

PRESENT: Cr Kodi Brady (Chairperson), Cr Jason Newton, Mr Gary McKernan (Boxing), Mrs Emmah Watton (Netball), Mr Ian Clifton (CRUFC), Mr Tim Evans (CJRNC) and Ms Deborah Mukhar (Soccer)

IN ATTENDANCE: Ms Nicole Benson (Acting Director Technical Services), Mr Zachary Estens (Acting Manager Urban Services & Facilities).

APOLOGIES: Mr Stephen Walton (CRLFC) and Mr Stuart Thomas (Alt-CRUFC).

MINUTES

1/2324 RECOMMENDED that the minutes of the Coonabarabran Sporting Complex Advisory Committee meeting held on 31 July 2023 be confirmed.

McKernan/Watton

BUSINESS ARISING

Nil.

AGENDA ITEMS

1. Progress of Coonabarabran No 3 Oval Amenities
 - DTS provided an update on the progress of the amenities.
 - Application for the subdivision of the land has been lodged, however, there was a discrepancy in the registered name of the landowner. Arrangements for this to be rectified are underway and Council is currently in the process of signing off on the documents prepared by solicitors for their registration.
 - The contractor has submitted the electrical design for relocation of overhead powerlines to Essential Energy's portal and it is pending approval. While awaiting a response from Essential Energy, the registration of the easement is concurrently in progress. This arrangement ensures that once both of these processes are completed, construction on the site can be initiated immediately.
 - Planning consultants are working on the development application and the design of the amenity building. Design will be approximately three to four weeks and the development application is planned to be lodged in around eight weeks.
 - Tender documents will be started once design is complete and the tender will be advertised concurrently with the DA assessment. Timeframe for this is unknown but could be up to 16 weeks.
 - Funding milestone of 30 June 2024 will not be reached and an extension of time will be sought from the funding body.

2. Coonabarabran No 3 Oval Old Amenities Update
 - DTS advised that legal advice had been sought on the works the contractor had not completed and/or were not up to standard. Council highlighted deficiencies in a letter to the contractor and advised that a report on the matter would be made to the Department of Fair Trading if the works were not rectified within a specified timeframe. The A/USFM told the meeting that the contractor had been back and rectified the issues. Carpeting of the changerooms is still planned and staff are looking at painted surface with grit to reduce slip hazards and will consult with the facility users prior to any works taking place.

3. Coonabarabran No 2 Oval Fire Damage
 - A/USFM advised that a loss adjustor would be visiting the facility to have a look at the damage. Two quotes have been received to demolish the building.
4. Coonabarabran No 2 Oval Grant Funded Works
 - DTS let the committee know that this work had not progressed due to resourcing limitations. It may be held up now with them demolition of the fire damaged building.
5. Local Roads & Community Infrastructure Phase 4
 - Projects for the sporting complex were highlighted being \$25,000 for shade and seating improvements at the Pump Park; and \$88,366 to install a skillion roof over amenities at No. 3 Oval.
6. Netball/Basketball and Skate Park Repairs
 - A/MUSF advised that concrete crew will rectify the cracks in the skate park. The Chair let members know that a person had an accident on the netball courts in the holidays. It was noted that the netball courts were opened on 10 October 2018.

ACTION – WSC to check warranty and arrange for repairs.

7. Junior Rugby Union Nomination
 - The committee discussed the nomination from Junior Rugby Union. It was noted that the nomination form had not been sent to the nominee. The Committee decided that due to the number of meetings, possibly only one, between now and when the Committee dissolves at the end of the current term of Council, the nomination could wait until the new Committee had been established.

GENERAL BUSINESS

The following items were discussed:

- A discussion took place around Committee membership. Representatives from Cricket and Tennis had contacted Committee members enquiring about membership. It was noted that tennis was invited to participate in 2023 and that no response had been received. The Terms of Reference were reviewed and highlighted that they don't currently list representatives from Cricket or Tennis. It was explained by DTS that the updated version could include these groups if the Committee is established again in the next term of Council.

ACTION – A representative of the Coonabarabran Tennis Club be asked to submit a proposal to be discussed at the next meeting. Staff to reach out to Cricket regarding membership on the Committee.

- The Sporting Complex Masterplan budget of \$75,000 for the 24/25 financial year was discussed.
- It was noted that the fence railing that ruins from the cricket nets around to the kiosk does not have a gap or gate and people have to climb over. Council will look to modify a section to create a gap with easy access.

- It was confirmed that Rugby Club volunteers can assist with works at the site and that inductions need to take place. Council would issue approval in writing with specific conditions around what can occur.
- Access to former greyhound club storage area for netball to be followed up by Council staff.

There being no further business the meeting closed at 5:38pm.

The next meeting will be held in the Gallery Meeting Room, Coonabarabran on Monday, 12 August 2024 commencing at 5.00pm.

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CHAIRPERSON

PRESENT: Cr Kodi Brady (Chair), Cr Zoe Holcombe, Mrs Judith Clancy, Mrs Aileen Bell, Mrs Margaret Bennell, Mr Paul Bennetts, Mrs Rhonda Jewiss and Mr Terry Tighe.

IN ATTENDANCE: Ms Nicole Benson (Director Technical Services) and Mr Zachary Estens (Acting Manager Urban Services and Facilities).

APOLOGIES: Mrs Susan Eriksson, Mrs Mary Milsom and Mr Sam Bragg.

CONFIRMATION OF MINUTES

3/2324 RECOMMENDED that minutes of the Coonabarabran Town Beautification Advisory Committee meeting held on 19 July 2023 be confirmed.

Holcombe/Clancy

BUSINESS ARISING FROM THE MINUTES

- Star Jasmine in John Street median strip – DTS advised that works were not completed last financial year and funds went back into consolidate revenue. The current budget has \$10,000 and planting is scheduled for March when the weather cools down. It was noted that a further \$10,000 was listed in the Delivery Program for next financial year.
- Funding for the removal of dead trees in Dalgarno Street was not approved in current budget. Quotes have been received to remove a number of dead or dangerous trees in the town and removals will be subject to the street tree maintenance budget.
- Little Timor Street – budget was increased and DTS read out the new Levels of Service. She advised that the detailed information would be sent to members. Committee members commented how good the Plaza looks and Rhonda was congratulated on the work she does. It was noted that Rhonda volunteers four and half hours a week maintaining the area. The work by the street cleaner was noted with members stating that Council staff do a really good job. It was noted that broken lights had been removed but not replaced. DTS advised that there is no specific maintenance budget for the Plaza.
- It was noted that \$25,000 for the completion of the Town Beautification Masterplan is in the 2023/24 Operational Plan as a 24/25 project and is for Councils consideration when adopting the budget.
- Pots, prices and locations were discussed. DTS let the Committee know that the information has been collated after the last meeting but had not been sent out. An email will be sent containing all of the information requested at the July 2023 meeting.
- It was noted that Council staff had investigated the tyre matter raised in the last meeting and had discussed containment of loose tyres with a local business.

AGENDA ITEMS

- a) Local Roads & Community Infrastructure Phase 4 Projects for Coonabarabran
 - A/MUSF read out the funded projects in Coonabarabran and a discussion around bus shelters and theming took place.
 - Proposal for the future of No. 2 Oval was asked about. A/MUSF advised that an insurance claim is underway and that no firm decisions about the future of the building had been made.

- b) Budget Submission
Cr Holcombe reported that she had made some budget submissions including pot and plants for the CBD; CBD footpath scrubbing; and CBD chairs/bench seats like the one at the Tree of Knowledge in John Street.

- c) John Street Gardens
Dealt with in Business Arising.

- d) Masterplan
Cr Holcombe showed the Committee a copy of the Toowoomba Street Tree Plan as well as the Burke Council Street Planting Plan. It was agreed that the Toowoomba document was a good template to base a Coonabarabran document on.

- e) Little Timor Street
Needs maintenance – a hole has been kicked into one of the boxes, the steel rail requires replacing, and one of the lids on the chess boxes need to be repaired.

GENERAL BUSINESS

The following items were discussed:

- A Committee member asked whether 12 Crepe Myrtle's could be planted at rear of rural shop and up towards Cassilis Street. DTS advised that street tree planting was the responsibility of Council, however, if a plan of the specific locations is submitted Council can check for services and sight distance etc and provide advice from there.
- Trimming of the hedge in the median strip in John Street.
- Painting of the bin cabinets.
- Statues and art installations were discussed as good ways to draw people into towns. Cr Brady spoke about the Castlereagh River Project and proposed art installations.
- A pergola at the front of the Post Office like what is in Moree main street was discussed. A/MUSF talked about clearances etc for Disability Discrimination Act compliance and explained the process for approval.
- Town signage was raised and it was noted that the Economic Development and Tourism Committee had carriage of the project.

There being no further business the meeting closed at 6.09pm.

The next meeting will be held in the Gallery Meeting Room, Coonabarabran on Monday, 5 August 2024 commencing at 5.00pm.

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CHAIRPERSON

Circular Details	24-01 / 18 January 2024 / A857671
Previous Circular	20-39 Constitutional referendums and council polls
Who should read this	Councillors / General Managers / Council Governance Staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

Constitutional referendums and council polls

What's new or changing

- Councils are reminded to inform the NSW Electoral Commissioner (NSWEC) if they have resolved for the NSWEC to administer a constitutional referendum or poll in conjunction with the September 2024 local government elections.

What this will mean for your council

- Under section 16 of the *Local Government Act 1993*, a council must obtain the approval of its electors at a constitutional referendum to do each of the following:
 - divide a council area into wards or abolish wards
 - change the number of councillors
 - change the method of electing the mayor
 - change the method of election for councillors where the council's area is divided into wards.

Key points

- Councils should notify the NSWEC as soon as possible if they wish to enter into an arrangement for the administration of a referendum or poll.
- If a council resolves that a constitutional referendum or poll is to be conducted, it must comply with the notification requirements contained in Schedule 10 of the *Local Government (General) Regulation 2021*.
- Any changes approved at a constitutional referendum held in September 2024 will come into effect at the September 2028 local government elections.

Where to go for further information

- For councils considering, or that have resolved to have the NSWEC conduct a constitutional referendum or poll, contact Steve Robb at the NSW Electoral Commission on telephone 9290 5431 or Steve.Robb@elections.nsw.gov.au.
- See attachment to this Circular for further information.



Douglas Walther
A/Deputy Secretary, Local Government

Attachment

Conducting a constitutional referendum

If a council resolves to conduct a constitutional referendum it must comply with the notification requirements contained in Schedule 10 of the *Local Government (General) Regulation 2021*.

This includes notifying the Electoral Commissioner within 21 days of council resolving to conduct a constitutional referendum. Where the constitutional referendum is to be held in conjunction with the 14 September 2024 ordinary election of councillors, the council must notify the Electoral Commissioner of the question to be asked at the constitutional referendum by no later than 12 noon on the closing date for that election on 5 August 2024.

It is critical that the referendum question or questions are carefully worded to ensure workable outcomes. Questions should be clear, concise, and be capable of being responded to with a 'yes' or 'no' answer.

If more than one question is asked on a subject, then extra care needs to be taken to ensure that the possible combinations of 'yes' and 'no' answers do not produce a conflicting decision.

Councils are responsible for the preparation and publicity of the required explanatory material. Councils must ensure this material presents a balanced case both for and against any proposition to be put to a constitutional referendum.

Dividing an area into wards or abolishing all wards

Under section 210(5) of the *Local Government Act 1993* (the Act), a council must not divide its area into wards or abolish all wards unless it has obtained approval to do so at a constitutional referendum.

After receiving elector approval at a constitutional referendum, and before dividing its area into wards, a council must undertake the consultation required by section 210A of the Act. This includes consulting with the Electoral Commissioner and the Australian Statistician together with public exhibition of the proposal. (Compliance with section 210A is not required where approval has been given by electors at a referendum to abolish wards.)

Changes to wards approved at a constitutional referendum conducted in September 2024 come into effect for the electoral term commencing in September 2028.

Changing the number of councillors

Section 224(2) of the Act requires that not less than 12 months before an ordinary election the council must determine the number of its councillors for the following term.

If a council has determined to change the number of its councillors, it must obtain approval at a constitutional referendum. Approval at a constitutional referendum conducted in September 2024 changes the number of councillors for the electoral term starting September 2028.

If a reduction in councillor numbers is approved at a referendum and has not yet taken effect, a casual vacancy in the office of a councillor (but not a mayor elected by the councillors), must not be filled if the number of councillors will remain at or above the number approved at the referendum (section 294B of the Act).

Changing the method of electing the mayor

The Act provides two methods for electing a mayor — by popular vote at an ordinary election or by vote among the councillors. Section 228 of the Act permits a council to change the way the mayor is elected by seeking approval of its electors at a constitutional referendum.

Councils with wards are reminded that sections 280(2) and 281(2) of the Act require the same number of councillors to be elected for each ward. A popularly elected mayor is not included in this count. In such circumstances, councils should be mindful that changing the method of electing the mayor could result in an increase or decrease in the number of councillors to be elected.

If following the September 2024 election, electors approve a change to the way the mayor is elected, that change will come into effect for the electoral term commencing in September 2028.

Changing the method of electing councillors

The councillors for an area divided into wards are to be elected in accordance with either method of election prescribed under section 280 or 281 of the Act.

The method of election under section 280 (method 1) is to apply unless a decision made at a constitutional referendum is in force, which requires the method of election to be conducted under section 281 (method 2).

The decision made at a constitutional referendum to alter the method of election to method 2 must also specify the number of councillors to be elected by the ward electorate and the number of councillors to be elected by the area electorate.

If electors at a constitutional referendum conducted in conjunction with the 2024 ordinary elections approve a change to the method for electing councillors, this will come into effect for the electoral term commencing in September 2028.

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If electors at a constitutional referendum conducted in conjunction with the 2024 ordinary elections approve a change to the method for electing councillors, this will come into effect for the electoral term commencing in September 2028.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 April 2020</p> <p>371/1920</p> <p>Doc ID 113924</p>	<p>Item 13 Review of Warrumbungle Waste 371/1920 RESOLVED that Council:</p> <p>5. Costs and investigates the provision of a green waste pick up service via 240lt wheelie bins within the townships across the LGA.</p>	<p>DEDS</p>	<p>04.02.21 – to be commence when Manager Planning and Regulation recruited.</p> <p>01.06.22 – no further progress at this stage.</p> <p>28.06.22 – needs a fresh report to Council as over 12 months old, to be provided in August.</p> <p>06.07.22 – report to be prepared for August Council meeting.</p> <p>27.10.22 – report yet to be prepared.</p> <p>21.11.22 – Investigations are underway into the provision of a green waste service. A report will be presented to Council once information and costs are available.</p> <p>11.01.23 – investigations and costings being prepared.</p> <p>28.04.23 – no further progress. Other pressing priorities see project delayed.</p> <p>25.05.23 – Investigations into the provisions commencing with costs being prepared.</p> <p>20.06.23 – Costings being investigated.</p> <p>03.08.23 – Costings obtained – report to be brought back to council on the viability of the service.</p> <p>24.08.23 – Report being drafted for future Council Meeting.</p> <p>27.10.23 – Report being drafted for future Council Meeting.</p> <p>06.11.23 – Report to future Council Meeting.</p> <p>05.04.24 – Report to future Council Meeting</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>15 April 2021</p> <p>304/2021</p> <p>Doc ID 131100</p>	<p>Item 18 Coonabarabran Water Security: Timor Dam Raising, Dam Safety Upgrade Requirements and Increased Groundwater Allocation</p> <p>304/2021 RESOLVED that Council:</p> <p>3. Applies for an increased licence allocation for Coonabarabran's groundwater bores from 50 ML/a to 400 ML/a.</p>	<p>DEDS</p>	<p>22.04.21 – all recommendations accepted for increase in water allocation and formalisation of contract being progressed.</p> <p>03.08.21 – application for increased licence allocation to 510ML (based on IWCM draft and further details from hydrogeological report) prepared by consultant and being reviewed prior to submission.</p> <p>21.09.21 – application submitted on 1/09 and application fee paid; processing of the application is expected to take a few weeks.</p> <p>05.10.21 – awaiting outcome of Specific Purpose Access Licence (SPAL) application for increased allocation from 1/09.</p> <p>02.12.21 – the application appears to be processed by NRAR as further information was requested, which was provided (Hydrogeologist Report, IWCM Issues Paper, IWMC Strategy Draft).</p> <p>28.02.22 – application result not yet received from NRAR.</p> <p>04.03.22 – contact with NRAR on 4 March 2022, advice received that licence changes can take up to 2 years for processing.</p> <p>03.05.22 – Awaiting on licence changes, email sent 27 April to follow up NRAR on licence change. Advised by NRAR 65days for progressing from initial request.</p> <p>06.07.22 – no advice from NRAR at this stage, continuing to follow up on a monthly basis.</p> <p>21.11.22 – Application still under assessment by NRAR.</p> <p>28.04.23 – Contact made with NRAR- no response has been received from NRAR, advice has been received from DPE that the application is still being assessed</p> <p>05.06.23 – Letter drafted for local member and relevant Minister re delays with progression of this matter. Contact made with DPE Licensing and Approvals Team whom the application now sits with; Council has been requested to provide further information for application assessment.</p> <p>06.06.23 – DPE Water have given preliminary advice that a total 350ml licence will be sufficient (including current 50ml licence).</p> <p>03.08.23 – The application has been progressed to the next stage of assessment, DPE Water Hydrogeological team are completing a assessment of the application this is anticipated to take 3 months to complete.</p> <p>29.11.23 – application in final stages of assessment by DPE Water. Follow up with DPE to confirm when formal advice will be issued to Council completed on 29.11.23</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>15 April 2021</p> <p>304/2021</p> <p>(cont)</p> <p>Doc ID 131100</p>	<p>Item 18 Coonabarabran Water Security: Timor Dam Raising, Dam Safety Upgrade Requirements and Increased Groundwater Allocation</p> <p>304/2021 RESOLVED that Council:</p> <p>3. Applies for an increased licence allocation for Coonabarabran's groundwater bores from 50 ML/a to 400 ML/a.</p>	<p>DEDS</p>	<p>25.08.23 – Application still under assessment by DPE Water Hydrogeological team, assessment determination set to be delivered mid September.</p> <p>09.09.23 – Additional information on GPS location of bores requested by DPE water, has been provided by Council</p> <p>05.10.23 – application still under assessment by DPE Water.</p> <p>31.10.23 – application in final stages of assessment by DPE Water.</p> <p>29.11.23 – application in final stages of assessment by DPE Water. Follow up with DPE to confirm when formal advice will be issued to Council completed on 29.11.23</p> <p>16.01.24 – Meeting requested with DPE technical group to explain the determination of the application, date for the meeting yet to be set.</p>
<p>18 November 2021</p> <p>160/2122</p> <p>Doc ID 143364</p>	<p>Item 30.3 Sustainability of Child Care Services</p> <p>160/2122 RESOLVED that Council consult with staff and the community on relevant actions proposed in the sustainability and child care reports.</p>	<p>DCCS</p>	<p>10.03.22 – Awaiting completion of other projects including funding acquittals.</p> <p>29.11.22 – an updated report will be prepared for February Council meeting.</p> <p>01.03.23 – MCC met with GM and DCSS to discuss relevant actions and strategy. A report will be prepared for May council meeting.</p> <p>09.05.23 – A report will be prepared by MCC for the July Council Meeting, following the end of financial year.</p> <p>11.07.23 – Children's Services Review will be completed by MCC in August and a report prepared for Council in September.</p> <p>06.09.23 – A new report is being prepared for ELT in November to incorporate the findings of the ACCC and IPART childcare inquiries.</p> <p>30.09.23 – Childcare Needs Survey released for community consultation</p> <p>30.01.24 – Childcare Survey results, final Govt inquiry findings, and 2024 funding guidelines being added to report.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>17 March 2022 238/2122</p> <p>Doc ID 149766</p>	<p>Item 20 Warrumbungle Water – Fluoride Re-instatement 238/2122 RESOLVED that Council:</p> <p>2. Executes the funding deeds for fluoridation installation at the Coolah site.</p>	<p>DEDS</p>	<p>11.04.22 – To be provided by NSW Health. 03.05.22 – Received quotes from two contractors. Assessment process to happen week of 16 May. 01.06.22 – Funding agreement to be drafted. 02.08.22 – awaiting funding agreement from NSW Health. 06.10.22 – written confirmation on funds for Coonabarabran and Coolah received. 27.10.22 – Quotes being reconfirmed, funds secured, planning for works underway. 21.11.22 – Quotes have been reconfirmed, the final revised cost estimate is to be sent to NSW Health for approval, works have been planned and scheduled once final approval from NSW Health is obtained. 11.01.23 – Funding secured, works to commence. 23.02.23 – Works have commenced, completion is due in December 2023. 06.03.23 – Funding has been secured under a capital subsidy agreement. Council is now liaising with NSW Health to establish and execute a funding deed prior to any further works being completed. 22.03.23 – Capital subsidy agreement as per written letter from NSW Health has been previously received. NSW Health advise funding deeds are not usually issued for fluoride projects and policy of NSW Health provides the commitment that the funds will be available for the fluoride projects in WSC. 28.04.23 – Invoice for funding to be issued to NSW Health awaiting review from NSW Health. 05.06.23 – Invoice and claim issued to NSW Health. NSW Health and Council to discuss the funding deeds and arrangements in near future. 26.06.23 – Council staff have met with NSW Health to discuss a secure funding arrangement. NSW Health yet to provide advice back to Council. 25.08.23 – Council staff met again with NSW Health to discuss a secure funding arrangement, NSW Health yet to provide formal advice or draft document for reviews to Council. 06.09.23 – Documents have been received from NSW Health with Council to work on the template over the coming weeks to secure funding path. 05.10.23 – NSW Health are preparing a funding document for Council's execution. 29.11.23 – NSW Health have issued revised funding deed to Council for approval. 05.02.24 – Draft funding deed nearing completion. Council actively corresponding with NSW Health to finalise draft funding deed. Finalisation expected by mid February 2024.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>21 April 2022 269/2122</p> <p>Doc ID 151481</p>	<p>Item 14 Land Owned by Council in Reservoir Street Coonabarabran 269/2122 RESOLVED that Council:</p> <p>2. Develops a detailed business case for the original 30 lot subdivision addressing issues such as but not limited to projected market demand, costs of development, projected rate of uptake, potential for return on investment, development risks and delivery mechanism.</p>	<p>DTS</p>	<p>31.05.22 – Initial discussions with third parties held. 29.06.22 – Discussions initiated with Landcom. 26.07.22 – Meeting held with Landcom on 21 July 2022. Awaiting a proposal from them. 26.08.22 – Further meeting with Landcom to be held. 04.10.22 – further meeting held with Landcom. Site visit planned for October. 01.11.22 – Site meeting held with Landcom on 27 October. Contamination issues to be investigated. 21.11.22 – Subsequent meeting held on 4 November. Contamination investigation underway. 03.01.23 – Further meeting with Landcom to be arranged. 24.01.23 – Meeting held with Landcom on 23 January 2023. Ground tests to be arranged. 27.02.23 – Landcom working with planner to prepare site proposals. 04.04.23 – Further meeting to be arranged. 04.05.23 – No further update, meeting date to be determined. 29.05.23 – Mayor and MUSF met with Landcom on 25.05.23. Preliminary contamination assessment and market report have been provided. Information to be considered and discussed. 07.07.23 – MUSF met with Landcom on 21.06.23 to discuss scope and collaboration deed. Report to July Council meeting being prepared for consideration of signing of deed. 07.08.23 – Underway in the form of a Collaboration Deed Council and Landcom will enter into as resolved at the July Council meeting. 11.09.23 – Deed signed on 22.08.23. 09.10.23 – Landcom followed up with via email on 21.09.23. No response received to date. To be followed up by telephone. 31.10.23 – Landcom advised they have had structure changes and are reviewing all projects on their books. Information to be provided once they get back to Council.</p>
<p>19 May 2022 310/2122</p> <p>Doc ID 152907</p>	<p>Item 27 Notice of Motion – Technology 310/2122 RESOLVED that Council identify IT upgrades to support an effective up to date website development for Warrumbungle’s Shire. Do not get left behind on technology. A report back to Councillors on the above.</p>	<p>DCCS</p>	<p>06.06.22 – Report being prepared. 10.08.22 – Further investigation of issues underway. 20.02.23 – Report being re-drafted after further investigation. 03.10.23 – Due to staff absences/shortages during 2023 this project was delayed until March 2024. 24.01.24 – Formal quotations to be called for Website platform</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 June 2022 325/2122</p> <p>Doc ID 154348</p>	<p>Item 8 Minutes of Economic Development and Tourism Advisory Committee Meeting 325/2122 RESOLVED that Council:</p> <p>4. Supports town entry signage consultation within Council's communities including the Aboriginal Land Council, being undertaken by members of the Economic Development and Tourism Advisory Committee, with findings being reported to Council at a later date.</p>	<p>DEDS</p>	<p>04.07.22 – EDT Committee members to report to EDT Committee in August meeting for proposed town signage designs, materials, and locations. 03.08.22 – draft designs to be reviewed at next EDT committee meeting in August. 01.09.22 – rescheduled EDT committee meeting. Following up with EDT members to confirm meeting date. 04.10.22 – EDT meeting held 27.9.22, town consultations continue and EDT members to email draft signs and locations before next meeting on 23.11.22. 24.11.22 – Discussed at EDT Committee meeting, concept designs to be circulated to members, with EDT Committee members to send through preferred locations of signs. 03.03.23 – preferred design discussed at EDT, subject to Council Resolution. 22.03.23 – Council resolved to utilise corten steel for signage design, with structural support material and locations to be provided after EDT committee members consult with their communities. Draft concept designs are in progress for community consultation purposes. 06.04.23 – draft designs received and circulated to EDT committee members. Workshop to be held during April to discuss. 28.04.23 – draft designs circulated to EDT committee. Workshop to be held in May. 25.05.23 – scheduled EDT committee meeting failed to meet quorum, re-scheduled for 2 June 2023 to further progress the project. 19.06.23 – EDT meeting held 19 June 2023. Town Entrance Sign Project progressing with designs and consultation to be finalised by committee members. 22.08.23 – MEDT contacted designer to follow up on design, final designs expected mid- late September. 11.09.23 – EDT Advisory Committee recommended not include Aboriginal wording to country on Town Entrance signs and this is to be investigated at a later date. 21.09.23 – Council noted EDT Committee minutes from 28/08/23 regarding Town Signage. No action taken on the inclusion or omission of Aboriginal wording. 03.11.23 – Designs received, under review before circulation to the EDT committee. 27.11.23 – Report draft to present to EDT committee on the progress of the Town Entrance Sign Project. 02.02.24 – Report yet to be presented, to EDT Committee</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 June 2022 325/2122 (cont) Doc ID 154348	Item 8 Minutes of Economic Development and Tourism Advisory Committee Meeting 325/2122 RESOLVED that Council: 5. Investigates eligible grants for construction of an information notice board to be installed at Hickeys Falls; along with costings for a suitable toilet.	DEDS	04.07.22 – Ongoing and to report at EDT committee meeting in August. 06.10.22 – Ongoing, no action to report. 24.11.22 – EDT committee informed of ongoing costs associated with maintenance and cleaning. 11.09.23 – No further progress. 03.11.23 – Report under review 27.11.23 – Report drafted and to be presented to December council meeting to not pursue toilet amenities at Hickey Falls 08.01.24 – Report not presented in the DEC meeting, revised report, to be presented at a future Council meeting 02.02.24 – Report being revised for future Council meeting
	7. Undertakes a review of the Building Our Warrumbungle Communities Action Plans selecting actions that can be achieved by Council in the short-term for inclusion in Council's EDT Strategy.		04.07.22 – report of identified short term actions from Building Our Warrumbungle Communities Action Plans completed for EDT committee meeting in August. 25.05.23 – Awaiting preparation of EDT strategy. 10.07.23 – Draft brief with DEDS for review. 03.08.23 – Draft brief sent to EDT committee members for feedback 22.08.23 – Draft briefing edits made and to be represented to EDT committee for review. 05.10.23 – Update Report drafted to DEDS to review WSC EDT brief which includes Community Action Plan and present to Council. 03.11.23 – Report under review 27.11.23 – Report drafted and prepared for December council meeting 08.01.24 – Report not yet presented. 02.02.24 – Update report not yet presented to Council.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>21 July 2022 18/2223</p> <p>Doc ID 156369</p>	<p>Item 18 Coolah Sewerage Treatment Plant Replacement – Project Update 18/2223 RESOLVED that Council:</p> <p>2. Undertakes a detailed options assessment, including identifying the most suitable site, for the construction of a modular STP in Coolah and, subject to the outcome of (2) above, also includes the option of a pond based STP on the most appropriate parcel of land.</p>	<p>DEDS</p>	<p>02.09.22 – to be commenced. 06.10.22 – in progress. 27.10.22 – EOI process completed, preliminary discussions on possible suitable sites for STP. 21.11.22 – Discussions are developing with interested parties with preliminary investigations underway to assess site suitability. 11.01.23 – Options study progressing as per Council resolution. Funding deeds received for signing. 28.04.23 – Report to Council meeting in May. 05.06.23 – Consultant procured to land assessment for options study. Funding deeds executed by Council and sent to DPE for execution. 03.08.23 – Detailed options assessment ongoing. 25.08.23 – Awaiting final endorsement on final report from DPE, Council have followed up with DPE requesting endorsement of the final report. 06.09.23 – Approval has been given by DPE on Option Assessment and it has been now passed on to EPA to review. 05.10.23 – Meeting to be scheduled with the EPA to discuss options assessment and the preferred option in October. 31.10.23 – Meeting seeking EPA endorsement of the preferred option scheduled for 3.11.23. A report will be presented to Council on this project in the future. 29.11.23 – Council staff met with the EPA, which EPA endorsed the preferred treatment option. Further investigations are being completed prior to a report being presented to Council. 16.01.24 – Letter issued to EPA to confirm strategic priorities on 15.01.24. Response expected in February.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
18 August 2022 51/2223 Doc ID 158094	<p>Item 23 Road Closure Cassilis Street Extension 51/2223 RESOLVED that Council:</p> <ol style="list-style-type: none"> Agrees to close the unconstructed public road adjoining Lot 1 DP528474, Lot 7321 DP1146573 and Lot 430 DP753378 in accordance with Part 4 Division 3 of the Roads Act 1993. Upon vesting in Council, the land comprising the old public road is classified as operational land. Sell the land comprising former public road to the adjoining landowner and delegate authority to the General Manager to negotiate and execute any document associated with the transfer. 	<p>DTS</p>	<p>07.07.23 – Survey completed and awaiting advice from solicitors on the authorisation by Council of Deposited Plan Administration Sheet. 07.08.23 – DP Administration sheet executed by Council. Surveyor to lodge plan with LRS for registration. 08.09.23 – Awaiting registration of plan by surveyor with LRS. 09.10.23 – Update report being prepared for November 2023 Council meeting. 04.12.23 – Update report to December 2023 Council meeting. Plan lodged for registration with LRS on 9 November 2023.</p>
18 August 2022 52/2223 Doc ID 158098	<p>Item 24 Project Update - Binnaway Sewerage Scheme Business Case and Mendooran Sewerage Scheme Preliminary Options Assessment 52/2223 RESOLVED that:</p> <ol style="list-style-type: none"> The Warrumbungle Shire fight to retain its position for the 75% subsidy for the sewerage fund for the Binnaway and Mendooran Sewerage schemes. Once Council receives capital funding for these projects then Council commits to the capital costs be shared by all 2700 sewerage rate payers in the Warrumbungle Shire, including those affected in the sewer connection areas of Binnaway and Mendooran. Once it is announced that Council has the capital funding for either/both Binnaway and Mendooran then Council commence charging a sewer charge in those areas. 	<p>DEDS</p>	<p>02.09.22 – Business case being resubmitted however, advice from DPE is that no funding is available at this stage. 06.10.22 – Business case being resubmitted however, advice from DPE is that no funding is available at this stage. 29.11.23 – No funding available to date 16.01.24 – No further update</p> <p>02.09.22 –Funding not identified at this stage. 21.11.22 – No funding available to date. 11.01.23 – No funding available to date. Briefing on project to be provided to Councillors. 05.10.23 – No funding available to date. Councillors have been briefed on the project. 29.11.23 – No funding available to date 16.01.24 – No further update</p> <p>02.09.22 –Funding not identified at this stage. 11.01.23 – No funding available to date. Briefing on project to be provided to Councillors. 06.04.23 – No funding available to date. Councillors have been briefed on the project 29.11.23 – No funding available to date 16.01.24 – No further update</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
18 August 2022 52/2223 (cont) Doc ID 158098	Item 24 Project Update - Binnaway Sewerage Scheme Business Case and Mendooran Sewerage Scheme Preliminary Options Assessment 52/2223 RESOLVED that: 5. The Warrumbungle Shire Council arrange with Parkes Shire to inspect the present system in Trundle and Tullamore as soon as possible which is a similar project to what would be installed in Binnaway and Mendooran.	DEDS	21.11.22 – to be progressed. 05.06.23 – Inspection organised with Parkes Shire Council for the end of June. 26.06.23 – Inspection delayed due to staff being unavailable. 05.10.23 – Inspection rescheduled to November 31.10.23 – Inspection to be completed in November. 29.11.23 – Inspection completed on 22.11.23, an inspection report will be provided to Councillors. 16.01.24 – No further update.
	6. Commit to completing the Binnaway Sewerage Scheme Business Case as a matter of priority.		21.11.22 – Business case in progress. 10.05.23 – Business case programmed to be finalised in January 2024 05.06.23 – Business case programmed to be finalised in January 2024 10.07.23 – Draft Request for Tender for Concept Design and Business Case completed, to be advertised to the market. 03.08.23 – Tender advertised to the open market, tender report to be presented at future council meeting 25.08.23 – Tender period closed and tenders being assessed, tender to be presented to future Council meeting. 05.10.23 – Tender approved by Council and letter of award issued to successful tenderer. 31.10.23 – PWA have been engaged to complete the concept design. 29.11.23 – Concept design progressing. 16.01.24 – Concept design progressing.
	7. Commit to development of a full Business Case for the Mendooran Sewerage Scheme, including Concept Design, preliminary environmental assessment and geotechnical investigation, development of technical specifications and detailed cost estimates, at an estimated cost of \$250,000, pending availability of external funding.		02.09.22 – Business case being resubmitted however, advice from DPE is that no funding is available at this stage. 06.10.22 – Business case being resubmitted however, advice from DPE is that no funding is available at this stage. 21.11.22 – No funding available to date. 11.01.23 – No funding available to date. 23.02.23 – Funding for Mendooran Sewerage Scheme business Case not yet sourced. 31.10.23 – Funding for Mendooran Sewerage Scheme business Case not yet sourced. 16.01.24 – No further update.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
18 August 2022 53/2223 Doc ID 158099	Item 25 Smoke Testing Project Report 53/2223 RESOLVED that Council: 3. Informs local plumbers of this clarification. 4. Proceeds with issuing sewer defect notices to affected properties within Coonabarabran, in a staged process.	DEDS	02.09.22 – Media release being prepared. 02.03.23 – Strategy under development to manage this project. Draft media release prepared outlining responsibilities of Council and private landholders regarding Council reticulation system. To be released when sewer defect notices issued to affected properties. Resourcing issues see project delayed. 29.11.23 – Resourcing issues see project delayed. 16.01.24 – No further update. 02.09.22 – Media release being prepared, notices to be issued after media done. 21.11.22 – Resourcing issues see project delayed. 29.11.23 – Resourcing issues see project delayed. 16.01.24 – No further update.
15 September 2022 73/2223 Doc ID 159980	Item 11 Request to Maintain an Unformed Portion of Hotchkiss Road, Baradine 73/2223 RESOLVED that Council: 2. Request that the Road Network Advisory Group review the 'Upgrading of Roads Not Constructed or Maintained by Council Policy' and report back to Council.	DTS	25.01.23 – Policy initially reviewed at Road Network Advisory Group meeting on 17 January 2023 and will be further reviewed at the next meeting on 7 March 2023. 27.02.23 – Policy to be reviewed by the Road Network Advisory Group on 7 March 2023. 04.04.23 – Policy reviewed, to be brought back to Council for consideration. 04.05.23 – Council report to be prepared. 04.12.23 – No further update.
15 September 2022 82/2223 Doc ID 159983	Item 20 Notice of Motion – Coonabarabran Community Garden 82/2223 RESOLVED that Council consult with 2357 Development Group and the sub committee of 2357 Development Group, with the aim of identifying a suitable parcel of land and entering into an agreeable lease agreement including what is required to develop a Community Garden in Coonabarabran.	DCCS	13.10.22 – Manager Community Services to form internal working group. 01.11.22 – Manager Community Services and Manager Planning have requested further information regarding proposed land for the garden from 2357 Committee. No response to date. 13.01.23 – MCC met with 2357 Development group. 06.02.23 – DEDS advised the reclassification of land planning proposal is still underway. 27.02.23 – MCC researching Council Community Garden Guidelines. 12.07.23 – Guidelines and draft Community Garden policy will be completed by 31.08.2023 11.09.23 – MCC met with 2357 Development Group and Garden subcommittee to discuss the guidelines and for them to prepare their management plan for the garden. 30.01.24 – An updated report on the Community Garden is being prepared for the March Council meeting.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
20 October 2022 110/2223 Doc ID 162266	<p>Item 19 Causeway on Neible Siding Road, Coolah 110/2223 RESOLVED that Council:</p> <ol style="list-style-type: none"> 1. Takes no further action to improve access across the Oakey Creek causeway on Neible Siding Road, Coolah until the water level on the causeway has dropped enough to allow for a more thorough assessment of the options. 3. Authorise the General Manager to accept suitable offers, and approve works (where Council approval can be provided), from local landholders to carry out dredging and reclamation work in Oakey Creek at the Neible Siding causeway and surrounds. Works are to be at no cost to Council and subject to: <ol style="list-style-type: none"> a. such persons submitting details of the proposed works to Council b. those persons obtaining the necessary Fisheries Permit, a s138 approval under the Roads Act 1993 from Council and any other necessary approvals to carry out the works. 	DTS	<p>05.10.23 – Update report being prepared for October 2023 Council meeting. 01.11.23 – Staff and contractors conducted an onsite meeting on 18 October 2023 to examine potential infrastructure solutions for mitigating the restrictions on upgrading of the causeway posed by fish habitats. An update report on this project including a proposed solution and associated costs will be presented at the December Council meeting.</p> <p>21.11.22 – Offer received and responded to. 03.01.23 – Meeting to be held with landowners late January 2023. 24.01.23 – No further update. 27.02.23 – Site visit held on 16 February 2023. Landowner unwilling to provide access. Grant application made for new culvert. 04.04.23 – Discussions in progress with TfNSW about flood restoration options. 04.05.23 – Awaiting response from TfNSW. 05.06.23 – Council has not received any written requests for access to the causeway from landowners. 04.12.23 – Site inspection held with contractor. Reviewing possible design and Fisheries Permit to be applied for.</p>
20 October 2022 111/2223 Doc ID 162267	<p>Item 20 Merrygoen Causeway on Yarrow Road, Mendooran 111/2223 RESOLVED that Council:</p> <ol style="list-style-type: none"> 3. Further assesses and considers options as the weather conditions change and the conditions of the Creek improve. 	DTS	<p>27.02.23 – Causeway inspected on 7.02.23 still flooded. 04.04.23 – Causeway inspected on 24.03.23 still flooded. 04.05.23 – Causeway inspected on 12.04.23 still flooded. 10.05.23 – Work has been done by other persons, not Council, which has exacerbated the problem in the creek. 02.11.23 – Causeway inspected on 23.10.23 and is dry enough to investigate reopening. Works scheduled for 02.11.23. 04.12.23 – Road currently open to public. 23.01.24 – Road closed on 17.01.24 due to heavy overnight rain and remains closed.</p>
20 October 2022 123/2223 Doc ID 162274	<p>Item 27.4 Inland Rail Interface Improvement Program – Baradine Silos 123/2223 RESOLVED that Council:</p> <ol style="list-style-type: none"> 3. Pursues funding options for the Baradine Silo proposal. 	DEDS	<p>27.10.22 – Funding to be sourced. 11.01.23 – No further updates. 22.03.23 – Funding to be sourced via third party. No further updates. 23.10.23 – No further update. 03.11.23 – No further update. 05.02.24 – No funding options identified. Further reports will be provided to Council when funding opportunities are identified. Complete.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 November 2022 137/2223</p> <p>Doc ID 163767</p>	<p>Item 9 Macquarie Regional Library Committee and Library Services Delivery 137/2223 RESOLVED that Council:</p> <p>2. Staff continue to examine the ability to join other Regional Library Services.</p>	<p>DCCS</p>	<p>29.11.22 – Council has contacted Warren Shire Council regarding previous correspondence. 19.01.23 – DCCS Contacted by Dubbo Regional Council re. the undertaking of a Service review of the MRL, asking if WSC can participate. 03.02.23 – No Response from Warren Shire. 10.02.23 – MCC spoke with North-Western Library regarding their co-op model. They will send further information after their AGM. 20.10.23 – No further information has been received. 30.01.24 – A report is being drafted with an update and the results of the MRL Service review for the March Council meeting.</p>
<p>16 November 2022 139/2223</p> <p>Doc ID 163768</p>	<p>Item 11 Council’s Financial Sustainability Policy Update Report 139/2223 RESOLVED that Council:</p> <p>2. Staff will complete the Long Term Financial Plan in 2023 in conjunction with preparation of 2023/24 budget.</p>	<p>DCCS</p>	<p>29.11.22 – Budget preparations have commenced. 11.04.23 – Draft 2023/24 budget prepared and being considered at 20 April ordinary Council meeting. LTFP Will be prepared following the adoption of 2023/23 budget. 20.04.23 – LTFP preparation underway following the adoption of the Draft Budget 2023/24. 05.07.23 – LTFP production commenced. 20.10.23 – Draft prepared for workshop to be held on 21 November. 21.11.23 – Draft LTFP presented to councillor workshop. Finance staff to prepare an updated draft to be presented to a further workshop in December, following a meeting with Managers, with a view to presenting the final LTFP to February 2024 OCM. 30.01.24 – Workshop now scheduled for 20th February, with report to March 2024 OCM.</p>
<p>16 November 2022 142/2223</p> <p>Doc ID 163770</p>	<p>Item 14 Update Report on Acquisition of Land for Proposed Rocky Glen RFS Brigade Shed 142/2223 RESOLVED that Council</p> <p>2. Classify the land to be acquired for the proposed Rocky Glen RFS Brigade Shed as operational land in accordance with s31(2) of the Local Government Act 1993.</p>	<p>DTS</p>	<p>24.01.23 – No further update. 27.02.23 – Minister’s consent required to remove subdivision restriction. Surveyor has completed survey plan. Formal application to remove the Section 77A approved and 77B restriction removal – awaiting approval. 04.04.23 – Crown Lands approval received. Landowner to sign, Council to execute and then subdivision plan to be submitted to LLS. 04.05.23 – Council has executed the plan. Submitted to LLS. 07.07.23 – Subdivision plan registered.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 November 2022 145/2223</p> <p>Doc ID 163773</p>	<p>Item 17 Update Report on RFS Shed at Coonabarabran Aerodrome 145/2223 RESOLVED that:</p> <p>2. Upon completion of the LEP review and classification of Council land at the aerodrome as operational land, a Development Application be lodged for construction of a new two (2) bay Fire Brigade shed incorporating offices and equipment storage rooms at the Coonabarabran Aerodrome as resolved previously via Resolution 147/2122.</p>	<p>DTS</p>	<p>21.11.22 – classification of the land as operational land to be submitted to Department of Planning and Environment as part of a separate planning proposal. 03.01.23 – No further update. 04.05.23 – No further update. 02.11.23 – Classification complete. Discussing the project with RFS.</p>
<p>16 November 2022 146/2223</p> <p>Doc ID 163775</p>	<p>Item 18 Update Report on Road Closure part Castlereagh Avenue Binnaway for the Pump House Camping Ground Binnaway 146/2223 RESOLVED that Council:</p> <p>2. Continues the part road closure of Castlereagh Avenue, Binnaway updating the licence agreement and submitting a Development Application for the Pump House Camp Ground, Binnaway as resolved previously via Resolution 148/2122.</p>	<p>DTS</p>	<p>21.11.22 – action is with Council’s solicitors. 03.01.23 – No further update. 27.02.23 – Advice to Council being finalised. Further Council report and resolution then required to proceed to prepare and lodge with Crown Lands the formal Public Road Closure application attaching mandatory documents. 04.05.23 – Report to May Council meeting. 05.06.23 – Report went to the May Council meeting. Road closure notice to be prepared and lodged. 07.07.23 – Action in progress to advise notifiable authorities and instruct surveyor to prepare and finalise the formal survey plan. 07.08.23 – Notifications complete. Proposed Road Closure Plan has been prepared. Awaiting Fisheries consent and subsequent Crown Lands approval. 02.11.23 – Road Closure published in Government Gazette Number 477 – Roads and Transport on Friday, 13 October 2023. Development Application to be prepared and lodged. Update Report to be presented at the December Council meeting. 04.12.23 – Update report to the December 2023 Council meeting.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 November 2022 147/2223 Doc ID 163776	Item 19 Update Report on Werribee Road Premer 147/2223 RESOLVED that Council: <ol style="list-style-type: none"> 1. Apply to the Department of Primary Industries – Lands for consent under section 11 of the Land Acquisition (Just Terms Compensation) Act 1991 to issue a proposed acquisition notice to acquire part of Lot 7304 DP1159006 to establish a roadway, subject to the approval of the Minister for Local Government. 	DTS	
	<ol style="list-style-type: none"> 2. Make an application for the compulsory acquisition of part of the land described as Lot 7304 DP1159006 for the purpose of forming an access road in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. 		21.11.22 – survey plan lodged. 03.01.23 – No further update. 27.02.23 – no further update. 04.04.23 – further advice to be sought. 04.05.23 – further advice awaited. 29.05.23 – Process to commence again as information was not provided by WSC in a timely manner. 01.11.23 – Update report to be presented at the December Council meeting.
	<ol style="list-style-type: none"> 3. Make an application to the Minister and Governor for approval to acquire the part of the land described as Lot 7304 DP1159006 by compulsory process under section 186 of the Local Government Act 1993. 		
	<ol style="list-style-type: none"> 4. Authorise the General Manager to sign all documents associated with the conveyancing transaction (including a Client Authorisation Form to affect the transaction), if required. 		

