings of this review will inform the next Drought Plan.

Links to other government policy

Drought is a far-reaching phenomenon that cuts across many areas of government policy. These connected issues have distinct policies, and feature programs that are complementary to those targeting drought. Many of these issues involve differing responsibilities between the Australian, and state and territory governments.

Water

Australia faces challenges associated with climate variability, water scarcity and increasing demand for water. Agencies at different levels of government have a role in managing water resources to ensure a sustainable water supply for industry, the environment and communities. State and territory governments are primarily responsible for managing water within their jurisdictions. The Australian Government provides national coordination and leadership to drive reforms to manage water resources sustainably and productively, achieve water security for future generations and build preparedness for a range of climate risks, including drought.

We are committed to safeguarding the Murray–Darling Basin for future generations through the implementation of the [Basin Plan 2012](#). The Basin Plan aims to bring the Basin back to a healthier and sustainable state by ensuring enough water is available to support the rivers, lakes and wetlands, and the plants and animals that depend on them, while also continuing to support the communities that rely on the Basin. A review of the Basin Plan will be completed in 2026 with climate change a key consideration.

We have committed to work with states and territories to renew the National Water Initiative. Renewing the initiative offers the opportunity to better reflect climate change, provide for increased First Nations influence in water resource management, ensure access to safe and secure drinking water and take a strategic approach to groundwater management.

We are working with state and territory governments to invest in water projects that ensure the long-term viability of our communities and economy. The National Water Grid Fund investment program aims to improve water access and security by delivering nationally important water infrastructure projects that unlock potential, build resilience, and promote growth and sustainability.

We also provide interjurisdictional leadership by working across state boundaries to implement Great Artesian Basin and Lake Eyre Basin programs that help achieve water security for industries, communities and the environment. This includes continuing to explore opportunities to build on existing programs in the Great Artesian Basin that support drought resilience. We also undertake work to meet the Commonwealth's responsibilities under the Lake Eyre Basin Intergovernmental Agreement by working with states to address matters of national interest within the Basin that relate to sustainable agriculture and water resource management.

Our Resourcing Australia's Prosperity initiative is comprehensively mapping Australia's natural resources. This includes the mapping of the groundwater resource potential to strengthen climate resilience, help grow Australia's regions, increase agricultural output and support water security for communities.





Climate adaptation and mitigation

Even with strong global action to reduce emissions, the effects of climate change will continue to increase over the coming decades due to past greenhouse gas emissions. Practical action is needed to adapt to climate change to protect individuals, communities, organisations and natural systems. Australians must anticipate, manage and invest in adapting to climate risks and impacts. State and territory governments deliver adaptation responses in their areas of policy and regulation, such as emergency services, health, the natural environment, planning and transport.

The Australian Government provides leadership on national adaptation reform. We are strengthening adaptation policy to ensure that action is well-targeted and effective through the delivery of the [National Climate Risk Assessment](#) and [National Adaptation Plan](#). Together with the states and territories, we are a signatory to the [National Statement on Climate Change and Agriculture](#). The statement presents a unified vision and a shared commitment by ministers to work in partnerships with the sector to ensure Australia continues to lead the world in climate-smart practices.

This work will complement a range of initiatives across all levels of government, as well as the private sector and community organisations, that strengthen adaptation. This includes delivering science, research, and evidence-based tools. It also includes climate projections and scenarios and supporting nationally consistent approaches to the development of next generation climate projections through the [National Partnership for Climate Projections](#).

Each of the state and territory governments have undertaken various levels of climate risk assessment and adaptation planning for their jurisdictions. Local governments are similarly instrumental in adaptation, including in developing local adaptation plans and managing local level assets.

Agriculture and land will have an important role to play in helping Australia mitigate the impacts of climate change. The government has signed up to the Paris Agreement and committed to ambitious emission reduction goals, including reaching net zero by 2050. Six sectoral plans will support this work, including the [Agriculture and Land Sectoral Plan](#). These plans will explore ways to contribute to economy-wide goals to reduce emissions.

To support initial emissions reduction efforts in the agricultural sector, the Australian Government is providing investment to help build the capacity of Australian farmers and trusted advisers, improve greenhouse gas accounting at national and farm levels, and drive emissions reduction and carbon sequestration in the sector. It will also contribute to the new Zero Net Emissions Agriculture Cooperative Research Centre to support long-term research into emission reductions from Australian agriculture.

Health

Environmental hazards such as extreme heat, floods, fires and drought have negative effects on human health and wellbeing. Our [National Health and Climate Strategy](#) sets out actions that will build healthy, climate-resilient communities, and a sustainable, resilient, high-quality, net-zero health system.

As climate changes, more communities are being affected by concurrent and compounding drought and disaster events. Mental health support for people in affected communities, emergency service workers and volunteers is a priority for government. The [National Disaster Mental Health and Wellbeing Framework](#) provides guidance to governments and recovery partners to support disaster-affected communities' mental health and wellbeing. The Australian, state and territory governments are collaborating to implement this framework.

State and territory governments also provide funding for public sector services and set legislative, regulatory and policy frameworks for mental health service delivery within their jurisdictions.

Animal welfare

Animal welfare is a major concern during drought. Scarce food or water and temperature extremes that often accompany drought can have direct and indirect effects. Stressed animals are at increased risk of injury, infection and disease. State and territory governments, as the primary regulators for animal welfare, support farming businesses to prepare for dry times and meet their legal obligation to care for their stock. The Australian Government is responsible for trade and international agreements relating to animal welfare. We are strengthening animal welfare by renewing the [Australian Animal Welfare Strategy](#), which will confirm Australia's commitment to a modern, sustainable and evidence-based approach to animal welfare.