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 November 2022 155/2223</p> <p>Doc ID 163785</p>	<p>Item 27 Notice of Motion – Drum Muster Collection Point 155/2223 RESOLVED that the Sporting and Social Clubs in the Warrumbungle Shires be granted permission to manage a Drum Muster Collection Point at the Waste Management Sites which do not currently already have the facilities.</p>	<p>DEDS</p>	<p>21.11.22 – Investigation into appropriate location for the Drum Muster in each Waste Management Site before EOI is sent to Sporting and Social Clubs. Costs into fencing location will need to be included in investigations. 11.01.23 – to be progressed. 24.02.23 – Drum Muster is looking into possible locations and possible size of compound required. 18.04.23 – Drum Muster onsite 27/04/23. Update yet to be received. 25.05.23 – Drum Muster visit undertaken on 27 April – final site and size of enclosure to be finalised prior to EOI being sought from the community to run the collection point. 10.07.23 – Site and compound being finalised by Drum Muster. 03.08.23 – Quotes being sought for enclosure to be built at Baradine. EOI to be prepared for advertising for community to run drum muster. 27.10.23 – Quotes sent to Drum Muster for compound. Waiting approval of contractor. 06.11.23 – Drafting of EOI is underway for community to run the Drum Muster at Baradine. 29.11.23 – Draft EOI being finalised with further information before being advertised. 05.02.24 – Draft EOI being finalised for approval and notice being drafted for advertising in Baradine.</p>
<p>16 November 2022 156/2223</p> <p>Doc ID 163786</p>	<p>Item 28 Notice of Motion – Asset Management Plans 156/2223 RESOLVED that Council:</p> <ol style="list-style-type: none"> 1. Review/update all asset management plans and develop an asset management strategy that is practical and useful, and therefore more likely to be used by Warrumbungle Shire to improve asset management performance. 2. Develop an asset management and maintenance priorities report that can be considered in the near future. 	<p>DCCS DTS</p>	<p>29.11.22 – An internal ‘Strategic Group’ has been formed internally to work towards this goal. 07.08.23 – Funding endorsed in 2023/24 budget for development of Asset Management Strategy as well as Asset Management Plans for Water & Sewer, Buildings and other structures. RFQ to be written and advertised. 08.09.23 – Request for quotation to be prepared and advertised in December 2023. 01.11.23 – Council has commenced drafting the ‘Request for Quotation’ brief for engagement of a consultant to develop the AMPs for Council’s buildings and water & sewerage. 04.12.23 – Draft RFQ for Buildings and Other Structures AMP is completed. Water and Sewerage AMP draft RFQ to be completed and both advertised at once. 29.11.22 – Will eventuate following the development of asset management plans.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 November 2022 161/2223 Doc ID 163787	<p>Item 29.3 Future Operations at Property 'Red Hill', Coonabarabran 161/2223 RESOLVED that:</p> <p>3. Should Boral decline the offer or make an offer less than valuation, that Council market Lot 102, DP1201959 and/or Lot 1, DP1259353 on the open market.</p> <p>4. Council authorise the General Manager to negotiate and accept satisfactory offer(s) in accordance with the valuation report.</p>	<p>DTS</p>	<p>27.02.23 – Response from Boral received. Offer to purchase declined. Will now proceed to market the property on the open market. 04.04.23 – Proposals received from local real estate agents. Marketing of property to be carried out. 05.04.23 – Marketing of property in progress. 29.05.23 – Marketing campaign about to commence. Contracts for sale of land prepared for signing. 07.07.23 – Sale documentation and marketing material finalised. Internet advertising commenced. 07.08.23 – Property passed in at auction on 04.08.23 and is on the open real estate market. 02.11.23 – Property marketing to be increased – additional signage and internet promotion.</p> <p>07.08.23 – Property passed in at auction on 04.08.23 and is on the open real estate market.</p>
8 December 2022 168/2223 Doc ID 165224	<p>Item 2 Mayoral Minute – Little Timor Street Plaza 168/2223 RESOLVED that Council:</p> <p>4. Undertakes to propose to close Little Timor Street between John Street and the laneway in the area known as Little Timor Street Plaza and maintain the plaza as a permanent structure that will be classified as community land.</p>	<p>DTS</p>	<p>03.01.23 – Budget submission for road closure to be prepared. 24.01.23 – Budget submission prepared. 27.02.23 – Budget submission made. 04.05.23 – Awaiting adoption of operational plan. 05.10.23 – A budget of \$5,000 was allocated for road closure. Additional funds will be required to complete the process. 01.11.23 – Council to engage a solicitor to undertake the permanent road closure process.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>8 December 2022 202/2223</p> <p>Doc ID 165244</p>	<p>Item 32.4 Coolah Sewerage Treatment Plant Replacement – Project Update 202/2223 RESOLVED that Council:</p> <p>2. Engage consultants to undertake a detailed Options Report, as outlined under the DPE Water project framework, to establish the preferred option for the replacement of the Coolah Sewerage Treatment Plant and associated recycled water re-use scheme.</p> <p>3. Receive a report on the outcomes of the Coolah STP Options Report following its completion in 2023.</p>	<p>DEDS</p>	<p>11.01.23 – Options Report underway. 11.05.23 – Report to be finalised with DPE end of and will be presented to Council at the August meeting. 10.07.23 – Report to be finalised with DPE end of July and will be presented to Council at a future meeting. 03.08.23 – Option report underway 25.08.23 – Council staff met with DPE and presented the draft options report. Draft options report has been endorsed by DPE, Council will now arrange to meet with the EPA to seek endorsement of the options report. 06.09.23 – The addition of a variation has been approved by INSW for INSW for consultant to assess vacuum reticulation system capacity. 05.10.23 – Draft options report completed, endorsement received by DPE, meeting to be scheduled for endorsement by the EPA. 31.10.23 – Meeting for endorsement of the preferred option scheduled with the EPA for the 3.11.23 for endorsement of the preferred option. 29.11.23 – Preferred option has been endorsed by the EPA and DPE. 16.01.24 – Letter issued to EPA to confirm strategic objectives for the project. Response expected in February.</p> <p>11.01.23 – Options Report underway. 03.08.23 – Option report underway 25.08.23 – Council staff met with DPE and presented the draft options report. Draft options report has been endorsed by DPE, Council will now arrange to meet with the EPA to seek endorsement of the options report. 06.09.23 – The addition of a variation has been approved by INSW for INSW for consultant to assess vacuum reticulation system capacity. 05.10.23 – No further update. 31.10.23 – Report to be presented to Council at a future meeting. 29.11.23 – No further update. 16.01.24 – No further update.</p>
<p>16 February 2023 210/2223</p> <p>Doc ID 168477</p>	<p>Item 5 Minutes of Audit, Risk and Improvement Committee Meeting – 15 November 2022 210/2223 RESOLVED that Council:</p> <p>2. Seeks expressions of interest for an independent member to fill a casual vacancy on the Audit, Risk and Improvement Committee.</p>	<p>DCCS</p>	<p>07.03.23 – ARIC Meeting to be held on 14.03.23 to discuss. 11.04.23 – Three EOIs for the vacant position have been received and are being considered. 11.05.23 – Preferred candidate withdrew application. 18.05.23 – Fresh EOIs issued. 08.06.23 – Nil EOIs received.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 February 2023 228/2223 Doc ID 168487	Item 23 Coonabarabran Mungindi Road Upgrade Project Steering Committee 228/2223 RESOLVED that Council: 2. Re-establish the Coonabarabran Mungindi Road Upgrade Project Steering Committee with Warrumbungle, Narrabri and Walgett Shire Council representatives attending future meetings to solidify the plan and objectives, however Warrumbungle Council not be the lead Council in this project. 3. Nominate Councillor Todd to represent Council on the Coonabarabran Mungindi Road Upgrade Project Steering Committee.	DTS	27.02.23 – Letters written to Narrabri and Walgett Shire Council advising of Council’s decision. 04.04.23 – No further update. 01.11.23 – No further update.
16 February 2023 232/2223 Doc ID 168493	Item 27 Bore Condition Assessment Project Report 232/2223 RESOLVED that Council: 3. Considers options for the Kenebri and Bugaldie water supply schemes, including if Council continues to operate the schemes.	DEDS	23.02.23 – A service review is to be completed prior to the end of the 22/23 FY. 05.06.23 – Water supplies to be reviewed in a report presented to Council at a future meeting. 10.07.23 – workshop with Councillors to be arranged to present scenarios. 05.10.23 – workshop with Councillors to be delivered before October Council meeting. 19.10.23 – Workshop held, further options report to be generated for Council. 29.11.23 – Report to be presented to Council at the February 2024 Council meeting. 16.01.24 – Report to be presented to Council at the February 2024 Council meeting.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>16 March 2023 260/2223</p> <p>Doc ID 170140</p>	<p>Item 5 Minutes of Economic Development and Tourism Meeting 260/2223 RESOLVED that Council:</p> <p>2. Endorse the selection of corten steel material for the town entrance signs, with EDT Committee Members undertaking consultation with their communities to select supporting material for the sign, layout and preferred signage locations in accordance with available budget.</p>	<p>DEDS</p>	<p>22.03.23 – concept designs underway to assist EDT Committee members with community consultation. 28.04.23 – draft designs circulated to EDT Committee. Workshop to be held to discuss suitable designs. 25.05.23 – May Workshop re-scheduled due to not meeting quorum, re-scheduled for early June. 10.07.23 – EDT meeting held 19 June 2023. Town Entrance Sign Project progressing with designs and consultation to be finalised by committee members. 22.8.23 – MEDT contacted design to follow up on design; final designs expected mid-late September. 24.10.23 – Awaiting for all designs to be finalised before presenting the EDT committee for approval. 3.11.23 – Revised designs received, under review before circulation to EDT committee. 27.11.23 – Reports to be presented to EDT committee meeting in DEC 02.02.24 – EDT meeting yet to held to further discuss progress of project</p>
<p>16 March 2023 268/2223</p> <p>Doc ID 170145</p>	<p>Item 13 Binnaway Water Treatment Plant Upgrades Funding Report 268/2223 RESOLVED that Council:</p> <p>4. Investigate the process for use of the Binnaway backup bore for the Binnaway Showground.</p>	<p>DEDS</p>	<p>06.04.23 – to be commenced. 29.11.23 – to be commenced.</p>
<p>16 March 2023 274/2223</p> <p>Doc ID 170417</p>	<p>Item 19 Notice of Motion – Council Honour Boards 274/2223 RESOLVED that Warrumbungle Shire Council update honour boards in Coonabarabran and Coolah.</p>	<p>DTS</p>	<p>04.05.23 – Update in progress. 29.05.23 – No further update. 04.12.23 – Plan in place for works to be undertaken once an appropriate contractor is found.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 March 2023 280/2223 Doc ID 170150	Item 20.3 2 – 4 Digilah Street, Dunedoo 280/2223 RESOLVED that Council authorise the Mayor and General Manager to negotiate rental arrangements for 2-4 Digilah Street Dunedoo.	GM	29.03.23 – Video link meeting held. 03.04.23 – Inspection of premises held. 09.05.23 – Negotiations underway. 13.07.23 – Negotiations continuing. 14.09.23 – Awaiting advice from Doctor. 07.11.23 – Still awaiting advice from Doctor. 08.12.23 – Further follow up done with doctor on 6 December 2023, awaiting advice
20 April 2023 288/2223 Doc ID 172122	Item 3 Minutes of Warrumbungle Road Network Advisory Group Meeting – 14 March 2023 288/2223 RESOLVED that: <ol style="list-style-type: none"> 2. Council conducts a trial for consultation with residents on rural roads by: <ul style="list-style-type: none"> • Selecting 2 roads to trial the consultation method. • The Chair of the Group will liaise with Council staff in relation to how the process works. 	DTS	04.05.23 – Meeting to be arranged. 09.07.23 – The Chair of the Group and Council staff have developed a draft outline of proposed approach. 01.11.23 – Meeting held on 5 October 2023. An overview of the Rural Road Consultation Project was received, noted and supported. Trial to commence in the 2024/2025 financial year as Council does not have the staff to support this program this year.
20 April 2023 296/2223 Doc ID 172126	Item 11 Temporary Occupation Licence and Permanent Acquisition of Warrumbungle Shire Council Roads for Inland Rail Project 296/2223 RESOLVED that Council: <ol style="list-style-type: none"> 1. Execute the Licence to perform works on a public road - Section 138 Roads Act 1993 (NSW) with ARTC, via an Authorised Delegate. 2. Finalise and execute the Deed of Compulsory acquisition by agreement – Section 29 Land Acquisition (Just Terms Compensation) Act 1991 (NSW) with TfNSW via an Authorised Delegate. 	DTS	04.05.23 – Licence executed. 04.05.23 – Awaiting information from TfNSW.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
18 May 2023 323/2223 Doc ID 173598	Item 11 2022/23 Draft Crown Reserves Plan of Management 323/2223 RESOLVED that: <ol style="list-style-type: none"> 1. In accordance with Section 3.23 of the <i>Crown Land Management Act 2016</i>, notification be provided to the Minister of Council's categorisation of Reserve 17798. 	DTS	29.05.23 – Notification sent 29.05.23 09.10.23 – Notification received on 14.09.23 seeking additional information on Native Title Assessments in the draft PoM. Response being prepared.
	<ol style="list-style-type: none"> 2. The draft Crown Reserves Plan of Management be referred to the NSW Department of Planning, Industry and Environment – Crown Lands: <ol style="list-style-type: none"> a. As the landowner, as required by Section 39 of the <i>Local Government Act 1993</i>. b. For the Ministerial consent to exhibit the draft Plan of Management as required by Section 3.23(7)(d) of the <i>Crown Land Management Act 2016</i>. 		29.05.23 – Referred to Dept on 29.05.23 07.08.23 – WSC staff met with Regional Crown Lands staff on 02.08.23 and asked for a status – advice was that it was in the Minister's queue for consideration. 01.11.23 – Council's draft PoM is in the queue for review. Awaiting contact from Crown Lands on when it gets allocated. Crown Lands is unable to provide a timeframe at this stage.
	<ol style="list-style-type: none"> 3. Following the receipt of the Minister's consent and approval by the Department of Planning, Industry and Environment – Crown Lands as the landowner, the draft Crown Reserves Plan of Management be placed on public exhibition and advertised for a minimum period of 42 days and invite public submissions. 		29.05.23 – Awaiting Minister's consent
	<ol style="list-style-type: none"> 4. A report on the outcome of the exhibition be provided to Council prior to adopting the final document. 		29.05.23 – Awaiting Minister's consent and exhibition

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>18 May 2023 330/2223</p> <p>Doc ID 173603</p>	<p>Item 18 Warrumbungle Local Environmental Plan 2013 Review 330/2223 RESOLVED that:</p> <ol style="list-style-type: none"> <li data-bbox="286 379 965 469">1. Council prepare a Planning Proposal to amend the <i>Warrumbungle LEP 2013</i> for purposes outlined in the Issues section of this report (a – k); <li data-bbox="286 874 898 932">2. Council places the Planning Proposal on public exhibition for a minimum of 28 days; 	<p>DEDS</p>	<p>25.05.23 – LEP Review Planning Proposal reported to the May Council Meeting. Planning Proposal to be uploaded onto NSW Planning Portal for Gateway Determination.</p> <p>20.06.23 – Planning Proposal sent to DPE for initial feedback prior to uploading in Planning Portal</p> <p>03.08.23 – Document with DPE for review</p> <p>24.08.23 – Response received from DPE; changes to the Planning Proposal required before sending for Gateway Determination.</p> <p>27.10.23 – Changes required to Planning Proposal required before sending for Gateway Determination. No progress on this due to staff shortage no Town Planner.</p> <p>06.11.23 – Contact made with Department of Planning for assistance.</p> <p>29.11.23 – Awaiting advice from Department of Planning</p> <p>20.12.23 – Phone call from Department of Planning to arrange a meeting to discuss the Planning proposal.</p> <p>11.1.24 – Meeting to be organised in Dubbo with Department of Planning and Council staff when Director is back from leave</p> <p>05.02.24 – Meeting organised with Department of Planning staff for March to discuss the planning proposal and other planning matters.</p> <p>25.05.23 – Planning Proposal to be uploaded for Gateway Determination for provisions for exhibition.</p> <p>20.06.23 – Planning Proposal sent to DPE for initial feedback prior to uploading in Planning Portal</p> <p>03.08.23 – Document with DPE for review</p> <p>24.8.23 – Response received from DPE; changes to the Planning Proposal required before sending for Gateway Determination.</p> <p>27.10.23 – Changes required to Planning Proposal required before sending for Gateway Determination. No progress on this due to staff shortage no Town Planner.</p> <p>06.11.23 – Contact made with Department of Planning for assistance.</p> <p>29.11.23 – Awaiting advice from Department of Planning</p> <p>20.12.23 – Phone call from Department of Planning to arrange a meeting to discuss the Planning proposal.</p> <p>11.1.24 – Meeting to be organised in Dubbo with Department of Planning and Council staff when Director is back from</p> <p>05.02.24 – Meeting organised with Department of Planning staff for March to discuss the planning proposal and other planning matters.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>18 May 2023 330/2223</p> <p>(cont)</p> <p>Doc ID 173603</p>	<p>Item 18 Warrumbungle Local Environmental Plan 2013 Review 330/2223 RESOLVED that:</p> <p>3. Council not accept plan making delegations for the LEP Review Planning Proposal and seek this to be completed by Department of Planning, Industry and Environment; and</p> <p>4. A report be prepared on submissions received to the exhibition of the Planning Proposal.</p>	<p>DEDS</p>	<p>25.05.23 – Planning Proposal to be uploaded for Gateway Determination. 20.06.23 – Planning Proposal sent to DPE for initial feedback prior to uploading in Planning Portal 10.07.23 – DPE reviewing document. 03.08.23 – Document with DPE for review 24.08.23 – Response received from DPE; changes to the Planning Proposal required before sending for Gateway Determination. 27.10.23 – Changes required to Planning Proposal required before sending for Gateway Determination. No progress on this due to staff shortage no Town Planner. 06.11.23 – Contact made with Department of Planning for assistance. 29.11.23 – Awaiting advice from Department of Planning 20.12.23 – Phone call from Department of Planning to arrange a meeting to discuss the Planning proposal. 11.1.24 – Meeting to be organised in Dubbo with Department of Planning and Council staff when Director is back from leave 05.02.24 – Meeting organised with Department of Planning staff for March to discuss the planning proposal and other planning matters.</p> <p>25.05.23 – Planning Proposal to be uploaded for Gateway Determination. 20.06.23 – Planning Proposal sent to DPE for initial feedback prior to 10.07.23 – DPE reviewing document. 03.08.23 – Document with DPE for review 24.08.23 – Response received from DPE; changes to the Planning Proposal required before sending for Gateway Determination. 27.10.23 – Changes required to Planning Proposal required before sending for Gateway Determination. No progress on this due to staff shortage no Town Planner. 29.11.23 – Awaiting advice from Department of Planning 20.12.23 – Phone call from Department of Planning to arrange a meeting to discuss the Planning proposal. 11.1.24 – Meeting to be organised in Dubbo with Department of Planning and Council staff when Director is back from leave 05.02.24 – Meeting organised with Department of Planning staff for March to discuss the planning proposal and other planning matters.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
18 May 2023 335/2223 Doc ID 173606	Item 23 Notice of Motion – To build a performance-based budgeting system that can measure performance of council spending programs and projects 335/2223 RESOLVED that Council engage a consultant to scope a report regarding building a performance-based budgeting system that can measure performance of council spending programs and projects.	DCCS	19.06.23 – Consultant contacted to provide a terms of reference. 07.07.23 – Consultant rang to advise of a delay in delivery due to personal circumstances. New expected delivery of document to be 14/07/23. 31.07.23 – Left message with consultant to call back 23.12.23 – No further contact received.
18 May 2023 339/2223 Doc ID 173609	Item 25.3 Dunedoo and Coolah Sewage Treatment Plant Upgrades Funding Report 339/2223 RESOLVED that Council: 5. Seeks formal endorsement from the EPA and Department of Planning and Environment to undertake minor upgrades only to Coonabarabran STP to ensure it continues to meet environmental licencing requirements.	DEDS	05.06.23 – Project plans and report being prepared for consultation with DPE and the EPA. 10.07.23 – Draft project plan prepared. 31.10.23 – No further update. 29.11.23 – No further update. 16.01.24 – No further update.
	7. Proceeds with upgrades to the Dunedoo Sewerage Treatment Plant through tendering separately for design and construction phases (these being Civil Works, Chemical Dosing, Electrical, Minor Works, Remediation, Building Works) for the project.		25.08.23 – Tendering commenced. 31.10.23 – No further update. 29.11.23 – Tendering for first construction works package underway 16.01.24 – Tendering for first construction works package ongoing.
17 August 2023 41/2324 Doc ID 179213	Item 2 Mayoral Minute – Castlereagh River Rehabilitation Project 41/2324 RESOLVED that to enhance the Castlereagh River Rehabilitation Project and increase tourism Council makes application to the State Government to close the rail corridor through Coonabarabran to facilitate the creation of a rail trail.	DTS	11.09.23 – Awaiting information from UGL Regional Linx regarding the rail corridor.
17 August 2023 64/2324 Doc ID 179216	Item 21.2 Support and Maintenance End User Support Agreement 64/2324 RESOLVED that Council enters into the Support and Maintenance End User Support Agreement 1 July 2023 to 30 June 2024 with Tamworth Regional Council for the provision of Information Technology services.	DCCS	03.10.23 – Agreement sent to Tamworth Regional Council for execution. 04.01.24 – Executed agreement received Completed

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
17 August 2023 65/2324 Doc ID 179217	Item 21.3 Tender for the Design and Construction of Modular Amenities at Dunedoo War Memorial Swimming Pool 65/2324 RESOLVED that: <ol style="list-style-type: none"> 1. Council not accept tenders received for design and construction of modular amenities at the Dunedoo War Memorial Swimming Pool. 	DTS	11.09.23 – Noted. 23.01.24 – Complete. Item 17 Update on tender negotiations for the Design and Construction of Modular Amenities at Dunedoo War Memorial Swimming Pool was noted at the December 2023 Council meeting.
	<ol style="list-style-type: none"> 2. Due to the funding timeline, authorise the General Manager in accordance with Clause 178 (3)(e) of the Local Government (General) Regulations to enter into negotiations with any contractor for design and construction of modular amenities at the Dunedoo War Memorial Swimming Pool. 		11.09.23 – Negotiations are underway. 09.10.23 – Quotation for supply and construction of modular amenities has been requested. 01.11.23 – The scope of works is being finalised prior to entering into a contract. An update report will be presented at the December Council meeting. 04.12.23 – Report to be provided to December 2023 Council meeting. 23.01.24 – Complete. Item 17 Update on tender negotiations for the Design and Construction of Modular Amenities at Dunedoo War Memorial Swimming Pool was noted at the December 2023 Council meeting.
	<ol style="list-style-type: none"> 3. Should negotiations be successful then Council authorise the General Manager to accept the tender. 		
	<ol style="list-style-type: none"> 4. Should additional funds be required then Council authorise the General Manager to commit such funds. 		
	<ol style="list-style-type: none"> 5. The General Manager report to Council on the tender negotiations. 		

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report																																																		
21 September 2023 79/2324 Doc ID 181375	<p>Item 12 Australia Day 2024 79/2324 RESOLVED that:</p> <p>5. A Certificate of Recognition is to be presented for selected citizens at each town nominated for Citizen of the Year Award (one per town excluding the town with Citizen of the Year).</p>	DCCS	12.10.23 – Noted – Certificate of Recognition to be created 12.01.24 – Certificates created 26.01.24 – Certificates handed out to nominees Completed																																																		
21 September 2023 84/2324 Doc ID 181378	<p>Item 17 Community Financial Assistance Donations 2023/24 – Round One 84/2324 RESOLVED that Council:</p> <p>1. Funds the following applications under Round One of the Community Financial Assistance Donations 2023/24, at a total cost of \$9,960.00.</p> <table border="1" data-bbox="241 699 1016 1509"> <thead> <tr> <th data-bbox="241 699 913 738">Applicant name/s</th> <th data-bbox="913 699 1016 738">Amount</th> </tr> </thead> <tbody> <tr><td>Mendooran Turf Club</td><td>415.00</td></tr> <tr><td>Baradine preschool</td><td>415.00</td></tr> <tr><td>Coonabarabran Show PAI&H</td><td>415.00</td></tr> <tr><td>Space Art Gallery</td><td>415.00</td></tr> <tr><td>Coolah / Dunedoo Presbyterian Church</td><td>415.00</td></tr> <tr><td>Mendooran Community Development Group</td><td>415.00</td></tr> <tr><td>CWA NSW Evening Branch</td><td>415.00</td></tr> <tr><td>Mendooran PA&H Association</td><td>415.00</td></tr> <tr><td>Dunedoo Coolah Landcare</td><td>415.00</td></tr> <tr><td>Bungle Rumble Event</td><td>415.00</td></tr> <tr><td>Binnaway Bombshells Charity Game</td><td>415.00</td></tr> <tr><td>Dunedoo Coolah Landcare</td><td>415.00</td></tr> <tr><td>Uarbry Hall Association Inc</td><td>415.00</td></tr> <tr><td>Coonabarabran Celtic Club</td><td>415.00</td></tr> <tr><td>Coonabarabran Local Aboriginal Lands Council</td><td>415.00</td></tr> <tr><td>Coolah Men's Shed</td><td>415.00</td></tr> <tr><td>Binnaway PAHI Association</td><td>415.00</td></tr> <tr><td>Coonabarabran Athletics Club</td><td>415.00</td></tr> <tr><td>Coonabarabran Tennis Club</td><td>415.00</td></tr> <tr><td>Black Stump Craft Shop</td><td>415.00</td></tr> <tr><td>Coolah District Development Group</td><td>415.00</td></tr> <tr><td>Coolah Tennis Club</td><td>415.00</td></tr> <tr><td>Coolah Showground and Recreational Trust</td><td>415.00</td></tr> <tr><td>Coolah Historical and Tourist Subcommittee</td><td>415.00</td></tr> </tbody> </table>	Applicant name/s	Amount	Mendooran Turf Club	415.00	Baradine preschool	415.00	Coonabarabran Show PAI&H	415.00	Space Art Gallery	415.00	Coolah / Dunedoo Presbyterian Church	415.00	Mendooran Community Development Group	415.00	CWA NSW Evening Branch	415.00	Mendooran PA&H Association	415.00	Dunedoo Coolah Landcare	415.00	Bungle Rumble Event	415.00	Binnaway Bombshells Charity Game	415.00	Dunedoo Coolah Landcare	415.00	Uarbry Hall Association Inc	415.00	Coonabarabran Celtic Club	415.00	Coonabarabran Local Aboriginal Lands Council	415.00	Coolah Men's Shed	415.00	Binnaway PAHI Association	415.00	Coonabarabran Athletics Club	415.00	Coonabarabran Tennis Club	415.00	Black Stump Craft Shop	415.00	Coolah District Development Group	415.00	Coolah Tennis Club	415.00	Coolah Showground and Recreational Trust	415.00	Coolah Historical and Tourist Subcommittee	415.00	DCCS	12.10.23 – Process underway. Some payments have been made. 15.11.23 – Most successful applicants were paid on the 22.11.23 Awaiting one supplier detail form. 06.12.23 – Payment made after receiving last form Completed
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Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
21 September 2023 90/2324 Doc ID 181381	Item 23 Coonabarabran No. 3 Oval – Donation of Land and Essential Energy Easement 90/2324 RESOLVED that: 1. Council accept the donation of land measuring approximately 231.6m ² from the owner of Lot 11 in DP 1079828 for the purpose of constructing a new amenity block at No. 3 Oval in Coonabarabran.	DTS	09.10.23 – Awaiting all parties to execute documentation. 01.11.23 – The subdivision plan has been executed. Plan to be lodged with the Land Registry Services for registration.
21 September 2023 92/2324 Doc ID 181383	Item 25 Council Public Pools – 2023-24 Pool Season 92/2324 RESOLVED that Council: 5. Identifies the service area(s) to be reduced to achieve the budgeted savings of \$117,448 to allow the trial to proceed; and 6. Investigate the contracting of pool maintenance and supervision of Shire pools for the 2024-25 pool season.	DTS	24.10.23 – Met with DCCS to investigate savings to be included in QBRS2. An analysis will be undertaken during QBRS 2 preparation. Data on actual attendance this season is being collated. 07.11.23 – No action as yet
21 September 2023 93/2324 Doc ID 181384	Item 25 Council Public Pools – 2023-24 Pool Season 93/2324 RESOLVED that Council considers the identifying of budget savings to compensate for loss of revenue at the pools at the next Quarterly Budget Review.	DCCS	24.10.23 – Met with DTS to investigate savings to be included in QBRS 2. An analysis will be undertaken during QBRS 2 preparation.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
21 September 2023 97/2324 Doc ID 181390	Item 29 Bore Relining Tender Report 97/2324 RESOLVED that Council: 2. Endorses the approach presented as Option 2 in this report to: <ol style="list-style-type: none"> i. Decommission the existing Baradine Backup Bore following construction of the new Baradine Backup Bore; ii. Proceed to tender to construct a new Baradine Backup Bore, redevelop the Baradine Bore and redevelop the Dunedoo Backup Bore; iii. Consider the construction of a new Dunedoo Backup Bore at some future stage. 	DEDS	05.10.23 – Not yet commenced. 31.10.23 – Mechanical equipment for Dunedoo and Baradine Backup Bores procured. Quotations sought to prepare tender documents for remainder of the scope of works. 29.11.23 – Mechanical and electrical equipment procured and installed in the Baradine backup bore. Draft tender for construction of a new Baradine backup bore and refurbishment of Dunedoo backup bore and Baradine main bore is underway. 16.01.24 – Tendering ongoing for the refurbishment of the Dunedoo backup bore and Baradine main bore.
21 September 2023 103/2324 Doc ID 181395	Item 35 Notice of Motion – Installing Solar Panels on Suitable Council Owned Buildings 103/2324 RESOLVED that Council: <ol style="list-style-type: none"> 1. Conducts a review of the effectiveness of the solar panels installed on Council buildings across the Shire. 2. Considers other locations for future installations of solar power e.g. water treatment plants and sewer treatment plants. 	DTS	02.11.23 – Review underway.
		DTS DEDS	05.10.23 – Solar infrastructure to be included in the scope of all proposed upgrades. DPE have confirmed that solar power is eligible for funding as a part of funded projects. 05.02.24 – Confirmation from DPE received that solar infrastructure can be included for WTP and STP upgrades. Complete.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
<p>19 October 2023 116/2324</p> <p>Doc ID 183112</p>	<p>Item 6 Traffic Advisory Committee Meeting – 28 September 2023 116/2324 RESOLVED that:</p> <p>2. Council seek grant funding for the installation of blisters in Bandulla Street, Mendooran.</p> <p>4. Subject to consultation with relevant shop owners, Coolah Business Chamber and the Coolah District Development Group that the disabled parking space be relocated from the front of IGA Supermarket in Binnia Street, Coolah to the parallel parking area between IGA and the Council Building at 59 Binnia Street, Coolah.</p>	<p>DTS</p>	<p>01.11.23 – A communication plan is being prepared prior to undertaking community consultation.</p>
<p>19 October 2023 124/2324</p> <p>Doc ID 183118</p>	<p>Item 14 Update Report – Road Asset Management Plan 124/2324 RESOLVED that Council:</p> <p>1. Council notes the information contained within the Updates to Roads Asset Management Plan report</p> <p>2. The following actions are taken in relation to the Roads Asset Management Plan:</p> <p>a. Review and update condition rating scales and include in a revised version of AMP Roads.</p> <p>b. Consult with the community on acceptable levels of road condition and on expected levels of road maintenance.</p> <p>c. Publicise a map identifying the location of projects in the four (4) year works program for roadworks associated with pavement renewal and pavement upgrades.</p>	<p>DTS</p>	<p>01.11.23 – Consultation on levels of service to be carried out as part of the Community Strategic Plan process. The review and updating of condition rating scales is to be carried out this financial year.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
19 October 2023 125/2324 Doc ID 183120	Item 15 Dunedoo Town Water Security – Talbragar Alluvial Groundwater Source Supply 125/2324 RESOLVED that Council: 2. Receives a report upon completion of the groundwater sustainable yield and drought resilience assessment for the Dunedoo Water Supply Scheme.	DEDS	31.10.23 – Procurement of consultant to deliver assessment has commenced. 29.11.23 – Procurement documentation submitted to DPE for review. 16.01.24 – Awaiting procurement documentation comments from DPE.
16 November 2023 137/2324 Doc ID 184762	Item 4 Meeting Schedule 137/2324 RESOLVED that Council: 2. Authorise the General Manager to call a meeting within five days after the declaration of the 2024 Council election. 3. That the purpose of the meeting to be held following the 2024 election be an Extra Ordinary meeting to elect a Mayor and Deputy Mayor along with the appointment of Councillors as delegates and to Committees, along with other matters deemed appropriate by the General Manager.	GM	07.02.24 – awaiting the outcome of the Council Election
16 November 2023 142/2324 Doc ID 184765	Item 9 Draft Privacy Management Plan 142/2324 RESOLVED that: 2. A further report be presented to Council on the draft Privacy Management Plan after the public exhibition period is completed.	DCCS	07.02.24 – Report being presented to February Ordinary Council Meeting.
16 November 2023 146/2324 Doc ID 184767	Item 12 Quarterly Budget Review Statement – 1st Quarter 2023/24 146/2324 RESOLVED that Council: 4. Identify savings in the QBRS of \$117,448, to fund the loss of revenue associated with free pool entry per Council Resolution 93/2324.	DCCS	07.02.24 – Savings have been identified in QBRS 2, being presented to February Ordinary Council Meeting. Approximately \$27,000 in Income has been received to offset the loss of revenue anticipated. This is made up of season ticket sales and pool hire by schools and other organisations

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
16 November 2023 150/2324 Doc ID 184768	Item 17 Baradine Sewage Scheme Report 150/2324 RESOLVED that Council: 2. Receives a report upon completion of the sewerage reticulation assessment for connection of Camp Cypress to the Baradine Sewerage Scheme.	DEDS	29.11.23 – Contractor engaged and completing investigations on site. 16.01.24 – Investigations ongoing.
16 November 2023 152/2324 Doc ID 184769	Item 19 Inland Rail Update Report – November 2023 152/2324 RESOLVED that Council: 2. Receives future update reports as and when new information is available on the Inland Rail project.	DEDS	07.02.24 – Fresh report will be presented when further information is available. Completed.
14 December 2023 162/2324 Doc ID 186429	Item 21 Real Country Tourism Experience Strategy and Infrastructure Business Case 162/2324 RESOLVED that Council: 1. That the Real Country Tourism Experience Strategy and Infrastructure Business Case be endorsed for public exhibition; 2. That public exhibition of the documents is undertaken in accordance with the Exhibition Engagement Plan including; a. Real Country Destination Strategic Plan b. Real Country Engagement Report - Summary c. Real Country Business Case 3. That public exhibition commences 20 December 2023 and conclude 9 February 2023.	DEDS	05.02.24 – Complete 05.02.24 – Documents on public exhibition as required until 9 February 2024. 05.02.24 – Public Exhibition underway.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
14 December 2023 171/2324 Doc ID 186430	Item 9 Public Forum Policy 171/2324 RESOLVED that Council: 1. Endorses the draft Public Forum Policy. 2. Places the draft Public Forum Policy on exhibition for a period of at least 28 days and invites public submissions for a period of at least 42 days. 3. Receives a further report on the Public Forum Policy after the close of public submissions.	DCCS	14.12.23 - Adopted by Council. 15.12.23 – Placed on Exhibition
14 December 2023 172/2324 Doc ID 186431	Item 10 Procurement Policy (Including Local Support) 172/2324 RESOLVED that Council: 1. Adopts the draft Procurement Policy (Including Local Support Policy). 2. Places the draft Procurement Policy (Including Local Support Policy) on exhibition for a period of at least 28 days and invites public submissions for a period of at least 42 days. 3. Receives a further report on the Procurement Policy (Including Local Support Policy) after the close of public submissions.	DCCS	14.12.23 - Adopted by Council. 15.12.23 – Placed on Exhibition
14 December 2023 173/2324 Doc ID 186433	Item 11 Internally Restricted Assets Policy 173/2324 RESOLVED that Council: 1. Adopts the draft Internally Restricted Assets Policy 2. Places the draft Internally Restricted Assets Policy on exhibition for a period of at least 28 days and invites public submissions for a period of at least 42 days 3. Council receives a further report on the Draft Internally Restricted Assets Policy after the close of public submissions.	DCCS	14.12.23 - Adopted by Council. 15.12.23 – Placed on Exhibition

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
14 December 2023 174/2324 Doc ID 186435	Item 12 Annual Code of Conduct Complaints Statistics Report for the Period 1 September 2022 to 31 August 2023 174/2324 RESOLVED that Council notes the annual Code of Conduct Complaints Statistics Report for the period 1 September 2022 to 31 August 2023.	DCCS	14.12.23 – Noted by Council 15.12.23 – Statistics supplied to Office of Local Government. Completed
14 December 2023 178/2324 Doc ID 186436	Item 16 Update on Road Closure Cassilis Street Extension in Coonabarabran 178/2324 RESOLVED that Council: <ol style="list-style-type: none"> 1. Note the information in the update report on road closure Cassilis Street extension in Coonabarabran. 	DTS	29.01.24 – noted – complete
	<ol style="list-style-type: none"> 2. Notes that no submissions were received when the proposed road closure was advertised. 		29.01.24 – noted – complete
	<ol style="list-style-type: none"> 3. Upon vesting in Council, the land comprising the old public road is classified as operational land. 		29.01.24 – awaiting information
	<ol style="list-style-type: none"> 4. Sell the land comprising former public road to the adjoining landowner and delegate authority to the General Manager to negotiate and execute any document associated with the transfer. 		29.01.24 – pending Resolution 3 above.
14 December 2023 179/2324 Doc ID 186438	Item 17 Update on Tender Negotiations for Design and Construction of Modular Amenities at Dunedoo War Memorial Swimming Pool 179/2324 RESOLVED that Council: <ol style="list-style-type: none"> 1. Notes the outcome of the tender negotiations for the Design and Construction of Modular Amenities at Dunedoo War Memorial Swimming Pool. 	DTS	23.01.24 – Complete - Contracts signed on 16.01.24.
	<ol style="list-style-type: none"> 2. Removes the Coolah Pool project and utilise the funding of \$45,330 to assist with the Dunedoo Pool Amenities project. 		23.01.24 – transfer of funds requested via QBRS 2
	<ol style="list-style-type: none"> 3. Considers the Coolah Pool project in next year's budget. 		23.01.24 – Coolah Pool project has been included in draft 2024/25 Capital Budget

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
14 December 2023 180/2324 Doc ID 186439	Item 18 Update Report on Road Closure Part Castlereagh Avenue Binnaway for the Pump House Camping Ground 180/2324 RESOLVED that Council: 1. Notes the update report on the Road Closure Part Castlereagh Avenue Binnaway for the Pump House Camping Ground. 2. Continues the part road closure of Part Castlereagh Avenue Binnaway, updating the licence agreement and submitting a Development Application for the Pump House Camping Ground.	DTS	07.02.24 – Noted. Completed 07.02.24 – Progress of lodgement of road closure and survey plans being followed up with Council's solicitors
14 December 2023 182/2324 Doc ID 186441	Item 20 Mendooran Water Quality Incident Review Report Implementation – December 2023 Progress Update 182/2324 RESOLVED that Council: 1. Notes the implementation progress of the recommendations within the Mendooran Water Quality Incident Review Report. 2. Adjusts the reporting frequency of this report to annually	DEDS	16.01.24 – Noted. Completed 16.01.24 – Noted. Report to be presented to Council at the December 2024 meeting. Completed
14 December 2023 188/2324 Doc ID 186442	Item 24.5 Sullivan Street, Dunedoo 188/2324 RESOLVED that Council not accept the proposal in relation to the Sullivan Street, Dunedoo site.	GM	07.02.23 – Proponent advised – completed.
14 December 2023 189/2324 Doc ID 186443	Item 24.4 Supply of Skip Bin Services Contract 189/2324 RESOLVED that Council: 1. Notes the information contained in the Supply of Skip Bin Services Contract Report. 2. Extends the Supply of Skip Bin Services Contract with Coona Waste Disposal/ Warrumbungle Plant Hire Pty Ltd for a further twelve (12) month period to 7 May 2025 as per the varied arrangements under the Contract.	DEDS	11.01.24 – Completed. 11.01.24 – Letter being drafted to extend the service for a further 12 months under the varied arrangements.

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
14 December 2023 191/2324 Doc ID 186445	<p>Item 24.2 Sale of Land for Unpaid Rates 191/2324 RESOLVED that:</p> <ol style="list-style-type: none"> 1. Council make reasonable attempts to speak with rate payers subject to the proposed sale of land. 2. Council apply to the Valuer – General for a valuation to be conducted on vacant land listed in the schedule; 3. A licensed Auctioneer be contracted to conduct the auction sale and the lots unsold at the auction be thereafter listed for sale; 4. Council authorise the General Manager to execute Contracts and Transfer Documents under its Common Seal; 5. Only arrangements under section 715 (2) (b) that will be acceptable prior to auction is the full payment of all rates and charges including interest, due on the land. 	DCCS	<p>22.12.23 – Skip trace on individual assessments was organised with SR Law, Council's debt collection agency, to locate rate payers as the first step. Once completed, phone calls will be made to remaining rate payers who are contactable. Skip tracing is the process of finding someone who has relocated or otherwise disappeared.</p> <p>02.10.23 – Valuations received via Title search prior to report to Council Meeting.</p>
14 December 2023 192/2324 Doc ID 186445	<p>Item 24.3 Regional Tender for the Supply of Design and Surveying Services 192/2324 RESOLVED that:</p> <ol style="list-style-type: none"> 1. The following suppliers be included on a panel for 'Supply of Design Services' for the period 1 January 2024 to 31 December 2025. <ol style="list-style-type: none"> a. Barker Ryan Stewart Pty Ltd b. Barnson Pty Ltd c. Bridge Knowledge Pty Ltd d. Constructive Solutions Pty Ltd e. GHD Pty Ltd f. Hails Family Trust t/a RHM Consulting Engineers g. Premise Australia Pty Ltd h. Valley Civilab Pty Ltd t/a Epicentre Consulting Engineers 	DTS	<p>23.01.24 – Complete. Regional Procurement and WSC staff advised of the panel.</p>

Date of Council Meeting & Resolution No.	Resolution	Responsible Officer	Progress Report
14 December 2023 192/2324 (cont) Doc ID 186446	<p>Item 24.3 Regional Tender for the Supply of Design and Surveying Services 192/2324 RESOLVED that:</p> <p>2. The following suppliers be included on a panel for 'Supply of Surveying Services' for the period 1 January 2024 to 31 December 2025.</p> <ul style="list-style-type: none"> a. Barker Ryan Stewart Pty Ltd b. Barnson Pty Ltd c. Linke and Linke Surveys, Geo AI d. MinStaff Survey Ptd Ltd e. Western Survey Pty Ltd 	<p>DTS</p>	<p>23.01.24 – Complete. Regional Procurement and WSC staff advised of the panel.</p>
<p>3. A provision be allowed for a 12-month extension of 'Supply of Design Services' based on satisfactory supplier performance, which may take each contract through to 31 December 2026.</p>	<p>23.01.24 – Complete. Regional Procurement and WSC staff advised of the panel and performance will be monitored and reported back to Regional Procurement when requested.</p>		
<p>4. A provision be allowed for a 12-month extension of 'Supply of Surveying Services' based on satisfactory supplier performance, which may take each contract through to 31 December 2026.</p>	<p>23.01.24 – Complete. Regional Procurement and WSC staff advised of the panel and performance will be monitored and reported back to Regional Procurement when requested.</p>		

Expenditure Revote Report

WO	Description	Funding Source	Externally Funded %	Revote Amount \$	2023-2024 Expenditure	Budget Remaining \$	Comment
Community							
2986-3016	Community Events Program	Reconnecting Regional NSW	100%	70,222	23,375	46,847	Grant finished on 31 January 2024, undergoing acquittal with funding body.
2231	Drought Relief - Community Events	DCP		1,877	-	0	Program Completed
2235	Binnaway Jockey Club - New Amenities Building	DCP		4,797	-	0	Program Completed
Sub-Total				76,896	23,375	46,847	
Youth Related Activities							
3080	Children & Young People Wellbeing Recovery Initiative	Resilience NSW	100%	30,693	30,693	0	Program Completed
Sub-Total				30,693	30,693	0	
Town Planning							
3210	Regional Planning Portal API	DPE	100%	80,000	12,775	67,225	Integration of planning portal and authority has occurred. Follow up of any issues as a result of the integration yet to occur
3036	S7.11 - Contributions Plan	General	0%	15,000	-	15,000	Draft plan prepared by consultant, yet to be reviewed by Council staff
Sub-Total				95,000	12,775	82,225	
Heritage							
2629	Heritage - Small Grants Heritage Program	General	100%	5,600	3,945	1,655	Funds for Local Heritage Advisor and Small Heritage Grants acquittals not due until 14 May 2024.
Sub-Total				5,600	3,945	1,655	
Urban Services							
3041	Binnaway Showground Electrical Upgrade	Crown Reserve	100%	62,778	62,778	-	Works complete and awaiting final invoices
Sub-Total				62,778	62,778	-	
Aerodromes							
2859	Bushfire Risk Mitigation & Resilience Aerodrome Bore	RFS	100%	123,975	-	-	Project was removed - QBRS Dec 22 No funding from RFS was received. Revoted in error
Sub-Total				123,975	-	-	
Town Streets							
3212	Cassilis Street Footpath Widening	Active Transport	100%	21,986	-	21,986	Scope to be further investigated
Sub-Total				21,986	-	21,986	
Waste							
2033	Combating illegal dumping	EPA	100%	20,000	-	20,000	Contractor (Impact Environmental) engaged to undertake the program as per funding agreement for work to be completed by EOFY.
Sub-Total				20,000	-	20,000	
Water							
3209	Baradine Water Treatment Plants Renewal	SSWP - DPIE	75%	132,127	-	-	Funds not required. Removed at QBRS1
Sub-Total				132,127	-	-	
Total Operating Expenditure Revote				Total	569,055	133,566	172,713

Capital Expenditure Revote Report

WO	Description	Funding Source	Externally Funded %	Revote Amount \$	Revote Expenditure To Date	Budget Remaining \$	Comment
Communications And IT							
1296	Point to point wifi Coona Office	Grant refer restricted assets		5,744	585	5,159	Mitel phone project stage 2 roll out to be completed by 31/3/24
915	Video Conferencing System		0%	28,973	-	28,973	Mitel phone project stage 2 roll out to be completed by 31/3/24
Sub-Total				34,717	585	34,132	
Development Services							
2835-2929	Town Signage	General		170,000	764	169,236	Revised design under review, to be presented to EDT committee
Sub-Total				170,000	764	169,236	
Local Roads							
2430	Piambra Road Pavement Rehab	LRCI3	100%	516,000	-	516,000	Works underway and paused due to focus on natural disaster recovery works. Funds to be spent by 30 June 2024 and an extension of time to be sought from the funding body


2855	Replacement of Concrete Causeways -Newbank Lane Causeway	LRCI3	100%	92,789	61,242	-	Works completed and budget to be reconciled
2857	Replacement of Concrete Causeways - Napier Lane	LRCI3	100%	92,789	-	-	Works completed and budget to be reconciled
2591	Warkton Bridge	FLB & R2R	100%	92,000	320	-	Works complete. Project Completion Report lodged and awaiting outcome from TfNSW prior to reconciliation of funds.
2901	Black Gully Bridge	FLB	100%	362,649	236,013	-	Works complete. Project Completion Report lodged with TfNSW.
2600	Rotherwood Road Causeway	LRCI RD2	100%	24,161	-	24,161	Not started - waiting on fisheries
2603	Avonside Road Causeway	LRCI RD2	100%	3,875	-	-	Completed
2851	Replacement of Concrete Causeways - Ropers Road Causeway	LRCI3	100%	92,038	73,864	-	Works complete. Reconcile WO3186 to finalise
2853	Replacement of Concrete Causeways - Ropers Road Causeway	LRCI3	100%	92,038	68,155	-	Works complete. Reconcile WO3187 to finalise
2854	Replacement of Concrete Causeways - Ropers Road Causeway	LRCI3	100%	92,048	55,259	-	Works complete. Reconcile WO3188 to finalise
3076	Fixed Road Closure Barriers	Flood Emergency	100%	100,000	-	100,000	Pending approval of funding
3077	Neible Siding Box Culvert	Flood Emergency	100%	500,000	-	500,000	Pending approval of funding
3050	State Forest Road Sealing Project	FLR 4	100%	429,942	2,879	427,063	Working through road alignment through private property legal matters before design can be finalised.
			Sub-Total	2,490,329	497,731	1,567,224	
	Ovals						
2232	Mendooran Sports Ground Fence	General	100%	20,989	8,500	12,489	Project completed. Awaiting final invoices.
2599	Coonabarabran Oval No 3 - renewal of change rooms	R4R9	100%	243,773	11,930	231,843	Works underway with detailed design to be completed and DA/CC to be lodged.
2973	Mendooran Oval Amenities Upgrade	R4R9	100%	476,137	7,707	468,430	Initial project planning started and development consent applications underway.
2971	Bowen Oval Amenities /Upgrade	R4R9	100%	359,313	2,478	356,835	Due to start 2024/25
2861	Baradine Oval - Renew Change rooms	Council's Cont (Grant)	0%	35,000	-	35,000	Due to start 2024/25
2862	Ovals Renewals - Capital allowance	Council's Cont (Grant)	0%	20,000	-	20,000	Due to start 2024/25
			Sub-Total	1,155,212	30,615	1,124,597	
	Pools						
2974	Coonabarabran Pool Masterplan	R4R9	100%	159,552	-	159,552	RFQ to be re-advertised
3078	Coonabarabran Pool - Flood Mitigation	Flood Emergency	100%	100,000	-	100,000	Pending approval of funding.
3035	Upgrades to Baradine, Binnaway, Coolah, Coonabarabran & Mendooran Swimming Pools	SCCF5	100%	753,894	-	753,894	Works underway. Expenditure to be reconciled against Work Orders. Funding deed is to 28.2.25.
2865	Leak and Joint Repairs - All Pools	General	0%	10,000	-	10,000	Planned for Dunedoo pool Q4.
2866	Coonabarabran pool - Renew office roof	General	0%	50,000	-	50,000	Scope of works changed. Forms part of Council's contribution towards SCCF5 projects.
			Sub-Total	1,073,446	-	1,073,446	
	Property						
2838	Coonabarabran Native Grove Cemetery Road Renewal	General	0%	27,147	-	27,147	Works to be scheduled.
2698	Playground equipment - renewal	General	0%	36,935	-	36,935	Scope to be revised.
2863	Binnaway tennis courts renovation and upgrade	LRCI3	100%	255,135	153,998	-	Works completed December 2023.
2864	Mendooran tennis courts resurfacing	LRCI3	100%	130,000	-	130,000	Works scheduled for late February 2024.
2711	Coonabarabran Emergency Operations Centre Upgrade	Resilience NSW	100%	135,528	135,528	-	Grant Refunded on 24.10.2023. NBN upgrades were undertaken separately by RFS.
2694	Coonabarabran Office - Fire Protection	General	0%	20,000	6,900	13,100	Works underway
2892	Coolah disabled public toilet at rear of community building	General	0%	79,000	-	79,000	Scope revised in light of additional Local Commitments funding of \$70,000
			Sub-Total	683,745	296,426	286,182	
	Regional Roads						
2962	Black Stump Way Culvert Remediation	Block Grant	100%	100,000	17,710	82,290	Project completed. Awaiting final invoices.
3039	MR55 Black Stump Way Rehab	Repair	100%	134,099	29,359	104,740	Project completed. Awaiting final invoices.
			Sub-Total	234,099	47,069	187,030	
	Town Streets						

2812	Streets as shared spaces - Pull up a Stump	SCCF/LRCI	100%	12,358	12,358	-	Completed
2877	Booyamurra Street - Drainage Structures (incl K&G)	LRCI	100%	50,000	-	-	To be removed as this is not on any approved LRCIP works program from Phase 1 to 4.
2869	Lachlan Street - shared pathway LRCI funded	LRCI3	100%	70,212	9,747	60,465	Construction scheduled for March 2024.
Sub-Total				132,570	22,105	60,465	
Warrumbungle Sewer							
2102	Baradine Sewerage Scheme Upgrade Scoping Study	Dept of Infrastructure INSW	75%	20,461	425	20,036	Site works planning in progress with contractor to undertake reticulation system capacity assessment.
2103	Sewer Mains Rehab - Coolah	General	0%	167,913	47,093	120,820	Project construction works completed. Project finalisation to be completed by March 2024.
1339	Sewer Mains rehab - Coonabarabran	General	0%	79,872	-	79,872	Project construction works completed. Project finalisation to be completed by March 2024.
1041	Mains-Relining various sections	General	0%	177,698	109,273	68,425	Project construction works completed. Project finalisation to be completed by March 2024.
2105	Manhole rehab - Dunedoo	General	0%	44,105	44,105	-	Project completed
Sub-Total				490,049	200,896	289,153	
Warrumbungle Water							
2923	Risk 5 Binnaway Water Treatment Plant Upgrade	DPE	75%	22,326	22,326	0	Concept design and planning works complete to a draft level. Hydrogeological engagement 30% complete.
3074	Rising Main - Coolaburragundy River Crossing	Flood Emergency	100%	200,000	-	200,000	Funding application submitted to the OLG for approval, project will commence once approval has been obtained.
3075	Rising Main Saletards Creek Crossing	Flood Emergency	100%	63,181	2,038	61,143	Funding application submitted to the OLG for approval, project will commence once approval has been obtained.
2945	Shirewide Fluoride Upgrades (Funded by NSW Health 100%)	NSW Health	100%	435,952	497	435,455	Final funding deed being developed by NSW Health and is to be issued to Council for execution. Following deed execution Council can commence construction works with procurement expected to commence in April 2024.
1355	Mains Replacement and extensions - Coolah	General	0%	41,736	41,736	-	Project complete.
2124	Water Treatment Plant Renewal	General	0%	33,529	33,529	-	Works completed.
Sub-Total				796,724	100,126	696,598	
Total Capital Expenditure Revote				Capital Total	7,260,891	1,196,316	5,488,064
Total Operating and Capital Expenditure				Total All	7,829,946	1,329,882	5,660,777

WO	WO Desc	Directorate	Funding	Past Years Budgets	Current Year 2023/24 Budget	Future Years Budget Allocation	Total Project Budget	Past Years Expenditure	Current Year 2023/24 Expenditure	Total Project Expenditure to Date	Total Project Budget Remaining	Expected Completion Date	Comment																												
1571	Coonabarabran Sewage Treatment Plant Upgrade	Warrumbungle Water	Part Grant Funded (est 50%)	250,000	1,750,000	1,000,000	3,000,000	315,356	11,031	326,386	2,673,614	30/06/2029	<p>Council has been liaising with the funding body in relation to the proposed cost variation, with approval yet to be obtained. Current project expenditure pathway is as follows: FY23/24 \$300,000. Funding deed is not milestone based and monthly claims are submitted to iNSW.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Options Report</td> <td>12/04/18</td> <td>\$190,000</td> <td>Completed</td> </tr> <tr> <td>Design</td> <td>03/01/20</td> <td>\$291,000</td> <td>Completed</td> </tr> <tr> <td>Construction</td> <td>24/02/22</td> <td>\$300,000</td> <td>15%</td> </tr> </tbody> </table> <p>Revised scope of works has been approved by Department of Climate Change, Energy, Environment and Water (DCCEEW). Council to see EPA approval of the revised scope by the end of February. Construction activities to commence following statutory approvals.</p>	Milestone	Date	Value	Progress	Options Report	12/04/18	\$190,000	Completed	Design	03/01/20	\$291,000	Completed	Construction	24/02/22	\$300,000	15%												
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Design	03/01/20	\$291,000	Completed																																						
Construction	24/02/22	\$300,000	15%																																						
1576	Dunedoo Sewage Treatment Plant Upgrade (RNSW 811)	Warrumbungle Water	Part Grant Funded (est 30%)	2,039,437	2,300,000	6,000,000	10,339,437	314,218	228,217	542,436	9,797,001	30/06/2026	<p>Final design plans for Section 60 endorsement have been delayed due to operational issues with the STP, design activities to recommence in March. Procurement of works not requiring statutory approvals has commenced with a major tender to be considered by Council at the February meeting. Under the endorsed revised delivery strategy for this project the budget will be reduced to \$1,000,000 for FY 23/24. A supvote has been approved by Council at QBR 1 to reduce the FY 23/24 budget. Proposed project expenditure is as follows: FY23/24 \$1,000,000, FY24/25 \$2,000,000, FY25/26 \$2,500,000.</p> <p>Council has two funding partners for this project, DPE and iNSW.</p> <p>iNSW funding deed is not milestone based and is monthly claim based, however milestones in the project program are below:</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Options Report</td> <td>07/09/17</td> <td>\$80,000</td> <td>Completed</td> </tr> <tr> <td>Design</td> <td>01/03/18</td> <td>\$181,000</td> <td>Completed</td> </tr> <tr> <td>Construction</td> <td>07/03/19</td> <td>\$539,000</td> <td>20%</td> </tr> </tbody> </table> <p>Progress with the project has been significantly delayed due to resourcing issues and changing strategic deliverables.</p> <p>DPE funding deed is milestone based with the following milestones:</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Execution of deed</td> <td>15/11/22</td> <td>\$850,000</td> <td>Completed 15.06.2023</td> </tr> <tr> <td>Tender award</td> <td>31/08/23</td> <td>\$850,000</td> <td>90%</td> </tr> </tbody> </table> <p>Tender award milestone is delayed due to change in strategic deliverables and is forecasted to be achieved in February 2024.</p>	Milestone	Date	Value	Progress	Options Report	07/09/17	\$80,000	Completed	Design	01/03/18	\$181,000	Completed	Construction	07/03/19	\$539,000	20%	Milestone	Date	Value	Progress	Execution of deed	15/11/22	\$850,000	Completed 15.06.2023	Tender award	31/08/23	\$850,000	90%
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1577	Coolah Sewage Treatment Plant Upgrade (RNSW 812)	Warrumbungle Water	Part Grant Funded (est 57%)	1,053,704	350,000	5,650,000	7,053,705	145,271	32,276	177,547	6,876,158	30/06/2026	<p>Final options assessment report has been endorsed by DPE and the EPA. Council is finalising strategic deliverables with the EPA to confirm the proposed land procurement strategy. A report will be presented to Council for endorsement of the preferred option in the coming months. Upon endorsement of the preferred option, Council will proceed with a concept design for the preferred option. Project budget is \$6,000,000 with proposed expenditure pathway as per the following: FY23/24 \$350,000, FY 24/25 \$2,300,000, FY 25/26 \$3,350,000.</p> <p>Council has two funding partners for this project, DPE and iNSW.</p> <p>iNSW funding deed is not milestone based and is monthly claim based, however milestones in the project program are below:</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Options Report</td> <td>06/11/17</td> <td>\$80,000</td> <td>95%</td> </tr> <tr> <td>Design</td> <td>01/03/18</td> <td>\$181,000</td> <td>0%</td> </tr> <tr> <td>Construction</td> <td>07/03/19</td> <td>\$564,000</td> <td>0%</td> </tr> </tbody> </table> <p>Progress with the project has been significantly delayed due difficulty in securing a preferred option.</p> <p>DPE funding deed is milestone based with the following milestones:</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Execution of deed</td> <td>15/11/22</td> <td>\$1,145,000</td> <td>100%</td> </tr> <tr> <td>Design award</td> <td>30/04/23</td> <td>\$1,145,00</td> <td>60%</td> </tr> </tbody> </table> <p>Design award milestone is delayed due to extended options investigations.</p>	Milestone	Date	Value	Progress	Options Report	06/11/17	\$80,000	95%	Design	01/03/18	\$181,000	0%	Construction	07/03/19	\$564,000	0%	Milestone	Date	Value	Progress	Execution of deed	15/11/22	\$1,145,000	100%	Design award	30/04/23	\$1,145,00	60%
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2128	Binnaway Sewerage	Warrumbungle Water	SSWP 75%	475,114	400,000	-	875,114	-	20,000	20,000	855,114	30/06/2024	<p>Concept design works by Public Works are ongoing and are progressing on schedule in accordance with contract milestones.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Draft business case</td> <td>30/11/20</td> <td>\$357,750</td> <td>55%</td> </tr> <tr> <td>Final business case</td> <td>22/12/20</td> <td>\$39,750</td> <td>0%</td> </tr> </tbody> </table> <p>Project significantly delayed following completion of the options investigation due to DPE not providing response to Council's request to review funding for construction phase of the project.</p>	Milestone	Date	Value	Progress	Draft business case	30/11/20	\$357,750	55%	Final business case	22/12/20	\$39,750	0%												
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1877	Coonabarabran Water Main Rehabilitation	Warrumbungle Water	RA	285,681	250,000	180,000	715,681	-	65,523	65,523	650,158	30/06/2024	<p>This project will see the rehabilitation of water mains in Dawson Street, Robertson St and King St. Dawson Street and King Street mains replacement projects have been completed. Robertson St mains replacement is 70% complete.</p>																								
1903	Baradine Water Treatment Plant Upgrade	Warrumbungle Water	SSWP 75%	1,500,000	500,000	7,000,000	9,000,000	-	2,576	2,576	8,997,424	30/06/2026	<p>Council has received feedback from DCCEEW in relation to the demand capacity report. Council is addressing comments with concept design activities to recommence in March. Upon completion of the concept design, Council will submit a Section 60 application to DPE. Council to proceed to tender in May 2025 and award a D&C contract in October 2025. Detailed design is to commence in January 2026 and construction will commence in June 2026. The project is forecasted to achieve practical completion in November 2027. Proposed expenditure pathway is FY23/24 \$500,000, FY24/25 \$3,500,000, FY25/26 \$3,500,000</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Deed execution</td> <td>30/06/22</td> <td>\$90,000</td> <td>Completed 30.06.2022</td> </tr> <tr> <td>Contract execution</td> <td>30/07/22</td> <td>\$195,000</td> <td>Completed 08.09.2022</td> </tr> <tr> <td>Project completion</td> <td>No date</td> <td>\$90,000</td> <td>50%</td> </tr> </tbody> </table>	Milestone	Date	Value	Progress	Deed execution	30/06/22	\$90,000	Completed 30.06.2022	Contract execution	30/07/22	\$195,000	Completed 08.09.2022	Project completion	No date	\$90,000	50%								
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2920	Coolah Water Supply Scheme Upgrades- Scoping Study	Warrumbungle Water	SSWP 75%		450,000	1,150,000	1,600,000	-	4,141	4,141	1,595,859	8/12/2027	<p>Procurement activities underway. 1/3 project consultants have been procured, with procurement to be completed by 18/03/24 which will see the completion of milestone 2.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Deed execution</td> <td>31/10/23</td> <td>\$184,421.25</td> <td>Completed 21.11.2023</td> </tr> <tr> <td>Contract execution</td> <td>31/01/24</td> <td>\$110,652.75</td> <td>0%</td> </tr> <tr> <td>Options completed</td> <td>29/02/25</td> <td>\$184,421.25</td> <td>0%</td> </tr> <tr> <td>Concept completed</td> <td>30/11/25</td> <td>\$221,305.50</td> <td>0%</td> </tr> <tr> <td>Finalisation</td> <td>30/01/26</td> <td>\$36,884.25</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Date	Value	Progress	Deed execution	31/10/23	\$184,421.25	Completed 21.11.2023	Contract execution	31/01/24	\$110,652.75	0%	Options completed	29/02/25	\$184,421.25	0%	Concept completed	30/11/25	\$221,305.50	0%	Finalisation	30/01/26	\$36,884.25	0%
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2817	Timor Dam - Ram Safety Upgrade	Warrumbungle Water	RA	200,000	400,000	1,080,000	1,680,000	-	56,215	56,215	1,623,785	5/06/2025	<p>Stage 1 of construction to the downstream side of the Timor Dam wall is largely completed with the final road surface to be spray sealed by Council's roads team. Other minor works are in various stages of completion including outflow monitoring works and security works.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Security improvements complete</td> <td>31/03/2024</td> <td>80%</td> </tr> <tr> <td>Dam wall access constructed</td> <td>31/08/2024</td> <td>60%</td> </tr> <tr> <td>Monitoring improvements complete</td> <td>30/06/2024</td> <td>35%</td> </tr> <tr> <td>Scour valve replacement complete</td> <td>30/06/2027</td> <td>10%</td> </tr> <tr> <td>Trunnion replacement completed</td> <td>30/06/2029</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Date	Progress	Security improvements complete	31/03/2024	80%	Dam wall access constructed	31/08/2024	60%	Monitoring improvements complete	30/06/2024	35%	Scour valve replacement complete	30/06/2027	10%	Trunnion replacement completed	30/06/2029	0%						
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2923	Binnaway Water Treatment Plant Upgrade	Warrumbungle Water	SSWP 75%	200,000	500,000	1,330,000	2,030,000	-	54,120	54,120	1,975,880	19/02/2026	<p>Draft concept design and planning works are complete. Hydrogeological engagement is 30% complete with first project deliverable near completion. A variation to the deed has been approved by the SSWP to accelerate the construction of a new Backup Bore, thus milestone dates have been revised in accordance with the deed revision.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Deed execution</td> <td>21/03/23</td> <td>\$33,606</td> <td>Completed 03.05.2023</td> </tr> <tr> <td>Contract execution</td> <td>30/11/23</td> <td>\$71,250</td> <td>Completed 20.12.23</td> </tr> <tr> <td>Production backup bore complete</td> <td>30/08/24</td> <td>\$306,125.10</td> <td>30%</td> </tr> <tr> <td>Finalisation</td> <td>30/03/25</td> <td>\$29,568</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Date	Value	Progress	Deed execution	21/03/23	\$33,606	Completed 03.05.2023	Contract execution	30/11/23	\$71,250	Completed 20.12.23	Production backup bore complete	30/08/24	\$306,125.10	30%	Finalisation	30/03/25	\$29,568	0%				
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2922	Mendooran Water Treatment Plant Upgrade	Warrumbungle Water	SSWP 75%	75,000	500,000	4,250,000	4,825,000	-	19,307	19,307	4,805,693	29/09/2026	<p>Planning consultants engagements progressing. Procurement of concept design works is 95% complete, with quotations received and to be assessed by Council.</p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>Date</th> <th>Value</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Deed execution</td> <td>30/11/23</td> <td>\$35,491</td> <td>Completed 20.11.2023</td> </tr> <tr> <td>Contract execution</td> <td>31/01/24</td> <td>\$21,294</td> <td>95%</td> </tr> <tr> <td>75% completion</td> <td>31/05/24</td> <td>\$35,491</td> <td>0%</td> </tr> <tr> <td>Finalisation</td> <td>29/11/24</td> <td>\$49,688</td> <td>0%</td> </tr> </tbody> </table>	Milestone	Date	Value	Progress	Deed execution	30/11/23	\$35,491	Completed 20.11.2023	Contract execution	31/01/24	\$21,294	95%	75% completion	31/05/24	\$35,491	0%	Finalisation	29/11/24	\$49,688	0%				
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2984	Baradine Bore Relining	Warrumbungle Water	RA	530,000	530,000	-	1,060,000	-	6,618	6,618	1,053,382	30/10/2024	<p>Draft tender specifications have been prepared, tender to be advertised in February.</p>																								