Biosecurity, pests and weeds

Biosecurity risk factors are increasing as a result of climate change, which is altering the habitat, range and distribution of many pests, weeds and diseases, as well as increasing their ability to spread and establish in new areas. The growth in biosecurity risk factors was a key driver for the development of Australia's [National Biosecurity Strategy](#), which provides a shared vision for a strengthened national biosecurity system and strategic roadmap for its evolution over the next 10 years.

Established pest animals and weeds pose a significant threat to Australian agriculture, productivity and natural assets, including exacerbating the effects of drought and hindering drought recovery. Pest animals can damage crops, compete with livestock for pastures and reduce ground cover. Diseases can attack drought-stressed plants and animals, and weeds may outcompete pasture and crop species. Pest and weed management is primarily the responsibility of state and territory governments and land owners. The Australian Government contributes to pest and weed management through national strategies and action plans, such as the Australian Weed Strategy 2017–2027, Australian Pest Animal Strategy 2017–2027 and National Feral Deer Action Plan 2023–2028. This includes through investing in research, development and innovation, national coordination, supporting capability and capacity building and some priority on-ground control activities.



Regional investment

Drought can reduce local employment, spending and investment in regional communities. The Australian Government's [Regional Investment Framework](#) sets out an approach to delivering regional investment, coordinating across governments to make investment work better for regions, and placing regions and their people at the centre of decision-making. Under this framework, government investment will be targeted and support better outcomes for regional people, the places they live in, the communities and services they rely on, and the regional industries and economies that are core to Australia's prosperity.

Natural resource management and biodiversity

Australian agriculture depends on a biodiverse and well-managed natural resource base. During drought, natural resources, including soil, water, native vegetation and wildlife, are all at heightened risk of degradation. Sound on-farm natural resource management practices can help mitigate these risks and build a more resilient landscape across the drought cycle, benefiting agriculture and the environment. State and territory governments are responsible for managing natural resource issues during drought.

The Australian Government is partnering with industry, the community sector, academia and First Nations organisations to enhance the natural resource base we all rely on, including through the [Natural Heritage Trust](#).

Soil provides essential ecosystem services that support and contribute to Australia's economic, environmental and social wellbeing – including food and fibre production, water storage, filtration and nutrient cycling, and carbon storage. The [National Soil Strategy](#) sets out how Australia will value, manage and improve its soil for the next 20 years. The National Soil Action Plan 2023–2028 sets priority actions that have been committed to by the Australian, state and territory governments and partner organisations that contribute National Soil Strategy objectives.

Drought can also affect natural ecosystems and harm fish, wildlife and plant species. We recognise the importance of biodiversity conservation and, in collaboration with states and territories, have set a national framework for biodiversity conservation over the next decade. [Australia's Strategy for Nature 2019 to 2030](#) guides how governments, the community, industry and scientists manage and protect Australia's plants, animals and ecosystems. We have also released the [2022–2032 Threatened Species Action Plan](#), which maps a pathway to protect, manage and restore Australia's threatened species and important natural places.

Private investment has a role to play in enhancing Australia's environment. The [Nature Repair Act 2023](#) establishes a transparent framework for a legislated, national, voluntary, biodiversity market, whereby landholders can be issued with biodiversity certificates for projects that enhance, protect manage or restore biodiversity in native species. The Nature Repair Market will mobilise private finance to help to repair and protect our unique natural environment and will provide income to landholders for protecting biodiversity.

Disaster response and resilience

Drought is not considered a natural disaster, but there are similarities between drought and disaster management that provide opportunities for identifying good practice and ways to improve – for example, through sharing lessons and insights across resilience building, risk reduction, preparation and recovery.

The [National Disaster Risk Reduction Framework](#) was released in April 2019. It sets out the foundational work required nationally, across all sectors, to reduce existing disaster risk, minimise new disaster risk, and deliver better climate and disaster risk information.

Recovery for communities is lengthy and complex, involving many stakeholders and all levels of government. Each state and territory have their own disaster-recovery policies, but often large-scale disasters happen across jurisdictions. The [Australian Disaster Recovery Framework](#) provides a common understanding of the approach to disaster recovery.

Australia's exposure to disaster risk continues to increase, with new risks emerging at an accelerated pace. The Australian Government has announced up to \$1 billion for the [Disaster Ready Fund](#) over 5 years from 1 July 2023. The fund is the Australian Government's flagship disaster resilience and risk reduction initiative. It will deliver projects that support Australians to manage the physical and social impacts of disasters caused by climate change and other natural hazards.

Glossary

Term	Definition
agricultural sector	Refers to the 3 portfolio industries of agriculture, fisheries and forestry.
agricultural industry	Refers to enterprises including cropping, livestock, horticulture or wool production.
<i>The alliance</i>	International Drought Resilience Alliance
MEL	Monitoring, Evaluation and Learning

References

ABARES 2022, [Climate and drought](#), Australian Bureau of Agricultural and Resource Economics and Sciences, Canberra, accessed 30 May 2024.

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—2023b, [Snapshot of Australia’s agricultural workforce](#), Australian Bureau of Agricultural and Resource Economics and Sciences, Canberra, accessed 24 November 2023.