WO	WO Desc	Directorate	Funding	Past Years Budgets	Current Year 2023/24 Budget	Future Years Budget Allocation	Total Project Budget	Past Years Expenditure	Current Year 2023/24 Expenditure	Total Project Expenditure to Date	Total Project Budget Remaining	Expected Completion Date	Comment
3050	State Forest Road	Technical Services	FLR		1,992,517	504,474	2,496,991	-	2,879	2,879	2,494,112	30/06/2024	This update addresses Milestones 1 and 2 as outlined below. Project planning discovered some of the road alignment is on private property. Legal advice has been received and arrangements to meet and discuss legal and land issues with property owners have been made. Variation to be sought as construction will be delayed while land matters are being worked through. Milestone 1 Agreement and Initial Planning 28.02.23 Milestone 2 Commencement of Construction 29.01.24 Milestone 3 Project Open to Traffic 29.07.24 Milestone 4 Project completed 20.12.24
2901	Black Gully Bridge	Technical Services	FCB	200,000	650,000	-	850,000	-	749,138	749,138	100,862	30/11/2023	Major construction complete. Awaiting works as executed plans from contractor so that Post Completion Report can be submitted to TfNSW.
2848	Piambra - Upgrading	Technical Services	LRCI phase 3		289,000		289,000	-	126,058	126,058	162,942	30/06/2024	Works are underway. LRCIP 3 milestones are for Councils to submit quarterly and annual reports. An update on this project update was provided in the 2023 annual report that was submitted. The project is on track. A quarterly report will be submitted after March 2024.
2972	Coonabarabran Oval 3 - Renewal of Change Rooms	Technical Services	R4R9	585,000	304,716	-	889,716	-	50,950	50,950	838,766	22/11/2024	Works are underway. The focus is on preparation of the development application and construction certificate. Tender to be advertised in early 2024 for the construction of the modular building. A variation to the completion date will be sought as the milestone will not be met. R4R9 has two reporting requirements. Progress Reports on the status of all ongoing and completed Project are required upon request and no requests have been made to date. Completion reports are required within 30 calendar days after completion of a Project.
2973	Mendooran Oval Amenities Upgrade & Expansion Stage 1	Technical Services	R4R9		599,879	-	599,879	-	7,707	7,707	592,172	31/12/2024	Works are underway. The focus is on preparation of the development application and construction certificate. Tender to be advertised for the construction of the building. A variation to the completion date will be sought as the milestone will not be met. R4R9 has two reporting requirements. Progress Reports on the status of all ongoing and completed Project are required upon request and no requests have been made to date. Completion reports are required within 30 calendar days after completion of a Project.
TOTAL		Grand Total		7,143,936	10,016,112	27,144,474	44,304,523	459,489	1,425,726	1,885,216	42,419,307		

	Internally Restricted Assets Policy
	Strategic

Purpose

Council's Internally Restricted Assets Policy details the type and level of internal restrictions that Council should set aside out of available funds to meet cash outgoings that Council will need to fund in future years.

Objectives

The objective of this policy is to detail what items Council should be setting aside funding for and the desired level of funding to be set aside. The policy also details the rationale for the creation of each of Council's internally restricted assets.

Scope

The policy applies to all internally restricted assets held by Council. Externally restricted assets such as funds held for Council's water and sewer fund, as well as unspent tied grant funds are managed per the respective grant agreements and do not fall under the scope of this policy. Externally restricted assets are maintained in accordance with the Local Government Code of Accounting Practice.

Background

Council in the interest of good financial management will restrict funds from time-to-time to either meet external statutory obligations (such as restrictions relating to grant funding or developer contributions), or in order to set aside funding for future commitments.

Restricted assets that are internally developed by Council to cover commitments or obligations that are expected to arise in the future and where it is prudent for Council to hold cash in restrictions to cover these obligations, despite there being no legislative reason to do so, are known as internally restricted assets.

Definitions

The following terms used within this policy are defined below:

- **Restricted Asset** – Restricted assets refers to funds that are kept restricted (ie can not be used for general purposes) as they are either subject to some form of external legislative or contractual obligation, or are kept for the purpose of covering Council commitments that are expected to arise in the future.
- **Internally Restricted Asset** – Restricted assets that are internally developed by Council to cover commitments/obligations that are expected to arise in the future and where it is prudent for Council to hold cash in restrictions to cover these obligations.
- **Externally Restricted Asset** – Restricted assets that relate to funds that are subject to external legislative or contractual obligations.

Policy Statement

Council shall set aside in its accounts internally restricted funds for the following items:

- **ELE Reserve** – Council shall hold as an internally restricted asset funds to cover 30% of Council's accrued employee provisions. Council's employee provisions include liabilities for annual leave, and long service leave which are unpaid as at Council's annual reporting date.

- **Quarry Rehabilitation Reserve** – Council shall hold as an internally restricted asset funds to cover 20% of Council’s liability to rehabilitate gravel pits during and after their operational life cycle. The total rehabilitation and remediation liability is sourced from Council’s annual financial statements.
- **Plant Fund Reserve** – Council shall hold as an internally restricted asset the balance of Council’s accumulated cash surplus relating to Council’s plant fund. The amount to be restricted is the accumulated cash surplus from the fund. Plant funds are used by many Councils in order to ensure that plant charge outs are recouping the full cost of the fleet business, and in order to set aside funds for major capital purchases. These funds set aside are restricted for use only by the plant fund.
- **Capital Works Reserve** – Council shall hold as an internally restricted asset the balance of planned capital works unspent at the reporting date. These funds will be restricted for use in the completion of the revoted capital works, and a restriction has therefore been created to ensure that there is funding available to complete these works.
- **Other – Other internally restricted assets can be set aside by Council as required, for future purposes.**

Any funds removed from a restricted asset for another purpose must be approved by Council. Movements in internally restricted assets are reported to Council via the annual budget, or quarterly budget reviews, or the Annual Financial Statements.

Responsibilities

Council’s Finance Branch is responsible for the day to day application of the policy.

Associated Documents

Local Government Code of Accounting Practice.

Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Chief Financial Officer


Department: Finance

Version Control

Review Date: December 2023

Staff Member Responsible for Review: Chief Financial Officer

Policy Name	Version	Resolution	Date
Internally Restricted Assets Policy	1	166	14 December 2006
Internally Restricted Assets Policy	2	07	16 July 2009
Internally Restricted Assets Policy	3	106/1314	19 September 2013
Internally Restricted Assets Policy	4	110/1718	September 2017
Internally Restricted Assets Policy	5		December 2023

	Fraud and Corruption Control Policy
	Strategic

1. Purpose

The purpose of this policy is to limit Council's exposure to fraud or corrupt activities of any kind, including for the benefit of Warrumbungle Shire Council (Council).

2. Objectives

This policy aims to ensure the actions of any person undertaking Council business do not result in fraudulent acts by ensuring:

- This policy manages fraud and corruption;
- Established procedures manage prevention and detection;
- Guidance is provided to the General Manager for reporting purposes; and
- Staff are made aware of the policy.

3. Scope

This policy applies to all councillors, staff, contractors, volunteers, consultants and outsourced service providers in their conduct of Council business.

4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Fraud and Corruption Control Plan • Code of Conduct • Complaint Handling Policy • Enterprise Risk Management Policy • Internal Reporting Public Interest Disclosures Policy • Statement of Business Ethics
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Independent Commission Against Corruption Act 1988 (NSW)</i> • <i>Local Government Act 1993 (NSW)</i> • <i>Public Interest Disclosures Act 1994 (NSW)</i>
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • Internal Audit, Risk and Improvement Committee Charter • Australian Standard AS/ISO 19600:2015 Compliance Management Guidelines Standard AS4390 Records Management • Local Government (State) Award • Public Interest Disclosures Procedure • Workplace Complaints and Grievances Procedure

5. Definitions

Term	Definition
Council	Warrumbungle Shire Council
Executive Leadership Team	General Manager and Directors of Warrumbungle Shire Council

Term	Definition
Fraud	An intentional or deliberate dishonest act or omission to deprive an organisation or person of something of value or gain an unfair benefit (usually a financial benefit by deception, false suggestions or other unfair means which are believed and relied upon).
Fraudulent act or omission	An act or omission that may be illegal, unethical, improper, or dishonest including but not limited to embezzlement, misappropriation, misapplication, destruction or removal/ concealment of property, theft of any asset (including trade secrets or intellectual property), false claims (including incorrect completion of timesheets and plant sheets), inappropriate use of Council equipment, alteration or falsification of accounts/records, and unlawful destruction of records.

6. Policy Statement

The associated Fraud and Corruption Control Plan is to be applied when dealing with fraud and/or corrupt behavior.

Council has a zero tolerance for fraud and corrupt conduct and sets a high standard of honesty and probity. Council is committed to this policy that is designed to encourage prevention, early detection, and protection of Council's assets and to identify a clear and concise procedure for investigation and response to corruption.

This policy and the associated plan are based on a series of comprehensive and integrated procedures to prevent fraud or corrupt acts or omissions.

Internally there is a continuous review of systems and internal controls, while externally a high degree of scrutiny from Council's auditor.

6.1 Prevention Responsibility

The General Manager, through the implementation of fraud prevention procedures and effective internal controls is responsible for the detection of fraud or corruption.

The Executive Leadership Team, Managers and Supervisors also have a responsibility to prevent, detect and report any fraud or corrupt activities to the General Manager. Directors are also responsible for the training of employees in fraud and corruption prevention, detection and reporting.

Under this policy all employees have a responsibility to report fraud or corrupt activities.

6.2 Prevention Strategy

Council recognises a key preventative measure in the fight against fraud and corruption is to create an environment that develops a culture where fraud and corrupt acts will not be accepted.

Effective measures commence with Council's recruitment process and a thorough screening and pre-employment check with referees and previous employers of all potential staff.

The Executive Leadership Team will conduct risk assessments of all operational areas to ascertain Council's exposure to fraud and corrupt activities for the purpose of:

- Developing and documenting workplace procedures.
- Developing new systems (recruitment, purchasing etc).
- Reviewing of internal controls (segregation of duties).
- Training of relevant staff in fraud prevention.
- Monthly reporting of work status by staff.
- Internal audits.
- Review of reconciliations.

Council is committed to preventing fraud of any manner including waste, abuse and mismanagement of equipment and material resources. The Executive Leadership Team in its delivery of this policy will convey to staff and the general public that fraud and corrupt activities are not accepted and all allegations will be investigated. Should an investigation find improper behaviour, disciplinary action will be taken.

In certain circumstances the behaviour may constitute a criminal offence and the matter will be referred to the appropriate agency for processing.

Internal Reporting

Under this policy all employees have a responsibility to report fraud or corrupt activities to their Director. Employees may wish to make a protected disclosure under the *Public Interest Disclosures Act 1994* (NSW). Such a disclosure must be made in accordance with the provisions of Council's *Public Interest Disclosures Policy*. Employees can report any suspected activity knowing the information will be treated in confidence and properly investigated. The positions to whom internal disclosures can be made in accordance with the internal reporting system are:

- Disclosure Coordinator – Manager ~~Organisation Development~~ Human Resources.
- Nominated Disclosure Officers – ~~Directors of Corporate and Community Services, Environment and Development, and Technical Services~~ the General Manager; and for each worksite that is permanently maintained by Council and at which more than one person is employed – the most senior ongoing employee who normally works at the site.
- ~~The General Manager~~
- ~~The Mayor (if the disclosure concerns or involves the General Manager or a Councillor).~~

External Reporting

Council offers to the general public the same reporting opportunity as employees under the *Public Interest Disclosures Policy*.

The *Public Interest Disclosures Policy* provides an alternative avenue for employees who feel more comfortable in reporting fraud or corrupt acts to an external

investigating authority, being the Independent Commission Against Corruption (ICAC), or the Director-General of the Office of Local Government.

The General Manager is required under the *Local Government Act 1993* (NSW) and *Independent Commission Against Corruption Act 1988* (NSW) to report instances of fraud or corruption.

Investigation

The purpose of a fraud or corruption investigation is to find out as much as possible about what happened. It is not to establish the guilt of a suspect.

When a fraudulent or corrupt act comes to the notice of a Council Officer or to the general public, then they are required to make such reports in accordance with this policy or Council's *Public Interest Disclosures Policy*.

Whenever an allegation or suspicions of fraud or corruption arise, it is the responsibility of Disclosure Officers to ensure confidentiality. Releasing information can result in serious damage to the investigation and to the suspected fraudster.

In all cases of reported alleged fraud or corruption, the General Manager should be immediately informed of the matter and then kept informed of the progress of the investigation.

The General Manager will report to ICAC any suspected concerns of corrupt conduct. The report will be made after the existence of corrupt conduct has been established.

The nature of the allegation will determine who, firstly, will assess information relating to the possible act of fraud or corruption. Disclosure Officers may conduct an initial investigation to establish the existence of an alleged act and whether it can be handled within the respective Department or Division.

If the Director and General Manager, in consultation with the Disclosure Coordinator, consider that the investigation should be conducted outside their Department, then it should be handled by Council's Auditor, Police or outsourced to an independent investigator.

The Council Officer who is responsible for the conduct of any investigation must prepare a process plan, notwithstanding the following actions:

- Defining the objective or scope of the investigation,
- Methodology of the investigation,
- Details of any initial enquiries, or
- Time frame and finalisation arrangements.

Information obtained during the investigation must be recorded to determine:

- Whether the information is trivial, frivolous or vexatious,
- How much specific evidence exists to support the information provided,
- How long ago the alleged misconduct occurred, and
- Whether additional resources are required to investigate the allegation.

In all cases, investigations must be carried out objectively, thoroughly and without prejudice. The Executive Leadership Team must ensure high standards of investigation that preserve due process and protect the integrity of the process, whilst ensuring confidentiality and fairness.

Disciplinary Action

Council will comply with the provisions of its Code of Conduct, associated policies, relevant industrial instrument, conditions and legislation in dealing with confirmed fraudulent acts.

When an investigation confirms that a fraud has occurred, it should recommend the appropriate level of action to be implemented. Such level will depend upon the amount of evidence obtained during the investigation.

If there is sufficient information for the matter to be reported to the police, then that authority should manage the remainder of the investigation.

If there is not enough evidence to sustain criminal charges, then Council should investigate implementing disciplinary action. Prior to taking disciplinary action the General Manager or delegate will give the alleged perpetrator an opportunity to respond to the allegations.

Preventing Further Fraud

It is important that any fraud or corrupt acts are not repeated. Details of any disclosed fraud or corrupt acts will be provided to all Disclosure Officers in order that they may examine their operations for similar circumstances and risks.

Officers from Human Resources will work in conjunction with other relevant Council Officers to develop internal controls and procedures to reduce the risk of fraud or corrupt acts recurring within Council.

There will be a continual revision of all Council internal controls and procedures to ensure that they serve the purpose for which they were developed and to improve controls and procedures where they are warranted.

The main basis for preventing further fraud is for all Council employees to be proactive in assisting Disclosure Officers in detecting or preventing fraud or corrupt acts before they can materialise into a major concern for Council. This can be achieved if Council has a well-developed staff training and awareness program.

Staff Training and Awareness

Council will develop a comprehensive training program to inform Council employees of policies and procedures in relation to making them aware of fraud and corruption issues.

Such issues include appropriate provisions within Council's *Public Interest Disclosures Policy*, and *Complaint Handling Policy* pertaining to the risk management process, the reporting process, internal support mechanisms and the management of investigations.

Client and Community Awareness

Council conducts business with a wide range of external parties that have different ethical standards. Council has developed policies and procedures which it expects potential clients to adhere to, including the *Code of Conduct* and *Statement of Business Ethics*. The *Code of Conduct* and *Statement of Business Ethics* are listed on Council's website and this information is contained within all tender documents.

Council will communicate with the community through awareness programs on fraud or corruption as a means of providing leadership to the community, with the aim of improving its standing. The programs will provide clear guidelines about Council's acceptable practices and to show that it is committed to providing honest and ethical services to the community.

7. Responsibilities

Councillors, staff, contractors, volunteers, consultants and outsourced service providers shall implement and carry out the actions listed in the Policy and associated Plan. In particular:

General Manager

The General Manager is responsible for the efficient and effective operation of Council as an organisation. The General Manager is to play a prominent role by taking a proactive stance on preventing fraud and corruption within Council by acting to, and through the promotion of, the high standard of ethical behaviour which is expected across Council. In this way, as part of this leadership role, the General Manager is responsible for ensuring that Council's Code of Conduct and associated policies are extended to all Council employees and Councillors and promoting Warrumbungle Shire Council's commitment to preventing fraud and corruption to the local community.

The General Manager also has the responsibility to fully investigate allegations of wrongdoing and to report to relevant external agencies of any allegations of fraudulent or corrupt conduct that have been identified at Council. In the same way, the General Manager has a duty under s11 ICAC Act to report to ICAC any matter that he or she suspects on reasonable grounds concerns or may concern corrupt conduct.

Councillors

Councillors are elected representatives and comprise the governing body of Council. This governing body has the role of directing and controlling the affairs of the Council in accordance with the Local Government Act 1993, ss222, 223. As councillors are members of the Council's governing body, they are required to perform civic duties and fulfil a leadership role for the community. This includes an obligation to:

- (1) report possible fraud and corruption related activities to the General Manager, Mayor, Disclosures Officer or relevant external agencies;
- (2) promote Council's commitment to the prevention of fraud and corruption throughout the community and among Council employees, and
- (3) comply with the Warrumbungle Shire Council's Code of Conduct by acting in an ethical manner.

Directors and Managers

Directors and Managers are to actively promote Council's Fraud and Corruption Prevention Policy and lead by example by demonstrating ethical decision making and act with honesty and integrity in dealings with others. Managers are to promptly report instances of suspected or actual fraud. Directors and Managers are to play a supervisory role in the implementation of the Fraud and Corruption Prevention Policy. This includes ensuring that employees within their area of responsibility receive fraud and corruption awareness training, regularly endorse Council's position of zero-tolerance of corrupt behaviour and reinforce the expectations of the Warrumbungle Shire Council Code of Conduct and Public Interest Disclosures Policy. Similarly, Directors and Managers have an integral role in the identification of fraud risks and the implementation of this Policy by providing input into fraud and corruption risk assessments.

Supervisors and Team Leaders

Supervisors and Team Leaders are responsible for the proactive promotion and dissemination of this policy and the standards of ethical behaviour expected of employees as outlined in the Warrumbungle Shire Council Code of Conduct to employees in their area. Similarly, supervisors and team leaders are to regularly reinforce to employees their role in preventing and detecting fraud and corruption within the organisation and promote an environment of compliance with this policy and other Council policies. Supervisors and team leaders also have an important role in ensuring that the policy is operating effectively and contributing to fraud and corruption risk assessments.

Employees

All Council employees are reminded of the obligation to comply with Council's Code of Conduct and conduct themselves in an ethical manner including concerning the use of Council assets and resources. Under this Code of Conduct, Council employees must not participate in wrongdoing including fraudulent and corrupt activities. Council employees are required to report any activity which may comprise fraudulent and corrupt conduct in accordance with the Council's Public Interest Disclosures Policy.

Contractors, volunteers, consultants and outsourced service providers

All contractors, volunteers, consultants and outsourced service providers are reminded that they must not participate in wrongdoing including fraudulent and corrupt activities and to report any activity which may comprise fraudulent and corrupt conduct in accordance with the Council's Public Interest Disclosures Policy.

Audit, Risk and Improvement Committee


Council's Audit, Risk and Improvement Committee plays a pivotal role in the governance framework. It provides Council with independent oversight in the areas of risk, control, compliance and financial reporting.

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Manager Corporate Services

Department: Corporate and Community Services

	Fraud and Corruption Control Policy
	Strategic

9. Version Control

Review Date: By September ~~2022~~2025

Staff Member Responsible for Review: Manager Corporate Services

Policy Name	Action	Resolution No.	Date
Fraud and Corruption Policy	<i>Endorsed by MANEX</i>	272	19 March 2009
Fraud and Corruption Policy	Adopted	307/2021	17 June 2021
<u>Draft Fraud and Corruption Control Policy</u>			<u>February 2024</u>

Warrumbungle Shire Council
Privacy Management Plan
Draft

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1. Purpose

- 1.1 This Plan explains how Warrumbungle Shire Council (Council) manages personal and health information in accordance with the:
- *Privacy and Personal Information Protection Act 1998* (NSW) (PIIP Act)
 - *Health Records and Information Privacy Act 2002* (NSW) (HRIP Act)
 - *Government Information (Public Access) Act 2009* (NSW) (GIPA)
 - *State Records Act 1998* (NSW) (SRA)
 - Privacy Code of Practice for Local Government (Privacy Code).
- 1.2 Under section 33 of the PIIP Act, Council is required to have a Privacy Management Plan. The Plan must include information on:
- the devising of Council policies and practices in line with the State's information and privacy Acts (including the PIIP and HRIP Acts);
 - how Council disseminates these policies, protocols and practices within the organisation and educates staff in their use;
 - Council's internal review procedures; and
 - any other matters Council considers relevant in relation to privacy and the protection of any personal information it holds.
- 1.3 Scope – this Plan (as well as the provisions of the PIIP and HRIP Acts) covers:
- personnel employed by Council;
 - any person or organisation contracted to or acting on behalf of Council; and
 - any person or organisation employed to work on council premises or facilities and all activities of Council.

2. Personal and Health Information

What is personal information?

- 2.1 Under section 4 of the PIIP Act, personal information is defined as information or opinions about a person where that person's identity is apparent or can be reasonably ascertained from the information or opinion.
- 2.2 Personal information can be information that forms part of a database and does not have to be recorded in a hard copy document or format.

What is not personal information?

- 2.3 There are some types of information that is not personal information, including:
- Information about a person who has been dead for more than 30 years;
 - Information or an opinion about a person's suitability for appointment or employment as a public sector official; and
 - Information about someone that is contained in a publicly available publication.
- 2.4 Council considers the following to be publicly available publications:
- An advertisement containing personal information in a local, regional, or national newspaper;
 - Personal information on the internet;

- Books or magazines that are printed and broadly distributed to the general public;
- Council business papers or that part that is available to the general public; and
- Personal information that may be a part of a public display on view to the general public.

2.5 Personal information published in the ways described at 2.4 ceases to be covered by the PPIP Act. However, Council's decision to publish in a way described at 2.4 must be in accordance with the PPIP Act.

What is health information?

2.6 Health information is a more specific type of personal information. It is defined under section 6 of the HRIP Act as personal information that is information or an opinion about a person's physical or mental health or disability (at any time).

2.7 Examples of health information could be a psychological report or blood tests, results from drug or alcohol tests and information about a person's medical appointments.

3. About Council Council's responsibilities

3.1 Council has responsibilities under the *Local Government Act 1993* (NSW) (LG Act) and other Commonwealth and State legislation, including but not limited to:

- *Companion Animals Act 1998*
- *Environmental Planning and Assessment Act 1979*
- *Government Information (Public Access) Act 2009*
- *Public Health Act 2010*
- *Roads Act 1993*
- *State Records Act 1998*

3.2 Councils exist to:

- Provide a representative, informed and responsible decision-making body;
- Develop the local community and its resources in a socially just and environmentally responsible way; and
- Ensure the local public services and facilities respond effectively to community needs.

3.3 Under the LG Act, Council's functions can be summarised as:

- To provide for development in the local area;
- To provide for local services and facilities that benefit ratepayers, residents and visitors;
- To provide for the welfare and wellbeing of the local community;
- To establish and support organisations and programs targeting the local community;
- To protect the environment and improve local amenity;
- To attract and provide infrastructure for commerce, tourism and industry; and

- To engage in long-term strategic planning on behalf of the local community.

Roles and responsibilities

- 3.4 The General Manager (or their delegate) is responsible for:
- Ensuring this Plan is accurate and up to date;
 - Ensuring that Council meets its obligations under the PPIP Act, the HRIP Act and this Plan;
 - Appointing a Privacy Contact Officer;
 - Determining requests for the suppression of personal information;
 - Conducting internal reviews about Council's Privacy Contact Officer or their delegate, or the Mayor or councillors in accordance with this Plan; and
 - Conducting internal reviews in accordance with this Plan where Council's Privacy Contact Officer or their delegate, the Mayor or councillors were initially involved.
- 3.5 The Privacy Contact Officer (the Manager Corporate Services or their delegate) is responsible for:
- Assisting the General Manager to meet their responsibilities pursuant to the PPIP Act, HRIP Act and this Plan;
 - Creating awareness about this Plan;
 - Coordinating steps to ensure Council complies with the PPIP Act, HRIP Act and this Plan;
 - Coordinating requests for the suppression of personal information;
 - Assessing and determining applications to access or amend personal information;
 - Conducting internal reviews in accordance with this Plan;
 - Reporting data breaches to the Privacy Commissioner;
 - Providing advice on matters relating to privacy and personal information; and
 - Ensuring the compliance, monitoring and review of this Plan.
- 3.6 All Council Officials are responsible for:
- Collecting, storing, accessing and disclosing personal information in accordance with this Plan and clauses relating to personal information contained in Council's Code of Conduct;
 - Reporting breaches of personal information to the Privacy Contact Officer; and
 - Ensuring privacy disclaimers and disclosures are included when collecting personal information.

Promoting this Plan

- 3.7 Council promotes the principles of this Plan through its Executive Leadership Team (ELT), staff and public awareness.
- 3.8 ELT is committed to transparency and accountability in respect of Council's compliance with the PPIP Act and the HRIP Act.

- 3.9 ELT reinforces transparency and compliance with these Acts by:
- Endorsing the Plan and making it publicly available on Council's website;
 - Identifying privacy issues when implementing new systems; and
 - Ensuring all staff are aware of sound privacy management practices.
- 3.10 Council ensures its staff is aware of and understand this Plan, particularly how it applies to the work they do. Council has written this Plan in a practical way to ensure that staff members can understand what their privacy obligations are, how to manage personal and health information in their work, and what to do if they are unsure.
- 3.11 Council makes its staff, including volunteers and contractors, aware of their privacy obligations by:
- Publishing this Plan in a prominent place on its website and intranet;
 - Including this Plan as part of its induction training for new staff members and providing training as required;
 - Providing refresher, specialised and on-the-job privacy training; and
 - Highlighting and promoting the Plan at least once a year (eg during Privacy Awareness Week).
- 3.12 When staff have questions about how to manage personal and health information under this Plan, they may consult their manager or Council's Privacy Contact Officer. Councillors need to contact the General Manager or Privacy Contact Officer for assistance.
- 3.13 This Plan is a guarantee of service to stakeholders on how Council manages personal and health information. Because it is integral to Council's operations and functions, this Plan is easy to access on Council's website and easy to understand. The Plan is publicly available as open access information under the GIPA Act.
- 3.14 Council promotes public awareness of this Plan by:
- Writing the Plan in plain English;
 - Publishing it on its website;
 - Providing hard copies of the Plan free of charge on request;
 - Referring to the Plan in other policies, protocols and processes; and
 - Telling the community and stakeholders about this Plan when answering questions about how Council manages personal and health information.
- 4 Access, Accuracy and Revising your Information**
- 4.1 Council must provide access to, and ensure the accuracy of, personal information in accordance with the PPIP Act, HRIP Act and the Privacy Code. The table below summarises these requirements:

	PPIP Act	Privacy Code	HRIP Act
IPP6 and HPP6	Transparent (section 13) Council must advise individuals what personal information is stored, what purposes it is used for and what rights an individual has to access it.	NA	Transparent (section 6 of Schedule 1) Council must advise individuals what health information is stored, what purposes it is used for and what rights an individual has to access it.
IPP7 and HPP7	Accessible (section 14) At the request of the individual to whom the information relates, Council must allow an individual access to their personal information without excessive delay or expense.	NA	Accessible (section 7 of Schedule 1) At the request of the individual to whom the information relates, Council must allow an individual access to their health information without excessive delay or expense.
IPP8 and HPP8	Correct (section 15) At the request of the individual to whom the information relates, Council must make appropriate amendments (whether by way of corrections, deletions or additions), to ensure that the personal information is accurate, relevant, up to date, complete and not misleading.	NA	Correct (section 8 of Schedule 1) At the request of the individual to whom the information relates, Council must make appropriate amendments (whether by way of corrections, deletions or additions), to ensure that the health information is accurate, relevant, up to date, complete and not misleading.
IPP9 and HPP9	Accurate (section 16) Before using any personal information, Council must take reasonable steps to ensure that the information is relevant, accurate, up to date, complete and not misleading.	NA	Accurate (section 9 of Schedule 1) Before using any health information, Council must take reasonable steps to ensure that the information is relevant, accurate, up to date, complete and not misleading.
Exemptions	Council does not have to comply with the Privacy Principles concerning the use of personal information as outlined in: <ul style="list-style-type: none"> • s 23(6A) • s 23A(1) • ss 24-26 	NA	Council does not have to comply with the Privacy Principles concerning the use of personal information as outlined in: <ul style="list-style-type: none"> • s 6(2) of Schedule 1 • s 7(2) of Schedule 1 • s 8(4) of Schedule 1

Amending or revising your information

- 4.2 Everyone has the right to access the personal and/or health information Council holds about them. They also have the right to amend their own personal and/or health information that Council holds, eg updating their contact details.
- 4.3 Council is required to provide you with access to the personal and/or health information it holds and allow you to amend this information without excessive delay or expense.
- 4.4 All requests to amend the personal information held by Council must be made in writing. This may be done by:
- completing a Change of Address form (available on Council's website and at the administration offices at Coolah and Coonabarabran); forms may be
 - emailed to info@warrumbungle.nsw.gov.au
 - mailed to PO Box 191, Coonabarabran, NSW, 2357
 - hand-delivered to the administration offices.
 - emailing any other changes to info@warrumbungle.nsw.gov.au
 - mailing any other changes to PO Box 191, Coonabarabran, NSW, 2357.
- 4.5 There is no charge to access or amend your personal and/or health information. There may be a charge for copies of personal and/or health information in accordance with Council's Fees and Charges.
- 4.6 Council will provide individuals with access to documents containing their personal information provided the individual can confirm their identity by producing one of the following pieces of identification:
- Valid driver's licence;
 - Passport;
 - Birth certificate;
 - Valid pension card or health care card issued by Centrelink;
 - Valid Medicare card;
 - Valid student photo identification card (issued by an Australian tertiary education institution);
 - Valid Proof of Age card; or
 - Recent rates notice.

Amending your customer details

- 4.7 To amend your name, your address and contact details, ownership details, gender details, regardless of whether you are acting in a personal or business capacity, please contact Council in writing (see clause 4.4).

Amending specific personal or health information

- 4.8 To amend specific personal and/or health information such as your employment details, records displaying your religious practices etc, please contact Council in writing (see clause 4.4).

Accessing your personal information

- 4.9 To access any information or records that Council holds containing your personal or health information, please contact Council in writing including the following details:
- your name and contact details, including postal address, telephone number and email address;
 - whether you are requesting access to your information under the PPIP Act (to access personal information) or the HRIP Act (to access health information);
 - an explanation of what personal or health information you want to access or amend; and
 - how you want to access your information or amend it.
- 4.10 Council will advise you if your application is valid or not within 5 working days of receiving your application. Where applications are invalid, we will help with how these can become valid.
- 4.11 Council typically responds in writing to applications for accessing personal information within 20 working days. We will contact you if your request is likely to take longer than expected.
- 4.12 If Council decides not to provide access to or amend your personal or health information, the reason will be clearly explained to you in writing or over the telephone.
- 4.13 You also have the right to make a formal application to access information under the GIPA Act. For more information, please refer to the Access to Information page on Council's website.

Accessing or amending other people's information

- 4.14 The PPIP Act and the HRIP Act gives people the right to access their own information; these Acts generally do not give people the right to access someone else's information.
- 4.15 However, section 26 of the PPIP Act allows a person to give consent to Council to disclose their personal information to someone else that would not normally have access to it.
- 4.16 Further, under sections 7 and 8 of the HRIP Act, an 'authorised person' can act on behalf of someone else. The Health Privacy Principles also contain information regarding other reasons that Council may be authorised to disclose health information, such as in the event of a serious and imminent threat to the life, health and safety of the individual, in order to help find a missing person or for compassionate reasons.
- 4.17 If none of the above scenarios are relevant, a third party can consider making an application for access to government information under the GIPA Act.

Accuracy

- 4.18 Council must take all reasonable steps to ensure that personal and health information collected from individuals is accurate. If an individual provides Council with written information, such as in a change of details form or in an email, Council staff will assume the information about the individual is accurate. If an individual is providing information over the phone, staff may ask for clarification to ensure accuracy, eg to check spelling of a name or locality.

5 Your Rights

Request an internal review

- 5.1 You have the right to seek an internal review under the PPIP Act if you believe Council has breached the PPIP Act or the HRIP Act in relation to your personal and/or health information. You cannot seek an internal review for a breach of someone else's privacy unless you are the authorised representative of the other person.
- 5.2 Applications for an internal review must be made in writing and within 6 months of when you first became aware of the breach. However, depending on the circumstances, Council may consider a late application for internal review.

Internal review process

- 5.3 You can request an internal review by completing the internal review form available on Council's website on the Access to Information page and send it, along with any other relevant information, to:
- email info@warrumbungle.nsw.gov.au;
 - post Warrumbungle Shire Council, PO Box 191, Coonabarabran, NSW, 2357; or
 - in person to the administration offices at Coolah or Coonabarabran
- 5.4 The Privacy Contact Officer reserves the discretion to conduct the internal review or delegate this function to someone else unless the review is about the conduct of the Privacy Contact Officer. In that case, the General Manager will appoint someone else within Council who is suitably qualified to deal with the matters raised to conduct the review.
- 5.5 Council aims to acknowledge receipt of an internal review within 2 working days and complete an internal review within 60 calendar days. The Privacy Contact Officer will inform you of the progress of the internal review and if it is likely to take longer than expected. In accordance with section 53(8) of the PPIP Act, the Privacy Contact Officer will respond in writing within 14 calendar days of determining the outcome of the internal review.
- 5.6 In accordance with section 54 of the PPIP Act, Council must notify the Privacy Commissioner an internal review is being conducted and inform the Privacy Commissioner of the findings of the review and of the action proposed to be taken by Council in relation to the matter.

- 5.7 The Privacy Commissioner is entitled to make submissions to Council with their view on the matter.
- 5.8 If you disagree with the outcome of the internal review or are not notified of an outcome within 60 calendar days, you have the right to seek an external review.

Request an external review

- 5.9 You have 28 calendar days from the date of the internal review decision to seek an external review by the NSW Civil and Administrative Tribunal (NCAT) in accordance with section 53 of the *Administrative Decisions Review Act 1997* (NSW).
- 5.10 To apply for an external review or obtain more information about seeking an external review, including current forms and fees, you can contact the NCAT:

Website: www.ncat.nsw.gov.au
Phone: 1300 006 228
Visit/Post: Level 9, 86-90 Goulburn Street, Sydney, NSW, 2000

Other ways to resolve privacy concerns

- 5.11 Council welcomes the opportunity to discuss any privacy issues or concerns you may have. You are encouraged to try and resolve any privacy issues with Council before lodging an internal review.
- 5.12 You can raise your concerns with Council by:
- Contacting Council's Privacy Contact Officer on 02 6849 2000;
 - Making a complaint directly to the Privacy Commissioner; or
 - Using Council's complaint handling process.
- 5.13 You can contact the Privacy Commissioner by:

Website: www.ipc.nsw.gov.au
Phone: 1800 472 679
Visit/Post: Level 15, 2-24 Rawson Place, Haymarket, NSW, 2000

- 5.14 Please keep in mind that you have 6 months from when you first become aware of the potential breach to seek an internal review. The 6-month timeframe continues to apply even if attempts are being made to resolve privacy concerns informally. It is important you consider this timeframe when deciding to make a formal request for an internal review or continue with informal resolution.

Exemptions

- 5.15 There may be instances where exemptions apply to how Council deals with personal or health information, eg referring information to other agencies such as the rural fire service or police. Exemptions do not apply to requests for personal information from an individual or private sector company to whom the personal information does not relate.

6 Offences

6.1 Both the PPIP Act and the HRIP Act, as well as other State Acts, contain offence provisions applicable to staff, agents and contractors who use or disclose personal or health information without authority. The below table summarises these offences:

Offence	Maximum Penalty	Legislative Provision
It is a criminal offence for a public sector official to intentionally disclose or use personal or health information about another person to which the staff member has access in doing their job, for any other purpose than that which is authorised.	Fine of up to 100 penalty units (\$11,000); or imprisonment for 2 years; or both.	Section 62 of the PPIP Act. Section 68 of the HRIP Act.
It is a criminal offence for a public sector official to offer to supply personal or health information that has been disclosed unlawfully.	Fine of up to 100 penalty units (\$11,000); or imprisonment for 2 years; or both.	Section 63 of the PPIP Act. Section 69 of the HRIP Act.
It is a criminal offence for a person to wilfully: <ul style="list-style-type: none"> Obstruct, hinder or resist; or Fail or refuse to comply with any lawful requirement; or Make any false statement to attempt to or mislead (or attempt to mislead) the Privacy Commissioner (or a member of their staff) in the exercise of their functions under the PPIP Act or any other Act. 	Fine of up to 10 penalty units (\$1,100)	Section 68(1) of the PPIP Act.
A person must not (by threat, intimidation, or misrepresentation) persuade or attempt to persuade an individual to: <ul style="list-style-type: none"> Refrain from making or pursuing a request for access to health information, a complaint to the Privacy Commission or NCAT or an application for an internal review; or Withdraw such a request, complaint or application. 	Fine of up to 100 penalty units (\$11,000)	Section 70(1) of the HRIP Act.
A person must not (by threat, intimidation, or false representation) require another person to give consent under the HRIP Act or to do (without consent) an act for which consent is required.	Fine of up to 100 penalty units (\$11,000)	Section 70(2) of the HRIP Act.
It is a criminal offence to access or modify restricted data held in a computer where authorisation has not been provided.	Imprisonment for 2 years.	Section 308H of the <i>Crimes Act 1900</i> (NSW).

7 Collection of Personal and Health Information by Council **Personal and health information provided to Council**

- 7.1 Individuals may provide Council with personal and health information when they make an application for employment, make enquiries with Council and when Council delivers services to them. Examples of information that may be provided includes names, contact details, opinions, housing or tenancy information, work and education details or health conditions. Individuals may also provide Council with personal information about other people.
- 7.2 Council must ensure that all personal and health information collected is relevant, not excessive and is not an unreasonable intrusion. If someone makes an enquiry with or writes to Council, a full copy of whatever is sent is saved by Council in its electronic document management system or in a hard copy file. However, if someone calls over the phone and gives a lot of background information, Council may decide not to record all the personal information if it is irrelevant to the enquiry. For example, a Council staff member might make a general note, such as 'concerned about employer disclosing details of an illness' without recording details about the illness.
- 7.3 The provision of personal or health information to Council is generally voluntary and, in that respect, personal information may be provided that is unsolicited. Council recognises that some individuals may wish to remain anonymous. Council will provide those individuals with that opportunity where it is unlawful and practicable to do so; however, Council must provide clear information regarding the consequences of remaining anonymous. For example, anonymous complaints may not be investigated if there is not enough information to identify an issue and/or location and it will be up to the person who contacted Council to decide whether they want to continue with the complaint or not.
- 7.4 Council's telephones will display the number of the person who has called, except for private and/or silent numbers. Telephone numbers that are displayed and stored can be extracted for reporting purposes.
- 7.5 If someone has an enquiry that cannot be answered straight away by a staff member, that staff member may offer to take the customer's name and contact number so someone else in the office can contact the customer and respond to their request.
- 7.6 Contractors acting on behalf of Council may also collect personal or health information. Council includes a set of standard conditions and clauses in its contracts that require contractors to comply with the relevant and/or appropriate privacy obligations.

How Council collects personal and health information

- 7.7 Council collects and receives people's personal and health information in a variety of ways to carry out its functions and deliver services. Council must collect any personal or health information in accordance with the PPIP Act, the HRIP Act and the Privacy Code. The table below summarises these requirements:

	PPIP Act	Privacy Code	HRIP Act
IPP1 and HPP1	Lawful (section 8) Personal information must be collected for a lawful purpose that is directly related to Council's functions or activities and necessary for that purpose.	NA	Lawful (section 1 of Schedule 1) Health information must be collected for a lawful purpose directly related to Council's functions or activities and necessary for that purpose.
IPP2 and HPP2	Direct (section 9) Personal information must be collected directly from the individual concerned unless that individual has authorised collection of the information from someone else or from a parent or guardian if that person is under the age of 16 years.	Personal information can be collected by Council if: <ul style="list-style-type: none"> • It is reasonably necessary when an award, prize or similar form of recognition is intended to be conferred upon the person to whom the information relates; • Any statutory exemptions; or • Unsolicited information is provided. 	Relevant (section 2 of Schedule 1) Health information collected must be relevant, not excessive, accurate, up to date, and complete. Collection of the information must not unreasonably intrude on the individual's personal affairs.
IPP3 and HPP3	Open (section 10) An individual must be informed or made aware as to why their personal information is being collected, what Council will do with it and who may have access to it, whether the supply of the information is required by law or is voluntary and if there is any right of access to, and correction of, the information. If someone else is collecting the information on behalf of Council, the individual to whom	Personal information can be collected by Council if: <ul style="list-style-type: none"> • It is reasonably necessary when an award, prize or similar form of recognition is intended to be conferred upon the person to whom the information relates; • Any statutory exemptions; or • Unsolicited information is provided. 	Direct (section 3 of Schedule 1) Health information must be collected directly from the individual concerned (unless it is unreasonable or impracticable to do so) and in accordance with any guidelines issued by the Privacy Commissioner relevant to this principle.

	the information relates needs to be informed of the name and address of the agency collecting and holding the information.		
IPP4 and HPP4	Relevant (section 11) Personal information collected must be relevant, not excessive, accurate, up to date, and complete. Collection of the personal information must not unreasonably intrude on the individual's personal affairs.	NA	Awareness (section 4 of Schedule 1) An individual must be informed as to why their health information is being collected, what Council will do with it and who may have access to it. If health information is collected about an individual from someone else, reasonable steps must be taken to ensure that the individual has been notified of the above unless making the individual aware would pose a serious threat to the health or life of any individual or the collection of their health information was in accordance with the guidelines issued by the Privacy Commissioner.
Exemptions	Council does not have to comply with the Privacy Principles concerning collection of personal information as outlined in: <ul style="list-style-type: none"> • s 23(2), (3) and (6A) • s 25 • s 26(1) • ss 27A, B, D 		Council does not have to comply with the Health Privacy Principles in relation to collection of information as outlined in section 4(4) of Schedule 1.

7.8 Council has a range of functions that require or involve the collection of an individual's personal or health information. These include (but may not be limited to):

- Levying and collecting rates;
- Providing services (eg libraries and waste collection);
- Providing services relating to children and community (eg long day care, preschool, out of school hours care, community care);
- Consultation with the community, visitors, businesses and other stakeholders;
- Assessing development and other major project applications;
- Recording, investigating and managing complaints and allegations;
- Site inspections and audits;
- Incident management;
- Enforcing regulations and legislation;
- Issuing approvals, consents, licences and permits;
- Providing funding grants;
- Maintaining the non-residential register of electoral information;
- Employment; and
- Fitness for work.

7.9 Council may collect personal or health information in any of the following ways:

- Incident reports;
- Photographs;
- Written correspondence;
- File notes;
- Medical assessment reports;
- Financial transaction records;
- Submissions;
- Contracts;
- Application forms;
- Telephone enquiries;
- CCTV footage;
- Counter enquiries;
- Public registers; and
- Online services.

7.10 When Council collects personal information from an individual (eg their name, address, telephone number or email address), in accordance with the Privacy Principles, Council must make them aware of:

- The purposes for which the information is being collected;
- The intended recipients of the information;
- Whether the supply of the information by the individual is required by law or is voluntary;
- Any consequences for the individual if the information (or any part of it) is not provided;
- Any right to access or correct the information; and
- The name and address of the Council business unit that is collecting the information and will hold the information.

7.11 Council's Privacy Statement is included as Appendix 2 to this Plan.

Council staff and recruitment

- 7.12 Council collects personal and health information from its staff members, including volunteers, work experience personnel and work placement students as part of the recruitment process. Council will never ask for more personal information than is required for that purpose.
- 7.13 During the recruitment process and throughout an individual's employment with Council, information including personal and/or health information is collected for various reasons including leave management, workplace health and safety and to help Council operate with transparency and integrity.
- 7.14 In the exercise of its functions, Council collects and manages personal information about its staff including, but not necessarily limited to:
- Medical conditions and illnesses;
 - Next of kin and contact details;
 - Education;
 - Performance and development information;
 - Family and care arrangements;
 - Secondary employment;
 - Conflicts of interest;
 - Financial information for payroll purposes; and
 - Employment history.
- 7.15 Information collected by Council is retained to the extent necessary and managed securely.
- 7.16 Candidates that are applying for jobs at Council send personal information, including their name, contact details, qualifications and work history. Council gives this information to the convener of the interview panel for that position in electronic or hard copy files.
- 7.17 The convener of the panel does not use this personal information except for the purposes of the recruitment process. This may include sharing the information within Council's Human Resources team, relevant direct reports and members of the interview panel. Interview panels may include people not employed by Council. Conveners of the interview panel store this information securely.
- 7.18 After recruitment is finalised, conveners give all personal information to the Human Resources team and they retain information relating to successful applicants and eligibility lists in accordance with Local Government retention requirements and the *State Records Act 1998* (NSW).
- 7.19 Successful candidates are invited to fill out various forms to commence employment/engagement with Council. These forms require further personal and health information, such as the candidate's bank account details, tax file number, superannuation, emergency contacts and any disabilities that may impact their work.

- 7.20 These forms also encourage candidates to provide sensitive personal information, such as cultural information, to collect data about the wider NSW public sector; however, disclosure of this information is voluntary.
- 7.21 These forms are sent to the Human Resources team to be used for employment/engagement purposes, eg payroll and setting up personnel files and keeping copies of this information in secure storage areas.

Visitors and members of the public

- 7.22 When a member of the public attends a meeting at Council's administration buildings, their attendance is registered to record the names of people who enter the office beyond the public area. It is the responsibility of the relevant business unit hosting that visitor to ensure this information is collected. Council collects this information for workplace health and safety purposes.

Enquiries to Council

- 7.23 Council handles enquiries from customers, residents and stakeholders about the functions that it performs. These enquiries are made by people and organisations and in the following formats:
- Over the phone;
 - In writing (email, forms, post);
 - In person (at the administration buildings, other Council facilities and events such as community consultation).
- 7.24 Council decides what level of information is appropriate to be collected for each enquiry on a case-by-case basis, with the understanding that the details collected must contain enough information to be an accurate record of the issue and assistance given but should not contain unnecessary personal or health information.

Feedback, determinations, assessments, policies and reports

- 7.25 Individuals may give feedback to Council on the functions it performs and certain directives it administers. Although not requested, they may decide to disclose their personal information such as contact details, personal opinions, stories, experiences and backgrounds. An individual may also disclose personal information about other people. Council may also ask for further personal information to clarify the issue being raised.
- 7.26 Council stores this information on its computer network, in an electronic document system, and/or in hard copy files. Generally, Council does not disclose personal information obtained through feedback except by consent or as outlined by law.
- 7.27 Council also publishes policies and documents to seek feedback on aspects concerning the functions it performs, such as infrastructure and development matters, corporate and community issues and planning and environment matters. Council does not ask for more information than what is helpful to its functions. Council may promote its consultation through various organisations, not-for-profit organisations,

other agencies, the media, Council's website and social media channels; however, participation in these consultations is voluntary.

- 7.28 When new policies, procedures and guidelines are developed, Council is required to refer to this Plan to ensure compliance with the PPIP Act and the HRIP Act. Staff can contact the Manager Corporate Services for assistance and advice.
- 7.29 Council also provides guidance and advice to the public, other agencies and organisations in the form of sending back or publishing documents to achieve such outcomes. Council seeks consent from individuals if any of their personal information is contained in such documents prior to sending or publication. If an individual does not consent to their personal information being published, Council may publish the documents with the individual's personal information deidentified or redacted.
- 7.30 When writing reports and making findings or submissions publicly available (such as Council meeting agendas and minutes), Council does not identify people unless it relates to the purpose for which the information was collected or Council has already sought the consent of the relevant individuals or notified them in advance of how Council would disclose the information provided.
- 7.31 Council relies on people to give accurate information and to contact Council to amend the information if necessary.

Reviews, assessments, complaints and investigations

- 7.32 Council performs a number of activities concerning compliance and enforcement management, including but not necessarily limited to:
- processing requests from people seeking a review or making a complaint to Council concerning functions it performs, eg in accordance with Council's Complaint Handling Policy, Code of Conduct, Public Interest Disclosures Policy and in accordance with any other compliance and enforcement legislations, practices and policies;
 - notification of reviews, complaints or investigations from other public agencies conducting them;
 - people sending their review applications or requests to pass along to other public agencies, organisations or individuals;
 - people giving Council personal and/or health information about other people;
 - responding to Council requests for people to send further personal information and/or information relating to a review, complaint or investigation;
 - making file notes containing personal and/or health information;
 - accessing information under the GIPA Act from public sector agencies and other organisations as it relates to Council's functions;
 - Council entering the premises of public sector agencies, other organisations and individuals and accessing their information; and
 - Handling information received and collected by Council for legal proceedings, either at the proceedings or from submissions received by the parties.

Subscriber, mailing and contact lists

- 7.33 Council facilitates subscriber, mailing and contact lists that contain personal information from people who have asked to be included on these lists.
- 7.34 Depending on the nature of the communication and stakeholder engagement, Council may use a third-party organisation (service provider) to collect, store and handle the information collected. In such instances, people are notified of this and are led to the service provider's privacy policy and practices for their consideration. Council does not accept responsibility for the privacy policies or practices of third parties/service providers linked to/from Council's website.
- 7.35 The information generally collected includes names, email addresses, and in some cases agency type. Council relies on people to provide accurate personal information and Council staff takes care to enter this information correctly.
- 7.36 The main lists that collect and hold personal information are:
- Newsletter subscriber list – to email Council's e-news to those who have requested a subscription.
 - Community stakeholder lists – to contact non-government organisations and other members of the community directly about Council's operations and services, such as economic development, community engagement, booking or cancelling events, Council news etc.
- 7.37 Business units of Council may develop and manage their own contact lists.
- 7.38 All lists are kept separate from each other and each is solely used for the purpose intended. Council does not disclose individual email addresses when sending out bulk emails.
- 7.39 Anyone can subscribe and unsubscribe from the newsletter lists or can contact Council to change their details. Council does not destroy these lists; they are kept as long as they remain current. Individual entries are deleted upon request or if an error is received, or in response to a Council communication.

Community outreach

- 7.40 Council occasionally holds community events or participates in events held by other agencies or organisations. During these events, Council may collect general information such as the number of visitors to a stall, questions visitors asked, what resources were provided and general demographic information such as broad age groups or gender.
- 7.41 Depending on the event, Council may intentionally or unintentionally collect health information or sensitive personal information about someone. For example, if Council participates in a session designed for people with disabilities or a particular cultural background, it could be deduced that someone has or is likely to have a disability or has a particular culture background.

- 7.42 Council sometimes seeks voluntary completion of surveys to help it identify current issues. These surveys may collect different types of demographic data. Council ensures that any proposed survey or other kind of collection complies with the PPIP and HRIP Acts.
- 7.43 Council may also seek feedback from customers accessing Council's operations and services on their experience.

Website publishing, photography, filming and media

- 7.44 Council owns and maintains its main website at www.warrumbungle.nsw.gov.au as well as its Warrumbungle Region website at www.warrumbungle.nsw.gov.au/tourism.
- 7.45 These websites are used to promote Council's operations and services, the functions it performs and publish resources and information to help our customers and stakeholders understand the same.
- 7.46 Council's main website facilitates access to this Plan.
- 7.47 Neither Council-owned website publishes personal or health information without permission.
- 7.48 Website data is stored on secure servers.
- 7.49 Council may take photos of or film events that it holds or participates in and use the images for promotional purposes. Council will seek permission from people before taking photos or filming events and advise how Council will manage the images and what they will be used for. Those who agree will be asked to sign a consent form. Council respects the wishes of those who do not wish to be photographed or filmed.
- 7.50 Council stores photos and footage electronically on its secure computer network.

Unsolicited information

- 7.51 Where Council receives unsolicited personal or health information, the information will be treated in accordance with this Plan and the applicable IPP and/or HPP in relation to the storage, access, use and disclosure of that information.
- 7.52 The IPP and HPP related to the collection of information do not apply to unsolicited information.

8 How Information is Managed by Council

Use of personal information

- 8.1 Council must use personal and health information in accordance with the PPIP Act, the HRIP Act and the Privacy Code. The below table summarises these requirements:

	PIIP Act	Privacy Code	HRIP Act
IPP10 and HPP10	<p>Limited (section 17) Council may only use personal information for the purpose for which it was collected for a directly related purpose or if the individual has consented to the use of the information for another purpose.</p>	<p>Council may use personal information for a purpose other than the purpose for which it was collected in the following circumstances:</p> <ul style="list-style-type: none"> • Where the use is for the purpose of undertaking Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such functions; • Where personal information is to be used for the purpose of conferring upon a particular person an award, prize, benefit or similar form of personal recognition. 	<p>Limited (section 10 of Schedule 1) Council may only use health information for the purpose for which it was collected (primary purpose) unless the individual in question has consented to the health information being used for another purpose (secondary purpose), ie the secondary purpose is directly related to the primary purpose and the individual in question would expect for Council to use the information for that secondary purpose, or the secondary purpose is:</p> <ul style="list-style-type: none"> • to lessen or prevent a serious and imminent threat to life, health or safety of the individual or another person, or to lessen or prevent a serious threat to public health or public safety (whether the health information is genetic or otherwise); or • for the funding, management, planning or evaluation of health services; or • for training of Council staff; • research, or the compilation of analysis or

			<p>statistics, in the public interest;</p> <ul style="list-style-type: none"> • for Council to ascertain the whereabouts of an individual who has been reported as a missing person; • for Council to provide the information to an immediate family member of the individual for compassionate reasons; • for Council to conduct its investigation into suspected unlawful activity, unsatisfactory unprofessional conduct or breach of discipline; • for Council to use it in the exercise of complaint handling functions or investigative functions by investigative agencies; or • for other prescribed circumstances. <p>In addition to the limitations above, there are further exemptions where Council may use health information for a secondary purpose. Otherwise, Council must seek consent from an individual to use their health information for a secondary purpose.</p>
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Exemptions	Council does not have to comply with the Privacy Principles concerning the use of personal information as outlined in: <ul style="list-style-type: none"> • s 23(4) and (6A) • s 24(2) • s 25 • ss 27A, B, D • s 28(3) 		Council does not have to comply with the Health Privacy Principles in relation to the use of health information as outlined in section 10(2) of Schedule 1.
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- 8.2 Council uses the information it collects to:
- perform its functions, conduct its operations, and provide services to the community;
 - conduct or undertake reviews, assessments, investigations, or process complaints and referring these to the relevant authorities if/when required;
 - request advice, when required, from oversight bodies and third-party service providers such as Council's legal representatives;
 - advise Council officials and stakeholders on recurring trends and issues; and
 - educate our stakeholders and the community about particular issues through published documents and reports.
- 8.3 Council makes sure personal information is accurate before using it. For example, Council will check contact details directly with a person to make sure the information is correct and will ask people to spell their names when necessary. This is to make sure that information and correspondence is sent to the right person.
- 8.4 Personal information of Council staff is used by management, or via relevant reporting lines, specific to the staff member. The information may also be forwarded and disclosed to the Human Resources team or other people management service providers supporting Council. Unless otherwise stated, the personal information collected by Council about its staff is used only for workforce management.

Disclosure of personal information

- 8.5 Council must disclose personal and health information in accordance with the PPIP Act, the HRIP Act and the Privacy Code. The below table summarises these requirements:

	PPIP Act	Privacy Code	HRIP Act
IPP11 and HPP11	Restricted (section 18) Council may only disclose personal information to another body or person:	Council may disclose personal information for a purpose other than the purpose for which it was collected in the following circumstances:	Limited (section 11 of Schedule 1) Council may only disclose health information for the purpose for which it was collected (primary

	<ul style="list-style-type: none"> • with the individual's consent; • if the individual is likely to have been aware, or was made aware during collection, that information of that kind is usually disclosed to another body or person; • if the use is for a directly related purpose and Council considers that the individual would not object to the disclosure; or • disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of a person. 	<ul style="list-style-type: none"> • where the use is for the purpose of undertaking Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such functions; • where personal information is to be used for the purpose of conferring upon a particular person an award, prize, benefit or similar form of personal recognition. 	<p>purpose) unless the individual in question has consented to the health information being used for another purpose (secondary purpose), ie the secondary purpose is directly related to the primary purpose and the individual in question would expect for Council to use the information for that secondary purpose, or the secondary purpose of the information Council can use it for is:</p> <ul style="list-style-type: none"> • to lessen or prevent a serious and imminent threat to life, health or safety of the individual or another person, or to lessen or prevent a serious threat to public health or public safety (whether the health information is genetic or otherwise); or • for the funding, management, planning or evaluation of health services; or • for training of Council staff; • research, or the compilation of analysis or statistics, in the public interest; • for Council to ascertain the whereabouts of an individual who has been reported as a missing person;
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			<ul style="list-style-type: none"> • for Council to provide the information to an immediate family member of the individual for compassionate reasons; • for Council to conduct its investigation into suspected unlawful activity, unsatisfactory unprofessional conduct or breach of discipline; • for Council to use it in the exercise of complaint handling functions or investigative agencies; or • for other prescribed circumstances. <p>In addition to the limitations above, there are further exemptions where Council may use health information for a secondary purpose. Otherwise, Council must seek consent from an individual to use their health information for a secondary purpose.</p>
<p>IPP12</p>	<p>Safeguarded (section 19) Council cannot disclose an individual's sensitive personal information (ethnicity or racial origin, political opinions, religious or philosophical beliefs, health matters, sexual or gender orientation or trade</p>	<p>Where Council is requested by a potential employer outside of New South Wales, Council can verify that:</p> <ul style="list-style-type: none"> • a current or former employee works or has worked for Council; • the duration of their employment; and 	<p>NA</p>

	<p>union membership) without their consent, unless:</p> <ul style="list-style-type: none"> • Council believes and has ensured that the recipient of the information would receive and handle the information in accordance with the principles for fair handling similar to the Privacy Principles under the PPIP Act; • the individual expressly consents to the disclosure; • the disclosure is necessary for the performance of a contractor and as per request by the individual; • the disclosure is for the benefit of the individual if they were to consent to it; • Council believes disclosure of the information would prevent a serious and imminent threat to life, health or safety; • the disclosure is permitted or required by any legislation. 	<ul style="list-style-type: none"> • the position occupied during their employment. <p>This exception does not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference (which may include an opinion as to that person's suitability for the position for which they have applied).</p>	
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Exemptions	<p>Council does not have to comply with the Privacy Principles concerning the disclosure of personal information as outlined in:</p> <ul style="list-style-type: none"> • ss 23(5), (6A) and (7) • s 23A(2) • ss 24(4) and (6) • s 25 • s 26(2) • s 27A, B, D • s 28(3) 		<p>Council does not have to comply with the Health Privacy Principles in relation to the use of health information as outlined in section 11(2) of Schedule 1.</p>
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Enquiries

- 8.6 Personal information is used by Council only when dealing with enquiries related to that person. If Council receives more enquiries, a complaint or review request from that person, it may look at past enquiries to get background information.
- 8.7 Council does not disclose information about a particular enquiry to anyone outside of Council without the consent of the enquirer.

Complaints, review, assessments and investigations

- 8.8 Council may discuss personal information with the relevant agency, organisation or individuals when processing a complaint, or conducting a review, assessment or investigation. To undertake its functions, Council may disclose the name of review applicants but only to an agency legally involved in such affairs and for which Council can do so under the PPIP and HRIP Acts.
- 8.9 Council includes relevant personal information in the reports it writes as a result of processing a complaint or conducting a review, assessment or investigation. If Council decides to share these reports, Council will generally send these reports to the parties associated with the matter or oversight bodies, provided there are no overriding presumptions against such disclosure.
- 8.10 When Council is involved in proceedings, it may disclose personal information relevant to that particular case. It may also refer issues to other oversight bodies.
- 8.11 Apart from the above, Council does not disclose personal information to anyone not directly involved in a complaint, investigation or review case unless authorised or required to do so by law.
- 8.12 Council is particularly careful when dealing with sensitive personal information, such as racial origin, health information or sexuality.

Referrals to other oversight bodies

8.13 In accordance with a number of Acts, Regulations and other directives, Council can disclose information to:

- Agency heads;
- Government Ministers;
- NSW Planning Panels;
- the NSW Environment Protection Authority;
- the Office of Local Government;
- the Information and Privacy Commission;
- the NSW Ombudsman;
- the Independent Commission Against Corruption;
- NSW Parliament and NSW Parliamentary Committees; and
- other NSW Government agencies.

Requests for personal information from other agencies

8.14 When Council receives requests from other agencies such as NSW Police, the NSW Environment Protection Authority and others, Council will ask that the request is made in writing with enough information to identify the agency, the legislation they rely on for the provision of the sought information and the purpose for which they intend to use the information.

8.15 Most of these requests are forwarded to the Manager Corporate Services to check their validity and action as appropriate. Any staff involved in the release of personal information in response to requests from other agencies have the relevant delegations and satisfactory training to do so.

GIPA Act

8.16 The GIPA Act restricts Council from disclosing any information to an individual or organisation with respect to Council's operations and services, processing complaints or undertaking a review, assessment or investigation where Council has determined there is an overriding public interest against disclosure and has decided not to release the information. This often includes personal information.

9 Storage and Security of Information

9.1 Council must store personal and health information in accordance with the PPIP Act, the HRIP Act and the Privacy Code. The below table summarises these requirements:

	PPIP Act	Privacy Code	HRIP Act
IPP5 and HPP5	Secure (section 12) Personal information must be stored securely, not kept any longer than is required by the General Retention and Disposal Authority for Local Government Records (issued by the State Records Authority of NSW) and disposed of appropriately. Council must take reasonable steps to protect the information from loss, unauthorised access, use, modification or disclosure.	NA	Secure (section 5 of Schedule 1) Health information must be stored securely, not kept any longer than as required by the General Retention and Disposal Authority for Local Government Records (issued by the State Records Authority of NSW) and disposed of appropriately. Council must take reasonable steps to protect the information from loss, unauthorised access, use, modification or disclosure.
Exemptions	NA	NA	Council does not have to comply with Privacy Storages in relation to storage of health information as outlined in section 5(2) of Schedule 1.

9.2 Council stores personal information electronically and in hard copy files. Council mostly practices a 'clean desk' approach where possible, which means hardy copy files are secured at the end of the day or when not in use where practicable.

9.3 Sometimes Council officials take files off-site to attend to their duties, such as conducting inspections. Council officials do not leave sensitive files unattended and do not let anyone else access them.

Systems, databases and information management

9.4 All of Council's electronic information and information collected in the performance of Council's functions is stored securely on Council's information management systems and servers in the Council administration buildings.

9.5 Council implements the following measures to ensure the integrity and confidentiality of the information it holds:

- Council servers and data are backed up as part of scheduled back up and retention procedures; and
- Council networks are secure and require individual logins.

9.6 Council also contributes personal information to several online databases/tools or external organisations for compliance and reporting purposes. These include, but are not necessarily limited to:

- the GIPA Tool managed by the IPC;

- the Public Interest Disclosure online reporting managed by the NSW Ombudsman;
- the Companion Animals Register managed by the OLG; and
- Revenue NSW in relation to the issuing of fines.

Physical security

- 9.7 Hard copy files are located on Council premises. Only Council staff have access to these premises. Visitors cannot enter without permission. Council's administration buildings are locked outside of business hours.
- 9.8 When not being used, hard copy files and sensitive files are securely stored. Secure printing is used by Council by having staff use individual numerical codes to access and use the printers.
- 9.9 Council staff members have unique user accounts and passwords to access its computer systems in accordance with Council's IT and Cyber Security and Usage Policy.

Private sector companies, government agencies and contractors

- 9.10 Council may use private sector companies, contractors or other government agencies for services. If these organisations or individuals have or are likely to have access to personal information, Council ensures that personal and health information is managed in line with the PPIP and HRIP Acts and information security policies.
- 9.11 Council may do this by:
- asking for evidence of their information handling processes; and/or
 - inserting a privacy clause into our contracts.
- 9.12 Council will also consider how a private sector company, government agency or contractor will manage personal or health information they may have access to before engaging with them.
- 9.13 An external entity that may manage or collect personal information on behalf of Council includes but it not limited to:
- the service providers contracted by Council to provide information technology and systems and support;
 - a records disposal company;
 - a marketing or survey company that manages Council's newsletter;
 - doctors and other practitioners who are engaged to provide employee-related services; and
 - agency and labour hire firms who provide temporary staff.

10 Other Requirements

Identifiers, anonymity and transfer

- 10.1 Council must comply with the HRIP Act in relation to certain aspects of health information. The below table summarises these requirements:

	PPIP Act	Privacy Code	HRIP Act
HPP12	NA	NA	Identifiers (section 12 of Schedule 1) Council should only assign identifiers to individuals if it is reasonably necessary to enable the organisation to carry out any of its functions efficiently.
HPP13	NA	NA	Anonymity (section 13 of Schedule 1) Council must give individuals the opportunity not to identify themselves when receiving services from Council where it is lawful and practicable.
HPP14	NA	NA	Controlled (section 14 of Schedule 1) Council must not transfer health information about an individual to any person or body in a jurisdiction outside of NSW or a Commonwealth agency unless: <ul style="list-style-type: none"> • Council believes that the recipient of the information would receive and handle the information in accordance with the principles for fair handling similar to the Privacy Principles under the HRIP Act; • the individual expressly consents to the disclosure; • the disclosure is necessary for the performance of a contractor and as per request by the individual; • the disclosure is for the benefit of the individual if they were to consent to it; • Council believes disclosure of the information would prevent a serious and imminent threat to life, health or safety; • Council has ensured the information will not be handled by the recipient inconsistently with the Privacy Principles under the HRIP Act; or • the disclosure is permitted or required by any legislation.
HPP15	NA	NA	Authorised (section 15 of Schedule 1) Council should only use health records linkage systems if the individual has provided or expressed their consent.
HPP16	NA	NA	Storage (section 16 of Schedule 1) Where Council has used or disclosed health information in an emergency, Council must not hold that information longer than 18 months unless extenuating circumstances apply or consent has been obtained.

11 Public Registers

11.1 Part 6 of the PPIP Act governs how Council should manage personal information contained in public registers.

- 11.2 A public register is a register of personal information that is required by law to be made, or is made, publicly available or open to public inspection.
- 11.3 Before disclosing personal information contained in a public register, except for the written returns register, Council must be satisfied that the individual requesting access to the personal information intends to use the information for a purpose directly related to the purpose of the public register or the Act under which the register is kept.
- 11.4 An individual may request access to personal information contained in a public register, except for the written returns register, by:
- contacting the relevant area of Council; and
 - completing a statutory declaration stating the intended use of the information is consistent with the purpose for which Council holds that register. An example statutory declaration is provided in Appendix 1.
- 11.5 Council can determine whether to provide a copy of the whole or part of the register depending on whether such a disclosure fits with the purpose for which it was collected.
- 11.6 If access is requested to personal information which is not contained in a public register, Council will generally process such requests on an informal basis provided it is appropriate to do so. If not, individuals will be encouraged and assisted where possible to complete a formal access application which will be processed in accordance with the GIPA Act.
- 11.7 Council's public registers include:

Act/ Regulation/ Directive	Section/ Clause	Name of Register	Purpose	Access and Contact
<i>Local Government Act 1993 (NSW)</i>	s 53	Land Register	Identify all land vested in or under Council's control	Access to Information (Manager Corporate Services)
	s 113	Record of approvals	Identify approvals granted under the LG Act	Planning and Regulation
	s 328A	Political donations disclosures	Identify donations to councillors	Register can be accessed on Council's website OR Contact EA to the GM

	s 375A	Recording of voting on planning matters	Identify the names of councillors who voted for or against a planning decision	Records are available on Council's website OR contact EA to the General Manager
	s 377-378	Register of delegations	Identify functions delegated by the General Manager to Council officers	Register can be accessed by request under the GIPA Act
	s 602	Rates records	Identify the value and rate liability of a parcel of land and its owner or lessee	Register can be accessed by request under the GIPA Act
Code of Conduct	cl 4.1-5.14	Disclosures in written returns	Identify pecuniary and non-pecuniary interests of the GM, designated persons and councillors	Returns can be accessed on Council's website OR contact EA to the GM or the Manager Corporate Services
<i>Environmental, Planning and Assessment Act 1979 (NSW)</i>	s 4.58	Register of consents and approvals	Identify approvals and applications, consents and related appeals under the Act	Planning and Regulation
	s 6.26	Record of building certificates	Identify building information certificates	Planning and Regulation
<i>Protection of the Environment Operations Act 1997 (NSW)</i>	s 308	Public register of licences and notices	Identify licences and notices granted and issued under the Act	Environment and Development Services
<i>Impounding Act 1993 (NSW)</i>	s 30-31	Records of impounding	Identify impounding actions taken by Council	Planning and Regulation

<i>Government Information (Public Access) Act 2009 (NSW)</i>	s 6(5)	Records of open access information	Identify government information Council holds that has been determined as 'open access information'	Records can be accessed on Council's website OR contact Manager Corporate Services
	s 25	Disclosure log of access applications	Identify access applications where there is a public interest in favour of disclosure and Council has determined to provide access to the information	Register can be accessed on Council's website OR contact Manager Corporate Services
	s 27	Register of government contracts	Identify Council contracts that have, or are likely to have, a value of \$150,000 or more	Register can be accessed on Council's website OR contact Manager Corporate Services

How can personal information held in registers be suppressed?

- 11.8 Any person whose personal information is recorded in a public register has the right to request that their personal details be suppressed. Council will comply with that request if it is satisfied that the person's safety or wellbeing would be affected by not suppressing the information.
- 11.9 Applications to suppress personal information from a public register must be made in writing and addressed to the General Manager pursuant to section 739 of the LG Act.

12 Closed Circuit Television (CCTV)

- 12.1 Council installs and maintains CCTV cameras on Council premises and facilities for a number of purposes, including but not necessarily limited to:
- to ensure the safety and security of staff, students and visitors whilst on Council premises or facilities;
 - to protect assets and property of Council and others;
 - to assist in crime prevention and aid in the investigation of criminal activity or other suspected misconduct and/or wrongdoing; and
 - to assist Council to manage its premises and facilities, such as its car parks, playgrounds, libraries, parks, etc.

- 12.2 Prominent signage notifies all Council staff, contractors, volunteers and members of the public of CCTV and that they may be under surveillance and the cameras are clearly visible.
- 12.3 The installation, use and monitoring of CCTV including the storage, retention, use and disclosure of footage is governed by appropriate Council policies developed and amended from time to time.

13 Data Breaches

- 13.1 A data breach occurs when there is a failure that has caused or has the potential to cause unauthorised access to Council's data. Examples include malware, hacking and data theft, accidental loss of a paper record, laptop or USB stick and emails sent to the wrong recipients if they contain classified or personal information.
- 13.2 Under section 6A of the PPIP Act, Council must notify the Privacy Commissioner and affected individuals of data breaches involving personal or health information likely to result in serious harm.
- 13.3 Separate from this Plan, Council has a Data Breach Policy and procedures that set out Council's guidelines and processes for managing a data breach, including the considerations around notifying those persons whose privacy may be affected by the breach.

14 Review

Compliance, monitoring and review


- 14.1 Suspected breaches or misuse of this policy are to be reported to the General Manager. Alleged breaches of this policy shall be dealt with by the processes outlined for breaches of the Code of Conduct, as detailed in the Code of Conduct and in the Procedures for the Administration of the Code of Conduct.
- 14.2 This Plan will be reviewed at a minimum every two years.

Records management

- 14.3 Staff must maintain all records relevant to administering this Plan in a recognised Council recordkeeping system.

15 Definitions

Term	Definition
Council official	Has the same meaning it has in Council's Code of Conduct (Includes councillors, members of staff of a council, administrators, council committee members, delegates of council and council advisers).
GIPA Act	The <i>Government Information (Public Access) Act 2009 (NSW)</i>
GM	The General Manager of Warrumbungle Shire Council
HPP	The Health Privacy Principles as outlined in Schedule 1 of the <i>Health Records and Information Privacy Act 2002 (NSW)</i>
HRIP Act	The <i>Health Records and Information Privacy Act 2022 (NSW)</i>

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IPP	The Information Protection Principles as outlined in the <i>Privacy and Personal Information Protection Act 1998 (NSW)</i>
LG Act	The <i>Local Government Act 1993 (NSW)</i>
PPIP Act	The <i>Privacy and Personal Information Protection Act 1998 (NSW)</i>

16 Related Resources

16.1 Legislation:

- *Government Information (Public Access) Act 2009*
- *Health Records and Information Privacy Act 2002*
- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *State Records Act 1998*

16.2 Associated/internal documents:

- Privacy Code of Practice for Local Government
- Warrumbungle Shire Council:
 - Code of Conduct
 - Complaint Handling Policy
 - Complaint Handling Procedure

Council policies are available on the website at [Policies - Warrumbungle Shire Council \(nsw.gov.au\)](http://Policies - Warrumbungle Shire Council (nsw.gov.au)). Staff can access procedures via the intranet.

17 Getting Help

The staff members who can assist with enquiries about this Policy are:

Position/s: Manager Corporate Services

Department: Corporate and Community Services

18 Version Control

Review Date: By November 2025

Staff Member responsible for Review: Manager Corporate Services

Policy Name	Version	Resolution No.	Date
Privacy Management Plan	1	164 of 19 November 2009	19 November 2009
Privacy Management Plan	2	276/1213	21 March 2013
Privacy Management Plan	3	149/1718	19 October 2017
Privacy Management Plan 4	Draft		



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APPENDICES

Appendix 1: Statutory Declaration for Access Under Section 57 of the Privacy and Personal Information Protection Act 1998 to a Public Register Held by Council

STATUTORY DECLARATION

OATHS ACT 1900, NSW, EIGHTH SCHEDULE

I, for
[name of declarant] *[name of company/firm, if applicable]*

of
[full address]

Phone: Email:

In the State of Do solemnly and sincerely declare that:

I am acting on behalf of
[full name of client, if applicable]

I seek to know whether the person/property below is on the rates/zoning/development and/or building register of Warrumbungle Shire Council.

NOTE: You MUST indicate name or property
NAME:
PROPERTY:

Information sought:
Title Information (Lot/DP)
Owner Details
Present Zoning
Area of Property
Other Information

The purpose for which the information is required is to

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

Declared at: on
[place] *[date]*



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.....
[signature of declarant]

In the presence of an authorised witness, who states:

I a
[name of authorised witness] *[qualification of authorised witness]*

Certify the following matters concerning the making of this statutory declaration by the person who made it: *[*please cross out any text that does not apply]*

- *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
- *I have known the person for at least 12 months, *OR*
*I have not known the person for at least 12 months, but I have confirmed the person's identity using an identification document and the document I relied on was:

.....
[describe the identification document relied on]

.....
[signature of authorised witness]

.....
[date]

DISCLAIMER: THIS FORM IS NOT A CERTIFICATE FROM COUNCIL. COUNCIL DOES NOT ACCEPT RESPONSIBILITY FOR ANY ERROR, OMISSION OR INACCURACY IN THE PROVISION OF THIS INFORMATION. THE INFORMATION IS PROVIDED FOR THE SOLE USE OF THE APPLICANT FOR THE PURPOSES DESCRIBED ABOVE.

Information provided:
.....
.....

Signature of Council Officer:

Name of Council Officer: Date:



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Appendix 2: Privacy Statement

In this privacy statement the term 'personal information' means any information from which your identity is apparent or can be reasonably ascertained.

Warrumbungle Shire Council (Council) collects personal information directly from you in order to conduct business and meet statutory and regulatory obligations.

You can ask us to correct any errors or make amendments to personal information we have about you (subject to you providing evidence of identity).

We do not collect personal information about individuals who are browsing the Council website.

DRAFT

1. Purpose

To provide the framework for Warrumbungle Shire Council to procure goods and services that meet the expectations of the community and stakeholders in the Warrumbungle Local Government area (LGA) at an affordable cost.

2. Objectives

The objectives of this policy are to ensure Council's procurement of goods and services:

- is legal, ethical and to Council's best advantage;
- demonstrates sustained value and achieves value for money;
- considers benefits to the local economy;
- is environmentally sustainable; and
- considers social outcomes.

The expected outcomes of this policy are:

- Governance, Legislative and Regulatory Compliance
- Open, fair and effective competition
- Achieving value for money
- Encouragement of local business
- Enhancing the Capabilities of Local Business and Industry
- Ethical behaviour and fair dealing
- Proving Safe Workplaces and Practices
- Environmental Protection

2.1 Demonstrated Sustained Value and Achieving Value for Money

Council's procurement activities will be carried out on the basis of obtaining 'value for money'.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability, servicing or maintenance costs and delivery charges eg freight considerations. Lowest price is not the sole determinate of value for money.


Value for money purchasing decisions made by Council are made on the basis of whole-of-life cost and non-price factors including contribution to Council's Strategic Business Plan objectives which includes the principles around economic, environmental and social outcomes.

2.2.1 Economic Considerations and Local Support

'Local Support' as distinct from 'Local Preference' provides good practice rather than preference. Council endeavours to support Local Suppliers by:

- Education / training sessions for local suppliers
- Working with local chambers of commerce
- Providing locals with the opportunity to supply
- Providing good onboarding and induction for local suppliers
- Debrief meetings with unsuccessful tenderers, when requested, to help raise their capability for the next opportunity

2.2.2 Environmentally Sustainable Procurement

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General

Council is committed to achieving sustainability and programs that have an impact on or contribute to the environment including but not limited to the following:

- waste management;
- recycling;
- energy management;
- emissions management;
- water conservation;
- green building design; and
- procurement methods.

Council recognises that in some cases the selection of environmentally preferable products and materials may be less competitive in terms of upfront price but may represent the best value for money when environmental impacts and/or the long-term operational costs of a purchase are taken into consideration.


Council is committed to reduce resources, consumption and minimise waste during the procurement life cycle including:

- (a) Council shall encourage and prefer eco-friendly products that are more power efficient.
- (b) Selecting energy, fuel and water efficient products.
- (c) Council shall prefer to purchase from a source which is less polluting or uses clean technology.
- (d) Council's procurement projects should consider the provision of re-usable products and recycling as part of the project planning process, including the consideration of whole-life costs and disposal considerations.
- (e) Council is committed to buy recycled/part recycled products to optimise consumption and stimulate demand for recycled products, promoting the collection and reprocessing of waste and working towards zero discharge to landfill.

2.3.3 Social Procurement

Social procurement involves using procurement processes and purchasing power to generate positive social outcomes in addition to the delivery of efficient goods, services and works. Social procurement can assist Council to:

- (a) Address complex local challenges.
- (b) Ensure procurement practices are sustainable and strategically aligned with Council objectives and achieve greater value for money.
- (c) Build and maintain strong communities by generating local employment (particularly among disadvantaged residents), promoting social inclusion and strengthening the local economy.

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- (d) Strengthen partnerships with a diverse range of community and government stakeholders.

2.3.4 Approach

Council's procurement processes will support the generation of positive social outcomes where it can be justified on a value for money basis including but not limited to:


- (a) Buying from local businesses.
- (b) Giving support to businesses that employ local or socially disadvantaged residents of the Warrumbungle Shire Council.

3. Scope

Council procurement covers a wide range of goods and services necessary to discharge its functions and to meet the aspirations of the community it serves. Procurement procedures are undertaken on a daily basis by a wide range of staff employed by Council. This policy provides overall guidance to those staff members required to acquire goods and services. This policy also provides guidance to elected representatives when they are required to make procurement decisions.


4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Code of Conduct • Gifts and Benefits Policy • Privacy Management Plan • Statement of Business Ethics
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Local Government Act 1993 (NSW)</i> • <i>Modern Slavery Act 2018 (NSW)</i> • <i>Work Health and Safety Act 2011 (NSW)</i> • <i>Local Government (General) Regulation 2021 (NSW)</i>
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • Council's Integrated Planning and Reporting framework documents, eg Workforce Management Plan, Operational Plan, Delivery Program • Council's <ul style="list-style-type: none"> ○ Enterprise Risk Management Plan ○ Supplier questionnaire <ul style="list-style-type: none"> ▪ Questionnaire explanatory notes • Delegations of authority – sub-delegations from General Manager to Staff • 'Guidance on Reasonable Steps' – Office of the Anti-slavery Commissioner; • GRS Inherent Risk Identification Tool (IRIT) – Department of Communities and Justice; • NSW Procurement Policy Framework – April 2022 • 'Tendering Guidelines for NSW Local Government', NSW Office of Local Government, October 2009

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5. Definitions

Term	Definition
Conflict of Interest and Confidentiality forms	All members of Tender Evaluation Committees must complete Conflict of Interest and Confidentiality forms prior to the commencement of the evaluation process.
Council's Standard Terms and Conditions	Council has a set of 'Standard Terms and Conditions' to accompany the issue of Council Purchase Orders. The terms and conditions apply to any Council purchase order for goods and/or services placed by Council and must be read in conjunction with any contract specified in an individual Purchase Order. If there is any inconsistency between these conditions and of the contract, the contract terms and conditions will prevail.
Ethics	A set of moral principles that govern a person's behaviour or the conducting of an activity.
Governance	Is the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in organisations and controlled in organisations and encompasses the mechanisms by which councils and those in control, are held to account.
Local supplier	An organisation that operates from permanently staffed premises within the boundaries of the Warrumbungle LGA and has operated from those premises for a minimum period of three months before submitting a quotation or tender.
Modern slavery	'Modern slavery' describes situations where offenders use coercion, threats or deception to exploit victims and undermine their freedom. It is an umbrella term used to encompass a number of exploitative practices including forced labour, slavery, servitude, debt bondage, human trafficking, deceptive recruiting for labour services, the worst forms of child labour and forced marriage.
Probity	Probity in the context of procurement is the demonstration of strong moral principles and ethical behaviour in all the dealings with suppliers. All involved with suppliers or commercial issues should always consider the probity issues relating to the purchase, project, negotiations or contracts. One of the roles of the Tender Evaluation Committee chair is to review the appointment of a probity advisor/auditor if one has been appointed and to provide transparency in any tender processes undertaken.
Procurement	All activities involved in acquiring goods or services either outright or by lease (including disposal and lease termination). Includes acquiring consumables, capital equipment, real property, infrastructure, services under

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	consultancies, professional services, facilities management and construction.
Tender Evaluation Committee	<p>A tender evaluation committee is responsible for ensuring that a government procurement process is transparent and that procurement related actions are documented, defensible and validated in accordance with probity obligations. Among other things, their job is to protect the Council from allegations of impropriety in government purchasing.</p> <p>A tender evaluation committee will be constituted to include staff involved in the preparation of the tender documentation. The Committee shall include an independent member, not involved in the preparation of the documentation. The Committee is responsible for making recommendations to the General Manager concerning tender acceptance or denial.</p>

6. Policy Statement

The cost of obtaining and providing goods and services, including disposal of assets, will be determined by either a quotation process or a tender process. Staff and elected representatives will use the process that best meets the objectives of this policy.

In accordance with section 355 of the Act, Council may choose to engage in joint purchasing arrangements with other councils or groups of councils such as voluntary regional organisations of councils.

Council will consider preference to local suppliers where evaluation criteria outlined in Section 6.4 are utilised. Furthermore, all suppliers whether by tender or quotation will be advised of the evaluation criteria and Council's support to use local suppliers.

6.1 Tenders

Council will seek tenders where required by the Act and when deemed appropriate by the General Manager. An Open Tender process will be followed by Council unless otherwise resolved.

The Tender Evaluation Committee shall meet prior to tenders being called, for probity of documentation and conditions for the tender being requested. The Committee will meet once tenders have been closed, and an evaluation is required.

The tender assessment criteria and weighting are to be identified before the tendering process is commenced. This includes how the prices/rates are to be requested and evaluated, whether it be lump sum, by schedule of rates, price adjustments and whether other incentives or sanctions will be applied.

The tendering process will follow the guideline document produced by the Office of Local Government (OLG) called 'Tendering Guidelines for NSW Local Government, October 2009'. Particular attention will be paid to the process checklist included in the guidelines.

6.1.1 Tender Documentation

Whether open tenders are invited or tenders are invited from a selected list from a call for expression of interest, the following sections will appear in the overall tender document:

- Advertisement
- Information for Tenderers
- Conditions of Tender
- General Conditions of Contract
- Job Specific Requirements (or Services to be Provided)
- Specifications
- Selection criteria
- Tender Schedules
 - Pricing Schedule
 - Schedule of Insurances
 - Project Schedules
 - Consultants / Contractors Resources.

The Tender Evaluation Committee will meet prior to tenders being invited, for probity of documents.

6.1.2 Non-Refundable Fee for Tender Documents

The cost of producing a set of tender documentation will be set by the relevant Officer to recover the expected costs, if a tenderer requires a hardcopy of the tender documents.

6.1.3 Consideration of Tender Information in Closed Council

In accordance with section 10A, if tender information being considered by Council will either prejudice the commercial position of a tender or confer a commercial advantage on a competitor or reveal a trade secret, Council is obligated to consider the matter in closed Council.

6.1.4 Invitation to Tender to Recognised Contractors on Council's List

From the Guidelines:


'Clause 169 of the Regulation allows Council to establish a list of contractors who are interested in tendering for proposed contracts of a special kind'.

'Selective tender lists of recognised contractors are established where there is a continuing workload in a particular category of work and this workload justifies the cost of setting up and maintaining the list.' (p35 OLG Tendering Guidelines).

6.1.5 Tender by a Regional Procurement Company

Council may from time to time join with other councils for various products and services through a procurement company to attract price savings for a particular product or service.

The procurement company undertakes the administrative process associated with tendering and Council has the opportunity to procure products and services at the

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tendered price. However, Council is required, by resolution, to formally accept or reject a particular tender proposal by the procurement company.

6.1.6 State Government Procurement Contract

Council is able to access products and services through providers that are recognised by the NSW Treasury (Buy NSW) and the Commonwealth Department of Administrative Services.

State Contracts are the principal method of purchasing for Government agencies across New South Wales. Over 100 State Contracts have been approved under the authority of NSW Treasury. A complete list and information about all NSW Government State Contracts can be found on the Buy NSW website [buy.nsw](http://buy.nsw.gov.au).

6.1.7 Prescribed Organisations

Local Government Procurement Partnership is a prescribed provider pursuant to clause 163 of the Regulation.

6.2 Quotations


The cost of obtaining and providing goods and services must be determined by quotation where a tender process is not used. The quotation process must keep in mind the objectives of this policy.

The ordering of any goods or services as a result of quotation must be authorised by a staff member with the appropriate level of delegation.

The scale, complexity and political sensitivity of the procurement will usually determine if formal or informal quotations are sought and the number of quotations. Table 1 outlines minimum procedural requirements in relation to procurement by quotation.

Table1 – Monetary Thresholds for Quotation Procedures

Purchase Value	Procedure
Purchase value less than \$10,000 (GST inclusive)	Verbal request for quotation permitted however, quotation must be in a documented form. At least one quotation must be received.
Purchase value between \$10,001 and \$70,000 (GST inclusive)	The quotation must be sought by formal request. Documentation associated with the request must include a brief outline of the services to be provided. At least three quotations must be sought and at least one formal quotation must be received.
Purchase value between \$70,001 and \$250,000 (GST inclusive)	The quotation must be sought by formal request. Documentation associated with the request must include a specification or brief for the services, assessment criteria, pricing schedule and closing date. At least three quotations must be sought and at least two quotations must be received addressing the evaluation criteria.

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6.3 Order Splitting

Purchase Orders must not be split to avoid the monetary thresholds outlined in Table 1.

6.4 Evaluation Criteria

Value for money assessment of tenders and relevant quotations will be based on set performance criteria as well as price as per Table 2.


Within the Table 2 a Local Support Assessment Criteria will also be required to be addressed by tenderers. The criteria must be included with documentation made available to potential service providers.

The relevant Council officer will establish the criteria and weight them accordingly, however the list of criteria included in Table 2 must be included as a minimum. The weighting attached to each criterion will not be made known to potential providers.

A score will be given by the assessment panel against each Table 2 criterion and when the score and weighting are multiplied out an overall assessment score will be determined out of a maximum 100 evaluation points.

Table 2 – Minimum List of Performance Criteria for Assessment of Tenders and Relevant Quotations

Assessment Criteria – as per 6.1 these are set before the tender process is commenced.	Weighting	Score	Assessment Score
<u>Mandatory Criteria:</u> <ul style="list-style-type: none"> • Submission in on time • Comply with conditions of Tender • All schedules completed • Insurances • WHS management practices and performance. 	NA	NA	Pass or Fail
<u>Qualitative Criteria:</u> <ul style="list-style-type: none"> • Previous experience or track record in completion of similar projects. • Capacity or suitability of proposed personnel, plant, equipment and subcontractors. • Qualifications needed. • Suitability of proposed works methodology. • Details and logic of the proposed method of works including sustainability and whole of life. 			Range 40% to 70% dependent on the nature of the services or goods required and includes 5% Local Support.

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<ul style="list-style-type: none"> Tenderer's workplace and industrial relations management practices and performance. 			
<p>Local Support Assessment Criterion includes the following:</p> <ul style="list-style-type: none"> Locally sourced materials (grown, manufactured, assembled, made within the Warrumbungle Shire Local Government Area) specific to the contract. Locally sourced labour (actual /potential as result of the contract). Locally sourced services (eg. fuel, accommodation) as a result of the contract. Supplier is a business operating within the Warrumbungle Shire Local Government Area. 			Set at 5%
<p>Price Criteria Set before tender process commenced – in scoring the price criteria a Normalised Price scoring method is recommended being: <i><u>the lowest tender price x 10</u></i> <i>tender or quoted price</i></p>			Range 30% to 60% dependent on the nature of the services or goods required.

6.5 Managing Modern Slavery

NSW councils have an obligation to take reasonable steps to ensure that goods and services procured by and for the organisation are not the product of modern slavery. Reasonable steps (Office of the Anti-slavery Commissioner *Guidance on Reasonable Steps*) include:

- Commit** effectively to address modern slavery risks. This requires stakeholder engagement, risk assessment, development of a Modern Slavery Policy and potentially a Modern Slavery Risk Management Plan, as well as workforce training.
- Plan** effective modern slavery risk management, particularly in their procurement environment. This may involve integrating inherent risk analysis into procurement planning, supply-chain mapping, sourcing strategy and early market engagement.
- Source** the right suppliers, go to market and contract in ways that ensure buyers are not sourcing products of modern slavery. This may involve integrating modern slavery risks into prequalification, supplier evaluation and contracting processes.

- **Manage** modern slavery risks and effective relationships with suppliers, while meeting obligations. This may include monitoring and assessment of supplier performance against modern slavery expectations, as well as developing supplier capabilities.
- **Remedy** modern slavery harms to which the organisation is connected. This involves access to effective grievance mechanisms, taking safe immediate steps to remedy harms, using leverage to remediate deficient practices, and in some cases, responsible withdrawal from supplier relationships.
- **Report** modern slavery and the organisation's responses to modern slavery risks. This may involve reporting concerns about modern slavery risks or harms to law enforcement authorities or civil society organisations, as well as complying with statutory reporting obligations.
- **Improve** the effectiveness of modern slavery risk management efforts. This may involve drawing lessons from grievance mechanisms and stakeholder feedback, engaging in staff training, and participating in collaborative learning processes.

Council will utilise tools including, but not necessarily limited to:

- 'Guidance on Reasonable Steps' published by the Office of the Anti-slavery Commissioner;
- GRS Inherent Risk Identification Tool (IRIT) published by the Department of Communities and Justice;
- Council's
 - Enterprise Risk Management Plan
 - Supplier questionnaire
 - Questionnaire explanatory notes


7. Responsibilities

Councillors

- Ensure that individually, councillors ensure they have undertaken procurement training (at least two yearly) and/or within a year of taking up a role of councillor in how to undertake their respective roles in the procurement process.

General Manager

- Shall ensure the development of Procurement Guidelines and Procedures, including Warrumbungle Shire Council Purchase Order - Standard Terms and Conditions, that conforms to Council's Policy.
- Shall monitor the effectiveness of the Procurement Guidelines and Procedures in operation and authorise changes to improve the procedures to conform to Council's Policy.
- Ensure the availability of procurement training (at least two yearly) be provided to councillors and/or within a year of taking up a role of councillor in how to undertake their respective roles in the procurement process.

	Procurement Policy (including Local Support Policy)
	STRATEGIC

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Directors, Chief Financial Officer

Department: Corporate and Community Services, Technical Services, Environment and Development Services.

9. Version Control

Staff Member Responsible for Review: Director Corporate and Community Services

Policy Name	Action	Resolution No.	Date
Procurement Policy (including Local Preference Policy)	Endorsed	319	17 March 2011
Procurement Policy (including Local Preference Policy)	Endorsed	26/1718	20 July 2017
Procurement Policy (including Local Support Policy)	Adopted	50/2021	20 August 2020
Procurement Policy (including Local Support Policy)	Draft		December 2023

Circular Details	23-17 / 21 December 2023 / A884602
Previous Circular	22-09 Councils' obligations under the Modern Slavery Act 2018
Who should read this	Councillors / General Managers / Council governance and procurement staff members
Contact	Office of the Anti-slavery Commissioner/ GRS@dcj.nsw.gov.au
Action required	Council to Implement

Update on councils' obligations under the *Modern Slavery Act 2018* (NSW)

What's new or changing

- The *Modern Slavery Act 2018* (NSW) (the MSA) created new obligations for councils under the *Local Government Act 1993* (the LGA) relating to modern slavery.
- Local councils are required to take reasonable steps to ensure that the goods and services they procure are not the product of modern slavery, and to report on those steps.
- The sector and other covered entities identified there was limited formal, authoritative guidance available to manage their modern slavery risk management efforts.
- As a result, the NSW Anti-slavery Commissioner (the Commissioner) has issued guidance on reasonable steps to manage modern slavery risks in operations and supply chains (the Guidance on Reasonable Steps) which is available [here](#).
- The Guidance on Reasonable Steps will become operative on **1 January 2024**.

What this will mean for your council

- Commencing from the 2022/23 financial year, each council is required to publish in their annual reports:
 - a statement of the action taken by the council in relation to any issue raised by the Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue, and
 - a statement of steps taken to ensure that goods and services procured by and for the council during the year were not the product of modern slavery within the meaning of the MSA.
- The Commissioner acknowledges that annual reporting occurring prior to 31 December 2023 will deal with activity undertaken before the Guidance on Reasonable Steps was operative.
- The Commissioner encourages councils to use the Guidance on Reasonable Steps, including the annual reporting template offered in Appendix K, to guide their reporting.
- The Commissioner however will be cognisant of the fact that the Guidance on Reasonable Steps was not yet available or operative.

- For annual reporting between 1 January 2024 and 31 December 2024, the Guidance on Reasonable Steps will be in effect and councils are expected to report in accordance with it.
- **From 1 January 2024**, councils should report annually in two places:
 - by including relevant information in their agency's formal annual report; and
 - using the online GRS Annual Reporting Form.
- In addition to annual reporting, the Guidance on Reasonable Steps provides for transactional reporting of certain procurements.
- **From 1 July 2024**, councils must file an online report with the Office of the Anti-slavery Commissioner within 45 days of the entry into force of any contract:
 - arising from a 'heightened' modern slavery due diligence procurement process; and
 - with a value of AUD \$150,000 (including GST) or more.
- The Commissioner will monitor compliance by the local government sector and will keep a register that may identify any entity failing to comply, as well as any other information the Commissioner thinks appropriate.

Key points

- The Guidance on Reasonable Steps is the central plank of the Shared Implementation Framework developed by the Commissioner in consultation with the NSW Procurement Board and covered entities.
- The Guidance on Reasonable Steps provides detailed guidance for councils on managing modern slavery risks in their operations and supply chains.
- It is anticipated that the Guidance on Reasonable Steps will be integrated with existing procurement policy frameworks through incorporation by reference into the Office of Local Government's Procurement Guidelines (the Procurement Guidelines).
- The Procurement Guidelines will be issued under section 23A of the LGA which requires councils to consider them when exercising their functions.

Where to go for further information

- The Guidance on Reasonable Steps is available [here](#).
- Additional resources breaking down key concepts and processes in the Guidance on Reasonable Steps are available [here](#).
- Information on modern slavery is available [here](#).
- The MSA is available [here](#).
- For more information on these requirements contact the Office of the Anti-slavery Commissioner by email at GRS@dcj.nsw.gov.au.

Brett Whitworth
Deputy Secretary, Local Government

1. Purpose

The purpose of this policy is to provide members of the public with guidelines and application form for addressing a public forum. The public forum does not form part of a Council meeting.

2. Background

Council may hold a public forum before each Council meeting. A public forum provides councillors with the opportunity to hear oral submissions from members of the public on any issue having relevance to the responsibilities and jurisdiction of the Council. Preference will be given to items of business to be considered at the meeting. Ordinary Council meetings are held alternately at the Coonabarabran and Coolah Council Chambers, generally on the third Thursday of the month at 5:00pm as per the meeting schedule available on Council's website. Public forums may also be held before extraordinary Council meetings and meetings of committees of Council.

The public forum seeks to:


- improve communication between Council and residents;
- assist Council in its decision-making processes;
- provide an opportunity for members of the community to raise relevant issues with Council in a formal environment; and
- assist Council in meeting its Vision, Mission and Values by facilitating and encouraging an open and accessible organisation.

This policy has been developed in order to enhance public consultation and contribution to the decision making of Council. The policy aligns with Council's *Code of Meeting Practice*.

3. Policy Scope

This policy applies to members of the community of the Warrumbungle local government area who wish to address Council at a monthly public forum on issues pertaining to the responsibilities and jurisdiction of Council.

This policy does not preclude Council inviting special guest speakers to present Council a matter of particular interest or issues.

	Public Forum Policy
	STRATEGIC

4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Code of Meeting Practice • Code of Conduct • Vision, Mission and Values
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Local Government Act 1993 (NSW)</i> • <i>Local Government (General) Regulation 2005 (NSW)</i>
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • Public Forum Speak Agreement Form (must be completed)

5. Definitions

Term	Definition
Chairperson	The Mayor or their nominee
Council	Warrumbungle Shire Council
Jurisdiction	The practical authority granted to a legal body to administer justice. Jurisdiction refers only to the granted authority, not to a geographical area; for the purpose of this policy, the term refers to the powers of the executive and legislative branches of government to allocate resources to best serve the needs of society.

6. Policy Statement

Members of the public may apply to address Council at a public forum on any issue having relevance to the responsibilities and jurisdiction of Council.

Members of the public who wish to address the meeting are invited to register by phone or in person with Council by midday two business days before the date on which the public forum is to be held. The speaker must identify the issue they wish to speak on. If applying to speak about an item of business on the agenda of the Council meeting, the speaker must indicate whether they wish to speak 'for' or 'against' the item. Speakers at a public forum must not digress from the issue they have applied to speak on. If a speaker digresses to irrelevant matters, the chairperson will 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.

Legal representatives acting on behalf of others must identify their status as a legal representative when applying to speak at the public forum.

Members of the public wishing to address a Council meeting must complete an Agreement Form. This may be completed and returned to Council before the public forum or on site at the Council Chambers before the public forum begins.

Nominated candidates at federal, state, or local government elections are not permitted to speak at public forums.

Approved speakers are to register with Council any written, visual or audio material to be presented in support of their address to the public forum, and to identify any equipment needs no later than midday two business days before the public forum. The General Manager or their delegate may refuse to allow such material to be presented.

The General Manager or their delegate may refuse an application to speak at a public forum. Reasons must be given in writing for any such refusal.

No more than two speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting. If more than two speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to address Council. If the speakers cannot reach agreement on who to nominate, the General Manager or their delegate is to determine who will address Council at the public forum. The General Manager or their delegate, in consultation with the Mayor or the Mayor's nominated chairperson, may increase the number of permitted speakers on a particular item where they are satisfied that it is necessary to do so to allow Council to hear a fuller range of views on the item.

The General Manager or their delegate will determine the order of speakers at the public forum.

Speakers at a public forum must direct their presentation through the chairperson. The chairperson should be addressed as Mr Mayor, Madam Mayor, Mr Chairperson or Madam Chairperson, as the case may be.

Speakers are required to state their name and address, organisation (if applicable) and interest in the issue before speaking.

Each speaker will be allowed four minutes in total to address Council on the issue or issues indicated in their application to address the public forum. This time limit will be enforced by the chairperson.

Speakers cannot ask questions of the Council, councillors or Council staff.

A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at the public forum. Speakers are under no

obligation to answer such a question. Answers by the speaker to each question are limited to one minute.

The General Manager or their nominee may, with agreement of the chairperson, address the Council in response to an address at the 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 Council defer consideration of the matter pending the preparation of a further report.

Speakers at a public forum must comply with Council's *Code of Conduct* and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the *Code of Conduct* or making potentially defamatory statements. Speakers at public forums do not have absolute privilege (parliamentary privilege) in respect of anything said or any material presented to the forum. Speakers do not enjoy any special protection from defamation arising from comments made during the presentation before Council.

If a chairperson considers that a speaker has engaged in conduct that does not comply with that set out above, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking. Where a speaker engages in conduct of the type set out above, the General Manager or their delegate may refuse further applications from the person to speak at public forums for such period of time as the General Manager or their delegate considers appropriate.


Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum in the same way that they are required to do so at a Council or committee meeting. Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

7. Responsibilities

The General Manager and the chairperson are responsible for the application and enforcement of this policy during public forums.

Council:

- Shall review the Policy from time to time to ensure it complies with the legislation and is achieving the Council's intent.

	Public Forum Policy
	STRATEGIC

General Manager:

- Shall ensure the development of Guidelines and Procedures that conforms to Council's Policy.
- Shall monitor the effectiveness of the Guidelines and Procedures in operation and authorise changes to improve the procedures to conform to Council's Policy.
- Shall report to Council any issues that arise out of the Policy.

Staff:

- Shall implement and carry out the actions listed in the Policy, Guidelines and Procedures.
- Shall report regularly to the General Manager on the effectiveness of the Guidelines and Procedures.

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Manager Corporate Services

Department: Corporate and Community Services

9. Version Control

Next Review Date: September 2025

Staff Member Responsible for Review: Manager Corporate Services

Policy Name	Version No.	Resolution No.	Date
Council Meeting Public Forum Policy	1	159/1415	20 November 2014
Public Forum Policy	2	49/1920	15 August 2019
Public Forum Policy	3	233/2021	18 February 2021
Public Forum Policy	Draft		

1. Purpose

The purpose of this policy is to provide members of the public with guidelines and application form for addressing a public forum. The public forum does not form part of a Council meeting.

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- assist Council in its decision-making processes;
- provide an opportunity for members of the community to raise relevant issues with Council in a formal environment; and
- assist Council in meeting its Vision, Mission and Values by facilitating and encouraging an open and accessible organisation.

This policy has been developed in order to enhance public consultation and contribution to the decision making of Council. The policy aligns with Council's *Code of Meeting Practice*.

3. Policy Scope

This policy applies to members of the community of the Warrumbungle local government area who wish to address Council at a monthly public forum on issues pertaining to the responsibilities and jurisdiction of Council.

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	Public Forum Policy
	STRATEGIC

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7. Responsibilities

The General Manager and the chairperson are responsible for the application and enforcement of this policy during public forums.

Council:

- Shall review the Policy from time to time to ensure it complies with the legislation and is achieving the Council's intent.

General Manager:

- Shall ensure the development of Guidelines and Procedures that conforms to Council's Policy.



Public Forum Policy
STRATEGIC

- Shall monitor the effectiveness of the Guidelines and Procedures in operation and authorise changes to improve the procedures to conform to Council's Policy.
- Shall report to Council any issues that arise out of the Policy.

Staff:

- Shall implement and carry out the actions listed in the Policy, Guidelines and Procedures.
- Shall report regularly to the General Manager on the effectiveness of the Guidelines and Procedures.

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Manager Corporate Services

Department: Corporate and Community Services

9. Version Control

Next Review Date: September 2025

Staff Member Responsible for Review: Manager Corporate Services

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Council Meeting Public Forum Policy	1	159/1415	20 November 2014
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Public Forum Policy	3	233/2021	18 February 2021
Public Forum Policy	Draft		

PUBLIC SUBMISSION: Submitted by [REDACTED]

RE: DRAFT Public Forum Policy (Submissions close 4.30pm 29th Jan 2024)

WORDS FOR ONLINE SUBMISSION ONLY

OBJECTION: I object to the proposed Public Forum changes.

RECOMMENDATION: I recommend that if Council wishes to decrease access for Community members to address their elected Local Government Representatives that they do so more transparently and simply **remove the Public Forum opportunity altogether**. At least this will clearly demonstrate to community, just how willing and receptive Council is to hear from and work with Community Members. Which appears to me to be the underlying intention of the proposed changes to the policy at this point in time.

Points to consider:

- Timing of this display – This is an opportunity for Council to be proactive and for Council to consider and make a move to not put ANY items on Public Exhibition over the Christmas/New Year period. I understand this isn't common practice, but this doesn't mean that WSC couldn't lead by example and give consideration to this.
- Council might also consider the NUMBER of items that can be placed on exhibition at any one time? There have been 8 over this Christmas, New Year period, too many for me to attempt to review and consider, even though I like to and normally would.
- **ALL DRAFT policies** on display for community should be the **tracked changes version**, as Council receives in the Business Paper. Community should be able to clearly see the proposed changes and understand WHY they are being made.
- The copy of the DRAFT policy as displayed as a link on Council's website during the exhibition, did the document change throughout the exhibition?
- Have Councillors been provided with the statistics of Public Forum numbers in recent years, to provide evidence of how these proposed changes are warranted or necessary?
Having attended numerous Council meetings as an observer and presented to the Public Forum maybe 4-5 times in 15 years, **I would consider the actual Public Forum numbers (relative to the population) to be quite low and question the actual need to change the policy**, particularly the items changed and removed from Point 6. Policy Statement:
 - Removal of "A person may apply to speak to no more than three issues."
 - Change to "Each speaker will be allowed four minutes to address Council."
- Warrumbungle Shire Council: Criss-crossed by the Newell, Oxley, Castlereagh and Golden highways, Warrumbungle Shire spans an area of **12,380 square kilometres**. The Shire has a **total population of 9380** and this **encompasses the townships of Coonabarabran, Baradine, Binnaway, Mendooran, Coolah and Dunedoo**. *Source: RDA Orana*
 - While considering these facts about our region, do you consider that one opportunity a month, limited to four minutes might be disproportionate to the sheer scale and

number of communities and therefore potential issues or concerns for a community member to address their elected representatives. This is potentially the ONLY opportunity for a community member to do so. Limiting the amount of time TOTAL, is not giving consideration to the possibility that one community member may wear numerous community hats (as you would all know how much communities rely on volunteers and that many do) and potentially be travelling significantly to attend the Council meeting.

- In the tracked changes document, as viewed by Council in the business paper – please see **Point 9. Version Control**

I would like to bring to Councillors attention that what is documented as the “Review Date” in the adopted version, as September 2020 (Adopted 18 February 2021) ... **HAS NOW CHANGED TO** “Next Review Date”

This is not shown in the tracked changes of this document. What other changes have been made to this policy and aren’t being “shown” in tracked changes? This is not the way the tracked changes function works, to make changes to the document and for them to NOT BE SHOWN, means that the function was turned off when the changes were made.

While the version control table does show the version numbers and the adoption date, this point is around process, and transparency in process. **IF the policy is to change** to show the “**Next Review Date**” and NOT the “**Review Date**”, this should be clearly displayed in the tracked changes along with every other proposed change.

- Another change not tracked in Council’s copy, is the removal of the words “Part 4”, from page 1 of the adopted policy
- It is not my job as a community member to ensure that all changes are transparent to you as Councillors and to us, as community. This should be ensured by good process, good governance – as described in Council’s Mission.

- **Point 2. Background** The changes to the first paragraph, while they don’t essentially change the meaning or opportunity of the Public Forum, it does clearly indicate Council’s priorities and intentions, to be more about “providing opportunity for Councillors” than by “providing opportunity for members of the community”. Maybe the Policy name should be Council Forum Policy, if this is more an opportunity for Councillors than it is for the public? Language is important and can portray intentions and beliefs, I find the choice of this wording change interesting to say the least. I hope Councillors as our elected representatives share my concerns for this particular change and the apparent need to do so.

- My final point that I wish for Council to consider is dot point 4 also in **Point 2. Background** where it states that the Public Forum seeks to: **assist Council in meeting its Vision, Mission and Values by facilitating and encouraging an open and accessible organisation**
 - Please consider – **How does the proposed changes to this policy do this?**
 - Please see below (next page) the Vision, Mission and Values as screenshot from Council’s website.

Vision

Excellence in Local Government



Mission

We will provide:

- Quality, cost effective services that will enhance our community's lifestyle, environment, opportunity and prosperity
- Infrastructure and services which meet the social and economic needs and aspirations of the community now and in the future
- Effective leadership and good governance, by encouraging teamwork, through a dedicated responsible well trained workforce

Values

Honesty

Frank and open discussion, taking responsibility for our actions

Integrity

Behaving in accordance with our values

Fairness

Consideration of the facts and a commitment to two way communication

Compassion

Working for the benefit and care of our community and the natural environment

Respect

To ourselves, colleagues, the organisation and the community listening actively and responding truthfully

Transparency

Open and honest interactions with each other and our community

Passion

Achievement of activities with energy, enthusiasm and pride

Trust

Striving to be dependable, reliable and delivering outcomes in a spirit of goodwill

Opportunity

To be an enviable workplace creating pathways for staff development

Last Updated: 04 May 2016

SEND US YOUR FEEDBACK



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2. Background

Council may hold a public forum before each Council meeting. A public forum provides members of the community with the opportunity to address Councillors on any issue having relevance to the responsibilities and jurisdiction of the Council. Preference will be given to items of business to be considered at the meeting. Ordinary Council meetings are held alternately at the Coonabarabran and Coolah Council Chambers, generally on the third Thursday of the month at 5:00pm as per the meeting schedule available on Council's website. Public forums may also be held before extraordinary Council meetings and meetings of committees of Council.

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- assist Council in its decision making processes;
- provide an opportunity for members of the community to raise relevant issues with Council in a formal environment; and
- assist Council in meeting its Vision, Mission and Values by facilitating and encouraging an open and accessible organisation.

This policy has been developed in order to enhance public consultation and contribution to the decision making of Council. The policy aligns with [Part 4 of Council's Code of Meeting Practice \(December 2020\)](#).

3. Policy Scope

This policy applies to members of the community of the Warrumbungle local government area who wish to address Council at a monthly public forum on issues pertaining to the responsibilities and jurisdiction of Council.

This policy does not preclude Council inviting special guest speakers to present Council a matter of particular interest or issues.

	Public Forum Policy
	STRATEGIC

4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Code of Meeting Practice • Code of Conduct • Vision, Mission and Values
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Members of the public may apply to address Council at a public forum on any issue having relevance to the responsibilities and jurisdiction of Council.

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A person may apply to speak to no more than three ~~(3)~~ issues.

The General Manager or their delegate may refuse an application to speak at a public forum. Reasons must be given in writing for any such refusal.

No more than two ~~(2)~~ speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting. If more than two speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to address Council. If the speakers cannot reach agreement on who to nominate, the General Manager or their delegate is to determine who will address Council at the public forum. The General Manager or their delegate, in consultation with the Mayor or the Mayor's nominated Chairperson, may increase the number of permitted speakers on a particular item where they are satisfied that it is necessary to do so to allow Council to hear a fuller range of views on the item.

The General Manager or their delegate will determine the order of speakers at the public forum.

Speakers at a public forum must direct their presentation through the Chairperson. The Chairperson should be addressed as Mr Mayor, Madam Mayor, Mr Chairperson or Madam Chairperson, as the case may be.

Speakers are required to state their name and address, organisation (if applicable) and interest in the issue before speaking.

Each speaker will be allowed four ~~(4)~~ minutes to address Council. This time limit will be enforced by the Chairperson.

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

A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at the public forum. Speakers are

under no obligation to answer such a question. Answers by the speaker to each question are limited to one (1) minute.

The General Manager or their nominee may, with agreement of the Chairperson, address the Council in response to an address at the 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 Council defer consideration of the matter pending the preparation of a further report.

Speakers at a public forum must comply with Council's *Code of Conduct* and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the *Code of Conduct* or making potentially defamatory statements. Speakers at public forums do not have absolute privilege (parliamentary privilege) in respect of anything said or any material presented to the forum. Speakers do not enjoy any special protection from defamation arising from comments made during the presentation before Council.

If a Chairperson considers that a speaker has engaged in conduct that does not comply with that set out above, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking. Where a speaker engages in conduct of the type set out above, the General Manager or their delegate may refuse further applications from the person to speak at public forums for such period of time as the General Manager or their delegate considers appropriate.


Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum in the same way that they are required to do so at a Council or committee meeting. Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the Councillor who made the declaration.

7. Responsibilities

The General Manager and the Chairperson are responsible for the application and enforcement of this policy during public forums.

Council:

- Shall review the Policy from time to time to ensure it complies with the legislation and is achieving the Council's intent.

	Public Forum Policy
	STRATEGIC

General Manager:

- Shall ensure the development of Guidelines and Procedures that conforms to Council's Policy.
- Shall monitor the effectiveness of the Guidelines and Procedures in operation and authorise changes to improve the procedures to conform to Council's Policy.
- Shall report to Council any issues that arise out of the Policy.

Staff:

- Shall implement and carry out the actions listed in the Policy, Guidelines and Procedures.
- Shall report regularly to the General Manager on the effectiveness of the Guidelines and Procedures.

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Manager Corporate Services

Department: Corporate and Community Services

9. Version Control

Next Review Date: September 2025⁹

Staff Member Responsible for Review: Manager Corporate Services

Policy Name	Version No.	Resolution No.	Date
Council Meeting Public Forum Policy	1	159/1415	20 November 2014
Public Forum Policy	2	49/1920	15 August 2019
Public Forum Policy	3	233/2021	18 February 2021
<u>Public Forum Policy</u>	<u>Draft</u>		

DATE: 14/12/2023

NAME: Councillor Dale Hogden

ADDRESS: 10 Digilah Street
DUNEDOO

VEHICLE: DCL 731C TOYOTA HI-CUT

TYPE – *please tick one*

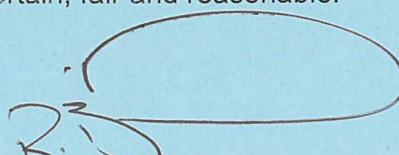
- Electric Vehicle – \$0.43
- Hybrid – \$0.62
- Internal Combustion - under 2.5 litres – \$0.81
- Internal Combustion - 2.5 litres and over – \$0.95

Meeting: Monthly Council	14/12/2023	200 kms @	95 \$	190.
Meeting:	6/12/2023	100 kms @	95 \$	95.
Meeting:	1/2023	kms @	\$	
Meeting:	1/2023	kms @	\$	
Meeting:	1/2023	kms @	\$	
			TOTAL	\$ 285.

Signature of Claimant: 

I hereby certify that:

- (a) the computations of this account are correct.
- (b) the charges are, so far as I am able to ascertain, fair and reasonable.


.....
For and on behalf of General Manager

Travel Expenses of Members of Council

Warrumbungle Shire Council

DATE: 14/12/2023

NAME: Councillor Carlton Kopke

ADDRESS: 1 Yalcogran Street
MENDOORAN

VEHICLE: LDV T60

TYPE – *please tick one*

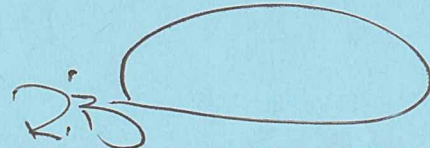
- Electric Vehicle – \$0.43
- Hybrid – \$0.62
- Internal Combustion - under 2.5 litres – \$0.81
- Internal Combustion - 2.5 litres and over – \$0.95

Meeting: Monthly Council	14/12/2023	190	kms @	.95	\$	180.50	
Meeting: Future budgets meeting	21/11/2023	142	kms @	.95	\$	134.90	
Meeting:	/ /2023		kms @		\$		
Meeting:	/ /2023		kms @		\$		
Meeting:	/ /2023		kms @		\$		
					TOTAL	\$	315.40

Signature of Claimant: 

I hereby certify that:

- (a) the computations of this account are correct.
- (b) the charges are, so far as I am able to ascertain, fair and reasonable.


For and on behalf of General Manager



Travel Expenses of Members of Council

Warrumbungle Shire Council

DATE: 14/12/2023

NAME: Councillor Kathryn Rindfleish

ADDRESS: 124 Booymurra Street,
COOLAH NSW 2843

VEHICLE: ENN10E

TYPE – *please tick one*

- Electric Vehicle – \$0.43
- Hybrid – \$0.62
- Internal Combustion - under 2.5 litres – \$0.81
- Internal Combustion - 2.5 litres and over – \$0.95

Meeting: Monthly Council	14/12/2023	173 kms @	.95 \$	164.35
Meeting: Long Term Financial	21/11/2023	173 kms @	.95 \$	164.35
Meeting: Energy Co Mike Young	5/12/2023	173 kms @	.95 \$	164.35
Meeting:	/ /2023	kms @	\$	
Meeting:	/ /2023	kms @	\$	
TOTAL			\$	493.05

Signature of Claimant:

I hereby certify that:

- (a) the computations of this account are correct.
- (b) the charges are, so far as I am able to ascertain, fair and reasonable.

For and on behalf of General Manager

18.12.2023

DATE: 24 12 / 2023

NAME: Councillor Denis Todd

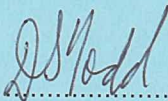
ADDRESS: 'Wheatfields'
BARADINE

VEHICLE: Great wall

TYPE – **please tick one**

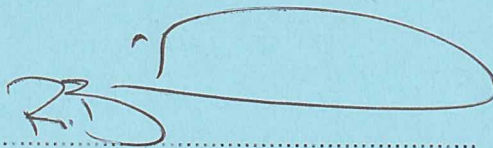
- Electric Vehicle – \$0.43
- Hybrid – \$0.62
- Internal Combustion - under 2.5 litres – \$0.81
- Internal Combustion - 2.5 litres and over – \$0.95

Meeting: Monthly Council	14	1/12	/2023	92	kms @ - 81	\$	74.52	
Meeting: 30-11-News	1		/2023	82	kms @ - 81	\$	74.52	
Meeting: Denis Related	4	1/12	/2023	92	kms @ - 81	\$	74.52	
Meeting: Island Paul	2/11	1	/2023	92	kms @ - 81	\$	74.52	
Meeting:	1		/2023		kms @	\$		
TOTAL							\$	298.08

Signature of Claimant: 

I hereby certify that:

- (a) the computations of this account are correct.
- (b) the charges are, so far as I am able to ascertain, fair and reasonable.



 For and on behalf of General Manager

18.12.2023



Warrumbungle Shire Council

Quarterly Budget Review Statement 2nd Quarter (December 2023/24)



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Part 1: Introduction

The Quarterly Budget Review Statement (QBRS) presents a summary of Council's financial position at the end of each quarter. It is the mechanism whereby Councillors and the community are informed of progress against the Operational Plan. In December 2010 the NSW Division of Local Government developed a set of minimum requirements for reporting the financial position of Council, to facilitate explanations and major variations and recommend changes to the budget for Council approval. The reports also enable the Responsible Accounting Officer (RAO) to indicate if Council will be in a satisfactory financial position at the end of the financial year.

The minimum requirements for the QBRS are included in the Code of Accounting Practice and Financial Reporting and form part of the legislative framework in accordance with clause 203(3) of the Regulations.

The new reporting format came into effect on 1 July 2011. The QBRS is composed of, but not limited to, the following budget review (BR) components:

- Statement by the Responsible Accounting Officer on Council's financial position at the end of the year based on the information in the QBRS **(Part 2 of this report)** ;
- Budget Review Income and Expenses Statement **(Parts 3, 5 & 6 of this report)** in one of the following formats:
 - Ø Consolidated
 - Ø By fund (e.g. General Fund; Water Fund; Sewer Fund)
 - Ø By function, activity, program etc to align with the management plan / operational plan;
- Budget Review Capital Budget **(Parts 7 & 8 of this report)**;
- Budget Review Cash and Investments Position **(Part 10 of this report)**;
- Budget Review Key Performance Indicators **(Part 12 of this report)**; and,
- Budget Review Contracts and Other Expenses **(Part 13 of this report)**.


The following important financial information has also been provided in addition to the information required as part of the QBRS reporting framework:

- Balance Sheet as at 31 December 2023 **(Part 9 of this report)**;
- Summary of Results that links the function view of Council's activities back to Council's Income Statement and Cashflow Statement **(Part 6 of this report)**;
- Summary of Loan Movements and Restricted Assets **(Part 11 of this report)**.

Part 2: Statement by the Responsible Accounting Officer

The Quarterly Budget Review Statement (QBRs) presents a summary of Council's financial position at the end of each quarter. It is the mechanism whereby Councillors and the community are informed of progress against the Operational Plan. In December 2010 the NSW Division of Local Government developed a set of minimum requirements for reporting the financial position of Council, to facilitate explanations and major variations and recommend changes to the budget for Council approval. The reports also enables the Responsible Accounting Officer (RAO) to indicate if Council will be in a satisfactory financial position at the end of the financial year.

It is my opinion that the Quarterly Budget Review Statement for Warrumbungle Shire Council for the quarter ended 31 December 2023 indicates that Council's projected financial position is satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed  _____
Responsible Accounting Officer, Warrumbungle Shire Council

Date: 6/2/24

Part 3: Income Statement



	Original Budget \$'000	Approved Changes Revotes \$'000	Sup Vote			Revised Budget \$'000	Actuals 31-Dec-23 \$'000	Ratio %	
			QBR1 \$'000	QBR2 \$'000	QBR3 \$'000				
Income from Continuing Operations									
Rates and Annual Charges	15,523	-	(263)	50		15,309	15,256	100%	a
User Charges and Fees	6,940	-	-	946		7,886	1,664	21%	b
Interest and Investment Revenue	297	-	450	297		1,044	661	63%	c
Other Revenues	1,199	-	-	4		1,203	588	49%	d
Grants and Contributions for Operating Purposes	30,760	-	1,005	7,742		39,507	9,976	25%	e
Grants and Contributions for Capital Purposes	9,615	-	1,261	(1,503)		9,373	4,186	45%	f
Gains/(Losses) from Disposal of Assets	861	-	-	-		861	75	9%	g
Net Share of Interest in Joint Ventures	-	-	-	-		-	-	0%	
Total Income From Continuing Operations	65,195	-	2,453	7,535	-	75,184	32,406	43%	
Expenses from Continuing Operations									
Employee Benefits and On-Costs	17,339	-	0	(147)		17,192	7,954	46%	h
Borrowing Costs	28	-	-	-		28	4	15%	i
Materials and Contracts	20,341	567	933	2,167		24,008	11,420	48%	j
Depreciation and Amortisation	11,659	-	-	-		11,659	5,768	49%	k
Other Expenses	5,571	2	(2)	(3)		5,568	802	14%	l
Net Share of Interest in Joint Ventures	-	-	-	-		-	-	0%	
Net Losses from Disposal of Assets	620	-	-	-		620	-	0%	
Total Expenses From Continuing Operations	55,558	569	931	2,017	-	59,075	25,949	44%	
Operating Result from Continuing Operations	9,637	(569)	1,522	5,519	-	16,108	6,457		
Net Operating Result before Capital Grant & Contributions	22	(569)	261	7,022	-	6,735	2,272		

* Internal Revenue and Costs are summarised in Employee Benefits and On-Costs and Materials and Contracts within the Expenses from Continuing Operations.

Part 3: Income Statement (Continued)

Notes: Revenue

- (a) Rates and Annual charges are roughly per budget at 100%
 - This is due to the billing being done in advance for the whole financial year for Rates and annual charges.
- (b) User charges and fees are 21% per budget.
 - Transport NSW (RMCC) not invoiced to date; with an increase in expected revenue included in quarter 2.
- (c) Interest and investment revenue at 63% of budget due to anticipated to growth during the financial year, given the higher interest rates. Possible increase in budgetted revenue required again in quarter 3.
- (d) Other Revenues are at 49% of budget.
- (e) Operational Grants and Contributions are at budget at 25% of revised budget. FAG monies will be paid in June 2024, Transport and RMS income not received this year to date, Flood Repair Grant not received this year to date.
- (f) Capital grants income is 45% of revised budget. Reduction in original budget due to TRRRC demolition costs coming in cheaper than expected. With a reduction in Sewer Capital Grant income in-line with postponed projects.

Notes: Expenditure

- (h) Employee related expenditure is per pro rata budget at 46%.
- (i) Borrowing costs are (15%), due to reversal of accruals for the 2022/23 financial year.
- (j) Materials & Contracts is roughly as per pro rata budget at 48%.
- (k) Depreciation costs is at 49% of budget.
- (l) Other expenses are at 14%, well under budget with a portion of Budgeted Other Expenses now moved to Materials and Contracts (as per Australian Accounting Standards mapping).

Part 3: Income Statement (Continued) - Split by Council Business Area cont.

	General		Utilities					
	General		Water		Sewer		Waste	
	Budget \$'000	Actual \$'000	Budget \$'000	Actual \$'000	Budget \$'000	Actual \$'000	Budget \$'000	Actual \$'000
Income from Continuing Operations								
Rates and Annual Charges	11,183	11,195	2,420	2,381	1,707	1,680	2,320	2,202
User Charges and Fees	5,834	1,033	1,890	571	163	60	111	60
Interest & Investment Revenue	953	621	55	37	36	3	8	12
Other Revenues	1,167	567	25	19	11	2	414	179
Grants & Contributions (Operational)	39,507	9,976	-	-	-	-	-	-
Grants & Contributions (Capital)	6,245	4,248	1,485	111	1,643	(173)	-	-
Gains/(Losses) from Disposal of Assets	861	75	-	-	-	-	-	-
Net Share of Interest in Joint Ventures	-	-	-	-	-	-	-	-
Total Income From Continuing Operations	65,749	27,715	5,874	3,120	3,560	1,571	2,854	2,454
Expenses from Continuing Operations								
Employee Benefits & On-Costs	15,545	7,251	997	465	651	238	1,154	520
Borrowing Costs	27	4	1	0	-	-	-	-
Materials & Contracts	21,454	10,055	1,780	975	775	390	1,295	792
Depreciation & Impairment	9,600	4,738	1,446	723	613	307	-	-
Other Expenses	5,568	802	-	-	-	-	-	-
Net Share of Interest in Joint Ventures	-	-	-	-	-	-	-	-
Net Losses from Disposal of Assets	620	-	-	-	-	-	-	-
Total Expenses From Continuing Operations	52,813	22,851	4,223	2,163	2,039	935	2,449	1,312
Operating Result from Continuing Operations	12,936	4,864	1,652	957	1,521	637	405	1,142
Net Operating Result before Capital Grant & Contributions	6,691	616	167	846	(123)	810	405	1,142

Part 4: Revenue



Description	Original Budget	Revotes	Supp Votes Q1	Supp Votes Q2	Supp Votes Q3	Revised Budget	Actuals YTD	% Rec to date
General Revenue								
Rates Revenue	9,084,517	-	-	(22,996)	-	9,061,521	9,045,060	100%
Interest Revenue	130,000	-	450,000	290,000	-	870,000	556,538	64%
General Grants	8,184,887	-	-	-	-	8,184,887	232,654	3%
Total General Revenue	17,399,404	-	450,000	267,004	-	18,116,408	9,834,252	54%
Executive								
General Manager								
Management And Leadership	103,987	-	-	-	-	103,987	51,994	50%
Governance	183,253	-	1,000,000	(600,000)	-	583,253	109,400	19%
HR Management	77,512	-	-	2,799	-	80,311	41,555	52%
Payroll Services	-	-	-	-	-	-	722,581	-
WH&S And Risk Management	812,450	-	-	-	-	812,450	-	0%
Learning And Development Services	19,748	-	-	-	-	19,748	53,206	269%
Total Executive	1,196,950	-	1,000,000	(597,201)	-	1,599,749	978,735	61%
Technical Services								
Technical Services Management							3,428	-
Total Technical Services Management							3,428	-
Design Services								
Design Services Management	-	-	-	-	-	-	-	-
Emergency Services Management	-	-	-	-	-	-	101	-
Survey Investigation And Design	-	-	-	-	-	-	-	-
GIS	-	-	-	-	-	-	-	-
Asset Management	-	-	-	-	-	-	-	-
NSW Fire Brigade	-	-	-	-	-	-	-	-
Road Safety Officer	-	-	-	-	-	-	-	-
Total Design Services	-	-	-	-	-	-	101	-
Road Operations								
Road Operations Management	-	-	-	-	-	-	2,472	-
Regional Roads M&R	7,358,164	-	647,416	7,792,992	-	15,798,572	8,908,130	56%
Local Roads M&R	14,400,313	-	224,318	-	-	14,624,631	881,613	6%
Aerodromes	-	-	-	-	-	-	-	-
RMCC And Other Road Contracts	1,600,000	-	-	1,138,220	-	2,738,220	-	0%
Private Works	200,000	-	-	-	-	200,000	4,237	2%
Total Road Operations	23,558,477	-	871,734	8,931,212	-	33,361,423	9,796,453	29%
Fleet Services								
Fleet Services Management	53,403	-	-	-	-	53,403	23,548	44%
Plant And Equipment	5,236,870	-	-	3,601	-	5,240,471	3,442,342	66%
Depots	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-
Total Fleet Services	5,290,273	-	-	3,601	-	5,293,874	3,465,890	65%
Urban Services								
Urban Services Management	4,096	-	-	-	-	4,096	121	3%
Horticulture	-	-	-	-	-	-	306,107	-
Street Cleaning	-	-	-	-	-	-	-	-
Public Amenities	-	-	-	-	-	-	-	-
Ovals	1,033,399	-	382,490	-	-	1,415,889	450,795	32%
Town Streets	12,228	-	7,272	-	-	19,500	91,500	469%
Public Swimming Pools	522,459	-	-	(90,000)	-	432,459	163,320	38%
Total Urban Services	1,572,182	-	389,762	(90,000)	-	1,871,944	1,011,842	54%
Property And Risk								
Property And Risk	531,736	-	-	-	-	531,736	157,872	30%
Cemetery Services	105,000	-	-	-	-	105,000	65,135	62%
Medical Facilities	50,000	-	-	-	-	50,000	25,669	51%
Public Halls	41,320	-	-	-	-	41,320	7,268	18%
Total Property And Risk	728,056	-	-	-	-	728,056	255,943	35%
Total Tech Services (Excluding Water/Sewer)	31,148,988	-	1,261,496	8,844,813	-	41,255,297	14,533,657	35%

Description	Original Budget	Revotes	Supp Votes Q1	Supp Votes Q2	Supp Votes Q3	Revised Budget	Actuals YTD	% Rec to date
Development Services								-
Development Services Management								
Development Services Management	375,000	-	5,400	-	-	380,400	28,654	8%
Building Control	65,464	-	-	-	-	65,464	42,034	64%
Environmental Health Services	10,661	-	-	-	-	10,661	5,554	52%
Town Planning	394,874	-	-	-	-	394,874	102,784	26%
Total Development Services Management	845,999	-	5,400	-	-	851,399	179,026	21%
Regulatory Services								
Compliance Services	32,483	-	-	-	-	32,483	15,457	48%
Noxious Weeds	-	-	-	-	-	-	-	-
Total Regulatory Services	32,483	-	-	-	-	32,483	15,457	48%
Development And Tourism								
Tourism And Development Services	302,853	-	-	(231,662)	-	71,191	40,117	56%
Tourism And Economic Promotion	-	-	-	2,500	-	2,500	2,500	100%
Total Development And Tourism	302,853	-	-	(229,162)	-	73,691	42,617	58%
Total Development Services	1,181,335	-	5,400	(229,162)	-	957,573	237,101	25%
Corporate And Community Services								
Corporate Services								
Corporate Services Management	57,679	-	-	-	-	57,679	28,839	50%
Administration Services	327,615	-	-	-	-	327,615	145,031	44%
Finance	724,323	-	-	-	-	724,323	1,975,514	273%
Communications And IT	790,468	-	-	-	-	790,468	395,234	50%
Organisational Risk	-	-	-	-	-	-	-	-
Supply Services	3,000	-	-	-	-	3,000	-	0%
Total Corporate Services	1,903,085	-	-	-	-	1,903,085	2,544,617	134%
Corporate and Comm Services Other								
Bushfire And Emergency Services	1,900,849	-	-	-	-	1,900,849	5,445	0%
Total Corporate and Comm Services Other	1,900,849	-	-	-	-	1,900,849	5,445	0%
Children's And Community Services								
Childrens And Community Services Management	81,000	-	-	(81,000)	-	-	-	-
Connect 5	188,748	-	-	-	-	188,748	143,621	76%
Youth Development	306,884	-	-	-	-	306,884	79,859	26%
OOSH	66,565	-	-	(42,743)	-	23,822	5,798	24%
Libraries	90,416	-	-	-	-	90,416	93,658	104%
Community Development	-	-	-	-	-	-	-	-
Community Transport	370,159	-	-	44,120	-	414,279	71,247	17%
Aged Care Services	262,164	-	-	-	-	262,164	160,986	61%
Meals On Wheels	271,101	-	-	18,518	-	289,619	224,058	77%
Respite	88,279	-	-	10,002	-	98,281	91,396	93%
Home Maintenance	126,429	-	-	56,850	-	183,279	147,343	80%
Social Support	156,207	-	-	120,275	-	276,482	246,212	89%
Yuluwirri Kids	2,001,077	-	-	-	-	2,001,077	828,108	41%
Total Children's And Community Services	4,009,029	-	-	126,022	-	4,135,051	2,092,286	51%
Total Corporate And Comm Services	7,812,963	-	-	126,022	-	7,938,985	4,642,347	58%
Total General Fund	58,739,640	-	2,716,896	8,411,476	-	69,868,012	30,226,092	43%
Warrumbungle Water	5,835,417	-	8,839	30,172	-	5,874,428	3,119,656	53%
Warrumbungle Sewer	4,803,586	-	(339,913)	(903,808)	-	3,559,865	1,571,328	44%
Warrumbungle Waste	2,786,070	-	67,625	-	-	2,853,695	2,453,713	86%
Warrumbungle Quarry	-	-	-	-	-	-	-	-
Warrumbungle TRRRC	-	-	-	-	-	-	-	-
Total Warrumbungle Shire Council	72,164,713	-	2,453,447	7,537,840	-	82,156,000	37,370,790	45%

* Internal Revenue and Costs are included in each Department figures.

Part 5: Recurrent Expenditure

Description	Original Budget	Revotes	Supp Votes Q1	Supp Votes Q2	Supp Votes Q3	Revised Budget	Actuals YTD	% Spent to date
General Revenue								
Rates Revenue	-	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-	-
General Grants	-	-	-	-	-	-	-	-
Total General Revenue	-	-	-	-	-	-	-	-
Executive								
General Manager								
Management And Leadership	(658,145)	-	-	-	-	(658,145)	(247,203)	38%
Governance	(1,627,763)	(1,877)	(998,123)	600,000	(2,027,763)	(194,248)	(194,248)	10%
HR Management	(458,654)	-	(38,170)	-	(496,824)	(170,291)	(170,291)	34%
Payroll Services	(266,541)	-	142,273	-	(124,268)	(1,142,439)	(1,142,439)	919%
WH&S And Risk Management	(329,866)	-	-	-	(329,866)	(192,015)	(192,015)	58%
Learning And Development Services	(322,464)	-	(109,523)	-	(431,987)	(158,387)	(158,387)	37%
Total Executive	(3,663,433)	(1,877)	(1,003,543)	600,000	(4,068,853)	(2,104,583)	(2,104,583)	52%
Technical Services								
Technical Services Management	(511,923)	-	-	-	(511,923)	(173,482)	(173,482)	34%
Total Technical Services Management	(511,923)	-	-	-	(511,923)	(173,482)	(173,482)	34%
Design Services								
Design Services Management	(131,960)	-	-	-	(131,960)	(4,135)	(4,135)	3%
Emergency Services Management	(58,249)	-	-	-	(58,249)	(30,179)	(30,179)	52%
Survey Investigation And Design	(198,640)	-	-	-	(198,640)	(108,145)	(108,145)	54%
Asset Management	(369,570)	-	-	-	(369,570)	(16,680)	(16,680)	5%
NSW Fire Brigade	(58,300)	-	-	-	(58,300)	(35,199)	(35,199)	60%
Road Safety Officer	(20,000)	-	-	-	(20,000)	-	-	0%
Total Design Services	(836,719)	-	-	-	(836,719)	(194,338)	(194,338)	23%
Road Operations								
Road Operations Management	(567,380)	-	-	-	(567,380)	(396,714)	(396,714)	70%
Regional Roads M&R	(2,327,403)	-	-	(1,357,220)	(3,684,623)	(3,095,717)	(3,095,717)	84%
Local Roads M&R	(13,338,351)	-	-	(11,529)	(13,349,880)	(2,311,726)	(2,311,726)	17%
Aerodromes	(144,627)	-	-	-	(144,627)	(59,930)	(59,930)	41%
RMCC And Other Road Contracts	(1,928,944)	-	-	(1,115,260)	(3,044,204)	(2,521,717)	(2,521,717)	83%
Private Works	(65,460)	-	-	-	(65,460)	(7,036)	(7,036)	11%
Total Road Operations	(18,372,165)	-	-	(2,484,009)	(20,856,174)	(8,392,839)	(8,392,839)	40%
Fleet Services								
Fleet Services Management	(300,489)	-	-	(10,000)	(310,489)	(204,859)	(204,859)	66%
Plant And Equipment	(2,371,769)	-	-	(20,000)	(2,391,769)	(1,357,393)	(1,357,393)	57%
Depots	(200,676)	-	-	-	(200,676)	(96,975)	(96,975)	48%
Workshops	(52,691)	-	-	-	(52,691)	(24,068)	(24,068)	46%
Total Fleet Services	(2,925,625)	-	-	(30,000)	(2,955,625)	(1,683,294)	(1,683,294)	57%
Urban Services								
Urban Services Management	(207,378)	-	-	-	(207,378)	(148,060)	(148,060)	71%
Horticulture	(675,663)	-	-	-	(675,663)	(446,356)	(446,356)	66%
Street Cleaning	(310,739)	-	-	-	(310,739)	(136,099)	(136,099)	44%
Public Amenities	(255,328)	-	-	-	(255,328)	(152,007)	(152,007)	60%
Ovals	(494,397)	-	-	-	(494,397)	(275,272)	(275,272)	56%
Town Streets	(680,389)	(21,986)	-	-	(702,375)	(538,321)	(538,321)	
Public Swimming Pools	(811,245)	-	-	90,000	(721,245)	(340,338)	(340,338)	47%
Total Urban Services	(3,435,139)	(21,986)	-	90,000	(3,367,125)	(2,036,453)	(2,036,453)	60%
Property And Risk								
Property And Risk	(1,110,059)	(67,575)	(59,911)	-	(1,237,545)	(1,831,965)	(1,831,965)	148%
Cemetery Services	(167,877)	-	-	-	(167,877)	(90,167)	(90,167)	54%
Medical Facilities	(50,429)	-	-	-	(50,429)	(22,754)	(22,754)	45%
Public Halls	(253,158)	-	-	-	(253,158)	(67,248)	(67,248)	27%
Total Property And Risk	(1,581,523)	(67,575)	(59,911)	-	(1,709,009)	(2,012,135)	(2,012,135)	118%
Total Tech Services (Excluding Water/Sewer)	(27,663,094)	(89,561)	(59,911)	(2,424,009)	(30,236,575)	(14,492,541)	(14,492,541)	48%

Description	Original Budget	Revotes	Supp Votes Q1	Supp Votes Q2	Supp Votes Q3	Revised Budget	Actuals YTD	% Spent to date
Development Services								-
Development Services Management								
Development Services Management	(688,326)	(5,600)	(5,400)	-		(699,326)	(314,346)	45%
Building Control	(214,872)	-	-	13,000		(201,872)	(79,963)	40%
Environmental Health Services	(54,351)	(20,000)	-	(19,450)		(93,801)	(46,654)	50%
Town Planning	(267,555)	(95,000)	-	5,761		(356,794)	(68,930)	19%
Total Development Services Management	(1,225,104)	(120,600)	(5,400)	(689)	-	(1,351,793)	(509,893)	38%
Regulatory Services								
Compliance Services	(249,152)	-	-	689		(248,463)	(136,770)	55%
Noxious Weeds	(127,200)	-	-	-		(127,200)	-	0%
Total Regulatory Services	(376,352)	-	-	689	-	(375,663)	(136,770)	36%
Development And Tourism								
Tourism And Development Services	(681,548)	(70,222)	-	-		(751,770)	(263,815)	35%
Tourism And Economic Promotion	(118,877)	-	-	-		(118,877)	(33,923)	29%
Total Development And Tourism	(800,425)	(70,222)	-	-	-	(870,647)	(297,737)	34%
Total Development Services	(2,401,881)	(190,822)	(5,400)	-	-	(2,598,103)	(944,401)	36%
Corporate And Community Services								
Corporate Services								
Corporate Services Management	(362,762)	-	5,420	-		(357,342)	(153,156)	43%
Administration Services	(789,102)	-	-	-		(789,102)	(339,772)	43%
Finance	(1,421,749)	-	-	34,226		(1,387,523)	(672,970)	49%
Communications And IT	(1,115,093)	-	-	-		(1,115,093)	(416,307)	37%
Supply Services	(229,954)	-	-	28,351		(201,603)	(36,888)	18%
Total Corporate Services	(3,918,660)	-	5,420	62,577	-	(3,850,663)	(1,619,093)	42%
Corporate And Comm Other								
Bushfire And Emergency Services	(1,367,628)	(123,975)	-	-		(1,491,603)	(554,528)	37%
Total Corporate And Comm Other	(1,367,628)	(123,975)	-	-	-	(1,491,603)	(554,528)	37%
Children's And Community Services								
Childrens And Community Services Management	(130,125)	-	-	-		(130,125)	(57,064)	44%
Connect 5	(232,922)	-	-	-		(232,922)	(105,502)	45%
Youth Development	(173,603)	(30,693)	-	-		(204,296)	(80,446)	39%
OOSH	(106,152)	-	-	-		(106,152)	(45,126)	43%
Libraries	(747,300)	-	-	-		(747,300)	(335,866)	45%
Community Development	(172,780)	-	-	-		(172,780)	(65,362)	38%
Community Transport	(401,911)	-	-	-		(401,911)	(146,864)	37%
Aged Care Services	(155,042)	-	-	(53,788)		(208,830)	(169,077)	81%
Meals On Wheels	(304,723)	-	-	-		(304,723)	(151,951)	50%
Respite	(57,825)	-	-	-		(57,825)	(37,315)	65%
Home Maintenance	(155,769)	-	-	-		(155,769)	(81,565)	52%
Social Support	(116,265)	-	-	-		(116,265)	(50,818)	44%
Yuluwirri Kids	(2,028,442)	-	-	-		(2,028,442)	(723,465)	36%
Total Children's And Community Services	(4,782,859)	(30,693)	-	(53,788)	-	(4,867,340)	(2,050,422)	42%
Total Corporate And Comm Services	(10,069,147)	(154,668)	5,420	8,789	-	(10,209,606)	(4,224,043)	41%
Total General Fund	(43,797,555)	(436,928)	(1,063,434)	(1,815,220)	-	(47,113,137)	(21,765,568)	46%
Warrumbungle Water	(2,590,717)	(132,127)	132,127	(186,442)		(2,777,159)	(1,439,815)	52%
Warrumbungle Sewer	(1,410,726)	-	-	(15,000)		(1,425,726)	(627,960)	44%
Warrumbungle Waste	(2,448,876)	-	-	-		(2,448,876)	(1,312,084)	54%
Warrumbungle Quarry	-	-	-	-		-	(195)	-
Warrumbungle TRRRC	-	-	-	-		-	-	-
Total Warrumbungle Shire Council	(50,247,874)	(569,055)	(931,307)	(2,016,662)	-	(53,764,898)	(25,145,622)	47%
Less FFF Adjustments	-	-	-	-		-	-	-
Total	(50,247,874)	(569,055)	(931,307)	(2,016,662)	-	(53,764,898)	(25,145,622)	47%

* Internal Revenue and Costs are included in each Department figures.

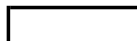
Summary of 2023-2024 Draft Budget

Description	QBRS 2 SUMMARY OF MOVEMENTS						
	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
General Revenue							
Rates Revenue	9,061,521	-	-	9,061,521	-	-	9,061,521
Interest Revenue	870,000	-	-	870,000	-	-	870,000
General Grants	8,184,887	-	-	8,184,887	-	-	8,184,887
Total General Revenue	18,116,408	-	-	18,116,408	-	-	18,116,408
Executive							
General Revenue							
Management And Leadership	103,987	(658,145)	-	(554,158)	-	-	(554,158)
Governance	583,253	(2,027,763)	-	(1,444,510)	-	-	(1,444,510)
HR Management	80,311	(496,824)	-	(416,513)	-	-	(416,513)
Payroll Services	-	(124,268)	-	(124,268)	-	-	(124,268)
WH&S And Risk Management	812,450	(329,866)	-	482,584	-	-	482,584
Learning And Development Services	19,748	(431,987)	-	(412,239)	-	-	(412,239)
Total Executive	1,599,749	(4,068,853)	-	(2,469,104)	-	-	(2,469,104)
Technical Services							
Technical Services Management							
Technical Services Management	-	(511,923)	-	(511,923)	-	-	(511,923)
Total Technical Services Management	-	(511,923)	-	(511,923)	-	-	(511,923)
Design Services							
Design Services Management	-	(131,960)	-	(131,960)	-	-	(131,960)
Emergency Services Management	-	(58,249)	-	(58,249)	-	-	(58,249)
Survey Investigation And Design	-	(198,640)	23,500	(175,140)	-	-	(175,140)
Asset Management	-	(369,570)	-	(369,570)	-	-	(369,570)
NSW Fire Brigade	-	(58,300)	-	(58,300)	-	-	(58,300)
Road Safety Officer	-	(20,000)	-	(20,000)	-	-	(20,000)
Total Design Services	-	(836,719)	23,500	(813,219)	-	-	(813,219)
Road Operations							
Road Operations Management	-	(567,380)	-	(567,380)	-	-	(567,380)
Regional Roads M&R	15,798,572	(3,684,623)	1,578,099	13,692,048	(97,081)	13,594,967	-
Local Roads M&R	14,624,631	(13,349,880)	5,507,164	6,781,915	(173,546)	-	6,608,370
Aerodromes	-	(144,627)	35,000	(109,627)	-	-	(109,627)
RMCC And Other Road Contracts	2,738,220	(3,044,204)	-	(305,984)	-	-	(305,984)
Private Works	200,000	(65,460)	-	134,540	-	-	134,540
Total Road Operations	33,361,423	(20,856,174)	7,120,263	19,625,512	(270,627)	13,594,967	5,759,919
Fleet Services							
Fleet Services Management	53,403	(310,489)	-	(257,086)	-	(257,086)	-
Plant And Equipment	5,240,471	(2,391,769)	2,790,000	5,638,702	-	5,638,702	-
Depots	-	(200,676)	60,000	(140,676)	-	(140,676)	-
Workshops	-	(52,691)	20,000	(32,691)	-	(32,691)	-
Total Fleet Services	5,293,874	(2,955,625)	2,870,000	5,208,249	-	5,208,249	-
Urban Services							
Urban Services Management	4,096	(207,378)	-	(203,282)	-	-	(203,282)
Horticulture	-	(675,663)	66,935	(608,728)	-	-	(608,728)
Street Cleaning	-	(310,739)	-	(310,739)	-	-	(310,739)
Public Amenities	-	(255,328)	2,088,818	1,833,490	-	-	1,833,490
Ovals	1,415,889	(494,397)	638,928	1,560,420	-	-	1,560,420
Town Streets	19,500	(702,375)	509,139	(173,736)	-	-	(173,736)
Public Swimming Pools	432,459	(721,245)	1,584,286	1,295,500	-	-	1,295,500
Total Urban Services	1,871,944	(3,367,125)	4,888,106	3,392,925	-	-	3,392,925
Property							
Property And Risk	531,736	(1,237,545)	152,500	(553,309)	(13,553)	-	(566,862)
Cemetery Services	105,000	(167,877)	42,147	(20,730)	-	-	(20,730)
Medical Facilities	50,000	(50,429)	-	(429)	-	-	(429)
Public Halls	41,320	(253,158)	275,500	63,662	-	-	63,662
Total Property	728,056	(1,709,009)	470,147	(510,806)	(13,553)	-	(524,359)
Total Tech Services (Excluding Water/Sewer)	41,255,297	(30,236,575)	15,372,016	26,390,738	(284,180)	18,803,216	7,303,342

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Development Services							
Development Services Management							
Development Services Management	380,400	(699,326)	-	(318,926)	-	-	(318,926)
Building Control	65,464	(201,872)	-	(136,408)	-	-	(136,408)
Environmental Health Services	10,661	(93,801)	-	(83,140)	-	-	(83,140)
Town Planning	394,874	(356,794)	90,000	128,080	-	-	128,080
Total Development Services Management	851,399	(1,351,793)	90,000	(410,394)	-	-	(410,394)
Regulatory Services							
Compliance Services	32,483	(248,463)	2,500	(213,480)	-	-	(213,480)
Noxious Weeds	-	(127,200)	-	(127,200)	-	-	(127,200)
Total Regulatory Services	32,483	(375,663)	2,500	(340,680)	-	-	(340,680)
Development And Tourism							
Tourism And Development Services	71,191	(751,770)	180,000	(500,579)	-	-	(500,579)
Tourism And Economic Promotion	2,500	(118,877)	30,000	(86,377)	-	-	(86,377)
Total Development And Tourism	73,691	(870,647)	210,000	(586,956)	-	-	(586,956)
Total Development Services	957,573	(2,598,103)	302,500	(1,338,030)	-	-	(1,338,030)
Corporate And Community Services							
Corporate Services							
Corporate Services Management	57,679	(357,342)	-	(299,663)	-	-	(299,663)
Administration Services	327,615	(789,102)	-	(461,487)	-	-	(461,487)
Finance	724,323	(1,387,523)	-	(663,200)	-	-	(663,200)
Communications And IT	790,468	(1,115,093)	45,585	(279,040)	-	-	(279,040)
Supply Services	3,000	(201,603)	-	(198,603)	-	-	(198,603)
Total Corporate Services	1,903,085	(3,850,663)	45,585	(1,901,993)	-	-	(1,901,993)
Corporate and Comm Services Other							
Bushfire And Emergency Services	1,900,849	(1,491,603)	-	409,246	-	-	409,246
Total Corporate And Comm Services	1,900,849	(1,491,603)	-	409,246	-	-	409,246
Children's And Community Services							
Childrens And Community Services Management	-	(130,125)	-	(130,125)	-	-	(130,125)
Connect 5	188,748	(232,922)	-	(44,174)	-	(44,174)	-
Youth Development	306,884	(204,296)	-	102,588	-	102,588	-
OOSH	23,822	(106,152)	-	(82,330)	-	(82,330)	-
Libraries	90,416	(747,300)	-	(656,884)	-	-	(656,884)
Community Development	-	(172,780)	-	(172,780)	-	-	(172,780)
Community Transport	414,279	(401,911)	-	12,368	-	12,368	-
Aged Care Services	262,164	(208,830)	-	53,334	-	53,334	-
Meals On Wheels	289,619	(304,723)	-	(15,104)	-	(15,104)	-
Respite	98,281	(57,825)	-	40,456	-	40,456	-
Home Maintenance	183,279	(155,769)	6,000	33,510	-	33,510	-
Social Support	276,482	(116,265)	-	160,217	-	160,217	-
Yuluwirri Kids	2,001,077	(2,028,442)	-	(27,365)	-	(27,365)	-
Total Children's And Community Services	4,135,051	(4,867,340)	6,000	(726,289)	-	233,500	(959,789)
Total Corporate And Comm Services	7,938,985	(10,209,606)	51,585	(2,219,036)	-	233,500	(2,452,536)
Total General Fund	69,868,012	(97,133,197)	15,726,101	38,480,976	(284,180)	19,036,716	19,160,080
Warrumbungle Water	5,874,428	(2,777,159)	2,881,010	5,978,279	(54,907)	5,923,372	-
Warrumbungle Sewer	3,559,865	(1,425,726)	2,957,049	5,091,188	-	5,091,188	-
Warrumbungle Waste	2,853,695	(2,448,876)	22,700	427,519	-	427,519	-
Warrumbungle Quarry	-	-	-	-	-	-	-
Warrumbungle TRRRC	-	-	-	-	-	-	-
Total Warrumbungle Shire Council	82,156,000	(53,764,898)	21,586,860	49,977,962	(339,087)	30,478,795	19,160,080
FFF Adjustments	-	-	-	-	-	-	-
Total Warrumbungle Shire Council	82,156,000	(53,764,898)	21,586,860	49,977,962	(339,087)	30,478,795	19,160,080

* Includes Internal transactions but not non-cash

Part 6: Capital Expenditure - Function View



Description	Original Budget	Revotes/Carryovers	Supp Votes Q1	Supp Votes Q2	Revised Budget	Actuals YTD	% Rec to date
General Revenue							
Rates Revenue	-	-	-	-	-	-	-
Interest Revenue	-	-	-	-	-	-	-
General Grants	-	-	-	-	-	-	-
Total General Revenue	-	-	-	-	-	-	-
Executive							
General Manager	-	-	-	-	-	-	-
Management And Leadership	-	-	-	-	-	-	-
Governance	-	-	-	-	-	-	-
HR Management	-	-	-	-	-	-	-
Payroll Services	-	-	-	-	-	-	-
WH&S And Risk Management	-	-	-	-	-	-	-
Cobborra	-	-	-	-	-	3,286	-
Learning And Development Services	-	-	-	-	-	-	-
Total Executive	-	-	-	-	-	3,286	-
Technical Services							
Technical Services Management	-	-	-	-	-	-	-
Total Technical Services Management	-	-	-	-	-	-	-
Design Services							
Design Services Management	-	-	-	-	-	-	-
Emergency Services Management	-	-	-	-	-	-	-
Survey Investigation And Design	23,500	-	-	-	23,500	6,989	30%
Asset Management	-	-	-	-	-	-	-
NSW Fire Brigade	-	-	-	-	-	-	-
Road Safety Officer	-	-	-	-	-	-	-
Total Design Services	23,500	-	-	-	23,500	6,989	30%
Road Operations							
Road Operations Management	-	-	-	-	-	-	-
Regional Roads M&R	2,119,000	234,099	(612,442)	(162,558)	1,578,099	38,628	2%
Local Roads M&R	5,392,517	2,490,329	224,318	(2,600,000)	5,507,164	745,978	14%
Aerodromes	35,000	-	-	-	35,000	-	0%
RMCC And Other Road Contracts	-	-	-	-	-	-	-
Private Works	-	-	-	-	-	-	-
Total Road Operations	7,546,517	2,724,428	(388,124)	(2,762,558)	7,120,263	784,606	11%
Fleet Services							
Fleet Services Management	-	-	-	-	-	-	-
Plant And Equipment	2,790,000	-	-	-	2,790,000	164,751	6%
Depots	110,000	-	-	(50,000)	60,000	4,620	8%
Workshops	20,000	-	-	-	20,000	-	0%
Total Fleet Services	2,920,000	-	-	(50,000)	2,870,000	169,370	6%
Urban Services							
Urban Services Management	-	-	-	-	-	-	-
Horticulture	30,000	36,935	-	-	66,935	3,891	6%
Street Cleaning	-	-	-	-	-	-	-
Public Amenities	994,595	1,114,223	-	(20,000)	2,088,818	35,006	-
Ovals	92,804	426,124	-	120,000	638,928	1,257	0%
Town Streets	423,700	132,570	19,500	(66,631)	509,139	50,027	10%
Public Swimming Pools	541,341	1,073,446	-	(30,501)	1,584,286	152,737	10%
Total Urban Services	2,082,440	2,783,298	19,500	2,868	4,888,106	242,918	5%
Property And Risk							
Property And Risk	312,500	155,528	-	(315,528)	152,500	31,212	20%
Cemetery Services	15,000	27,147	-	-	42,147	-	0%
Medical Facilities	-	-	-	-	-	-	-
Public Halls	164,800	79,000	-	31,700	275,500	-	0%
Total Property And Risk	492,300	261,675	-	(283,828)	470,147	31,212	7%
Total Tech Services (Excluding Water/Sewer)	13,064,757	5,769,401	(368,624)	(3,093,518)	15,372,016	1,235,096	8%

Description	Original Budget	Revotes/Carryovers	Supp Votes Q1	Supp Votes Q2	Revised Budget	Actuals YTD	% Rec to date
Development Services							-
Development Services Management							
Development Services Management	-	-	-	-	-	-	-
Building Control	-	-	-	-	-	-	-
Environmental Health Services	-	-	-	-	-	-	-
Town Planning	90,000	-	-	-	90,000	-	0%
Total Dev Services Management	90,000	-	-	-	90,000	-	0%
Regulatory Services							
Compliance Services	-	-	-	2,500	2,500	-	-
Noxious Weeds	-	-	-	-	-	-	-
Total Regulatory Services	-	-	-	2,500	2,500	-	0%
Development And Tourism							
Tourism And Development Services	10,000	170,000	-	-	180,000	-	0%
Tourism And Economic Promotion	30,000	-	-	-	30,000	-	-
Total Development And Tourism	40,000	170,000	-	-	210,000	-	0%
Total Development Services	130,000	170,000	-	2,500	302,500	-	0%
Corporate And Community Services							-
Corporate Services							
Corporate Services Management	-	-	-	-	-	-	-
Administration Services	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-
Communications And IT	65,000	34,717	(28,973)	(25,159)	45,585	8,220	18%
Supply Services	-	-	-	-	-	-	-
Total Corporate Services	65,000	34,717	(28,973)	(25,159)	45,585	8,220	18%
Bushfire And Emergency Services	-	-	-	-	-	-	-
Total Bushfire & Emergency Services	-	-	-	-	-	-	-
Children's And Community Services							
Childrens And Community Services Management	-	-	-	-	-	-	-
Connect 5	-	-	-	-	-	-	-
Youth Development	-	-	-	-	-	-	-
OOSH	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	-
Community Transport	-	-	-	-	-	-	-
Aged Care Services	-	-	-	-	-	-	-
Meals On Wheels	-	-	-	-	-	-	-
Respite	-	-	-	-	-	-	-
Home Maintenance	6,000	-	-	-	6,000	-	-
Social Support	-	-	-	-	-	-	-
Yuluwirri Kids	-	-	-	-	-	-	-
Total Children's & Community Services	6,000	-	-	-	6,000	-	0%
Total Corporate And Comm Services	71,000	34,717	(28,973)	(25,159)	51,585	8,220	16%
Total General Fund	13,265,757	5,974,118	(397,597)	(3,116,177)	15,726,101	1,246,602	8%
Warrumbungle Water	3,793,000	796,724	(116,236)	(1,592,478)	2,881,010	245,929	9%
Warrumbungle Sewer	5,400,000	490,049	(1,073,000)	(1,860,000)	2,957,049	125,736	4%
Warrumbungle Waste	20,000	-	2,700	-	22,700	2,700	12%
Total Warrumbungle Shire Council	22,478,757	7,260,891	(1,584,133)	(6,568,655)	21,586,860	1,620,966	8%

W/O	Capital Project Description	Classification	Funding	% Funded	Renewal vs Expansion vs Plant	23/24 Original Budget	Revote	Carryover (grant funded)	Approved Budget	Supvote 1	Supvote 2	Revised Budget	Cumulative Actual	Remaining Budget	Spent %	
	1983 CTF - Rectification Three Rivers Retirement Village	Cobborra	General		R				-			-	3,286	-	3,286	0%
	Cobborra Transition Fund	Cobborra Total							-			-	3,286	-	3,286	0%
	921 Replacement PCs	Communications And IT	General		R	20,000			20,000		(20,000)	-	-	-	-	0%
	2757 Printer Leases	Communications And IT	General		E				-			-	8,220	-	8,220	0%
	1296 MiTel Phone system replacement	Communications And IT	Long Haul Link	100.00%	R			5,744	5,744		(5,159)	585	-	585	0%	
	915 Video Conferencing System	Communications And IT	General		E		28,973		28,973	(28,973)		-	-	-	0%	
	3132 Website Upgrade	Communications And IT	General		R	45,000			45,000			45,000	-	45,000	0%	
	Corporate Services IT Total	Corporate Services				65,000	28,973	5,744	99,717	(28,973)	(25,159)	45,585	8,220	37,365	18%	
	3133 Mower & Garden Equipment	Home Maintenance	General		R	6,000			6,000			6,000	-	6,000	0%	
	Corporate Services Home Maintenance Total	Home Maintenance				6,000			6,000			6,000		6,000	0%	
	Corporate Services Home Maintenance Total	Corporate Services Total				71,000	28,973	5,744	105,717	(28,973)	(25,159)	51,585	11,506	40,079	0	
	2301 VIC Capital allowance	Tourism And Development	General		R	10,000			10,000			10,000	-	10,000	0%	
New	New Pound Cages	Compliance Services	General		E				-		2,500	2,500	-	2,500	0%	
	3134 EDT Strategy Review	Tourism And Economic Pro	General		E	30,000			30,000			30,000	-	30,000	0%	
	2835 Town Signage Coonabarabran	Tourism And Development	General		E		28,333		28,333			28,333	-	28,333	0%	
	2925 Town Signage Coolah	Tourism And Development	General		E		28,333		28,333			28,333	-	28,333	0%	
	2926 Town Signage Mendooran	Tourism And Development	General		E		28,333		28,333			28,333	-	28,333	0%	
	2927 Town Signage Dunedoo	Tourism And Development	General		E		28,333		28,333			28,333	-	28,333	0%	
	2928 Town Signage Baradine	Tourism And Development	General		E		28,334		28,334			28,334	-	28,334	0%	
	2929 Town Signage Binnaway	Tourism And Development	General		E		28,334		28,334			28,334	-	28,334	0%	
	Tourism and Development Services Total	Tourism and Development Services Total				40,000	170,000	-	210,000	-	2,500	212,500	-	212,500	0%	
	3135 Coolah Basin Flood Study	Town Planning	Grant	66.00%	E	90,000			90,000			90,000	-	90,000	0%	
	Town Planning Total	Town Planning Total				90,000			90,000			90,000		90,000	0%	
	2129 Waste Capital Allowance	Warrumbungle Waste	General		R	20,000			20,000			20,000	-	20,000	0%	
	2304 Waste Master Plan	Warrumbungle Waste	Domestic waste management						-	2,700		2,700	2,700	-	-	100%
	Warrumbungle Waste Total	Warrumbungle Waste				20,000			20,000	2,700		22,700	2,700	20,000	12%	
	Development Services Total	Development Services Total				150,000	170,000	-	320,000	2,700	2,500	325,200	2,700	322,500	1%	
	2694 Coonabarabran Administration Building - Fire Safety Compliance	Property And Risk	General		E	50,000	20,000		70,000			70,000	6,900	63,100	10%	
	3124 Depots Capital Works and Renewal Program	Property And Risk	General		E	130,000			130,000		(130,000)	-	20,000	20,000	0%	
	3136 Coolah Tennis Club Fencing	Property And Risk	General		R	45,000			45,000			45,000	-	45,000	0%	
	3137 17a Cole Street - Bathroom Refurb	Property And Risk	General		R	15,000			15,000			15,000	4,312	10,688	29%	
	3138 Coolah Office Auto Door	Property And Risk	General		E	15,000			15,000			15,000	-	15,000	0%	
	2711 Coonabarabran Emergency Operations Centre Upgrade	Property And Risk	Grant	75.00%	E			135,528	135,528		(135,528)	-	-	-	0%	
	3139 Public Amenities Hand Rails cubicles	Property And Risk	General		E	7,500			7,500			7,500	-	7,500	0%	
	3140 Council Properties Capital Works and Renewal Program	Property And Risk	General		R	50,000			50,000		(50,000)	-	-	-	0%	
	Council Offices & Other Property Total	Council Offices &				312,500	20,000	135,528	468,028	-	(315,528)	152,500	31,212	121,288	20%	
	3141 Purlewaugh Hall - Kitchen Refurb	Public Halls	General		R	1,500			1,500		(1,500)	-	-	-	0%	
New	New Bench Seat - adjacent to Baradine Memorial Hall	Public Halls	General		E				-		1,500	1,500	-	1,500	0%	
	2892 Coolah disabled public toilet at rear of community building	Public Halls	General		E		79,000		79,000			79,000	-	79,000	0%	
New	Coolah disabled public toilet at rear of community building	Public Halls	LSC	100.00%	E				-	70,000		70,000	-	70,000	0%	
	2837 Public Hall Capital allowance	Public Halls	General		E	75,000			75,000			75,000	-	75,000	0%	
	3142 Baradine Hall painting	Public Halls	General		R	38,300			38,300		(38,300)	-	-	-	0%	
	3143 Pandora Gallery & Library - Carpet Replacement	Public Halls	General		R	50,000			50,000			50,000	-	50,000	0%	
	Public Halls Total	Public Halls Total				164,800	79,000	-	243,800	-	31,700	275,500	-	275,500	0%	
	3144 Native Grove Cemetery Arboriculture works	Cemetery Services	General		E	15,000			15,000			15,000	-	15,000	0%	
	2838 Coonabarabran Native Grove Cemetery Road Renewal	Cemetery Services	General		R		27,147		27,147			27,147	-	27,147	0%	
	Total Cemetery Services	Total Cemetery				15,000	27,147	-	42,147	-	-	42,147	-	42,147	0%	
	Property Total	Property Total				492,300	126,147	135,528	753,975	-	(283,828)	470,147	31,212	438,935	7%	
	605 Design Projects Survey Equip-upgrades	Survey Investigation And Di	General		R	16,000			16,000		(5,332)	3,349	14,017	-	14,017	0%
	2654 Survey Equipment Renewals	Survey Investigation And Di	General		P				-	3,349	(3,349)	-	3,349	-	3,349	0%
	2656 Intramaps & Arc GIS Software	Survey Investigation And Di	General		S				-	900		900	900	-	-	100%
	2846 Survey Drone	Survey Investigation And Di	General		P				-	1,083		1,083	1,083	-	0	100%
	2655 Laptop Computer & Traffic Counter	Survey Investigation And Di	General		P	7,500			7,500			7,500	1,658	5,843	22%	
	Asset Design Services Total	Asset Design Services				23,500	-	-	23,500	-	-	23,500	6,989	16,511	30%	
	609 Minor Plant Purchases	Plant And Equipment	Plant	100.00%	P	25,000			25,000			25,000	870	24,130	3%	
	610 Plant & Equipment Purchases	Plant And Equipment	Plant	100.00%	P	2,720,000			2,720,000			2,720,000	117,384	2,602,616	4%	
3145/2840	Plant & Equipment Purchases new ute for sewer and water	Plant And Equipment	Plant		P	45,000			45,000			45,000	46,497	-	1,497	103%
	2659 Workshop equip renewal	Workshops	General		R	20,000			20,000			20,000	-	20,000	0%	
	2759 Oil Water Separator Coolah Depot fuel bowsers	Depots	General		E	30,000			30,000			30,000	-	30,000	0%	
	2308 Depot improvements - WH&S	Depots	General		E	30,000			30,000			30,000	4,620	25,380	15%	
	2839 Baradine Depot - Office Expansion and lunch room	Depots	General		E	50,000			50,000		(50,000)	-	-	-	0%	
	Fleet Services Total	Fleet Services Total				2,920,000	-	-	2,920,000	-	(50,000)	2,870,000	169,370	2,700,630	6%	
	546 Baradine Streets Reseals	Town Streets	General		R	13,000			13,000			13,000	-	13,000	0%	
	547 Binnaway Streets Reseals	Town Streets	General		R	18,000			18,000			18,000	-	18,000	0%	
	548 Coolah Streets Reseals	Town Streets	General		R	20,000			20,000			20,000	-	20,000	0%	

W/O	Capital Project Description	Classification	Funding	% Funded	Renewal vs Expansion vs Plant	23/24 Original Budget	Revote	Carryover (grant funded)	Approved Budget	Supvote 1	Supvote 2	Revised Budget	Cumulative Actual	Remaining Budget	Spent %
	549 Coonabarabran Streets Reseals	Town Streets	General		R	25,000			25,000			25,000	-	25,000	0%
	2430 Piambra Road Pavement Rehab	Local Roads M&R	LRCI3	100.00%	R			516,000	516,000			516,000	-	516,000	0%
new	Piambra Road Reconstruction	Local Roads M&R	LRCI4	100.00%	R				-	224,318		224,318	-	224,318	0%
	2855 Replacement of Concrete Causeways (LRCI 3) 4	Local Roads M&R	LRCI3	100.00%	R			92,789	92,789			92,789	-	92,789	0%
	2857 Replacement of Concrete Causeways (LRCI 3) 6	Local Roads M&R	LRCI3	100.00%	R			92,789	92,789			92,789	-	92,789	0%
	2591 Warkton Bridge	Local Roads M&R	FLB & General	100.00%	E			92,000	92,000			92,000	320	91,680	0%
	3037 Black Gully Bridge	Local Roads M&R	FLB	100.00%	E			362,649	362,649			362,649	-	362,649	0%
	2600 Rotherwood Road Causeway (LRCI RD2 Funding)	Local Roads M&R	LRCI RD2	100.00%	E			24,161	24,161	(3,875)		20,286	-	20,286	0%
	2603 Avonside Road Causeway (LRCI RD2 Funding)	Local Roads M&R	LRCI RD2	100.00%	E			3,875	3,875	3,875		7,750	-	7,750	0%
	2851 Replacement of Concrete Causeways (LRCI 3) 1	Local Roads M&R	LRCI3	100.00%	R			92,038	92,038	(69,812)		22,226	-	22,226	0%
	3186 Roper's Road Causeway Replacement - 1.5km easy from Binnai	Local Roads M&R	LRCI & RD 3	100.00%	R			-	-			-	256	- 256	0%
	3187 Ropers Road Causeway Replacement - 120m east of Mancers L	Local Roads M&R	LRCI3	100.00%	R			-	-	37,721		37,721	37,721	0	100%
	3188 Ropers Road Causeway Replacement - 4.6km east from Binnaw	Local Roads M&R	LRCI3	100.00%	R			-	-	32,091		32,091	32,091	0	100%
	2785 Tooraweeneh Road - Initial Seal - funded by Fixing Local Roads	Local Roads M&R	FLR 3	100.00%	E			-	-			-	206,248	- 206,248	0%
	2853 Replacement of Concrete Causeways (LRCI 3) 2	Local Roads M&R	LRCI3	100.00%	R			92,038	92,038			92,038	-	92,038	0%
	2854 Replacement of Concrete Causeways (LRCI 3) 3	Local Roads M&R	LRCI3	100.00%	R			92,048	92,048			92,048	1,045	91,003	1%
	3076 Fixed Road Closure Barriers	Local Roads M&R	Flood Emergency	100.00%	R			100,000	100,000		(100,000)	-	-	-	0%
	3077 Neible Siding Box Culvert	Local Roads M&R	Flood Emergency	100.00%	E			500,000	500,000		(500,000)	-	-	-	0%
	550 Dunedoo Streets Reseals	Town Streets	General		R	20,000			20,000			20,000	-	20,000	0%
	551 Mendooran Streets Reseals	Town Streets	General		R	15,000			15,000			15,000	-	15,000	0%
	1365 Reseal program - Rural Road Reseals	Local Roads M&R	R2R	100.00%	R	450,000			450,000			450,000	-	450,000	0%
	Total Local Roads - Reseals	Total Reseals				561,000	-	2,060,387	2,621,387	224,318	(600,000)	2,245,705	277,680	1,968,025	12%
	2849 Pavement Rehabilitation - Rural Road Pavements	Local Roads M&R	R2R	100.00%	R	450,000			450,000			450,000	-	450,000	0%
	2893 Gravel Resheeting Program - Rural Roads Gravel Resheeting	Local Roads M&R	R2R	100.00%	R	750,000			750,000			750,000	-	750,000	0%
	3050 State Forest Road, Coolah - Sealing Project Stage One - Fixing U	Local Roads M&R	FLR	84.50%	E	1,992,517		429,942	2,422,459		(2,000,000)	422,459	1,510	420,949	0%
	2901 Black Gully Bridge Replacement	Local Roads M&R	FCB	97.16%	E	650,000			650,000			650,000	466,788	183,212	72%
	3146 Local-Pavement Rehab - Turee Vale Road - Capital Grant Funde	Local Roads M&R	R2R	100.00%	R	250,000			250,000			250,000	-	250,000	0%
	3147 Rural Road Causeway Upgrade Program	Local Roads M&R	R2R	100.00%	E	500,000			500,000			500,000	-	500,000	0%
	3148 Urban Road Rehabilitation Program	Local Roads M&R	R2R	100.00%	R	350,000			350,000			350,000	-	350,000	0%
	Local Roads Total	Local Roads Total				4,942,517	-	429,942	5,372,459	-	(2,000,000)	3,372,459	468,298	2,904,161	14%
	1364 Regional Roads Reseals	Regional Roads M&R	R2R	100.00%	R	650,000			650,000			650,000	-	650,000	0%
	2316 Shoulder widening MR396 (Warrumbungles Way) - Pavement f	Regional Roads M&R	Block and REPAIR	100.00%	E	500,000			500,000			500,000	-	500,000	0%
	2962 Black Stump Way Culvert Remediation	Regional Roads M&R	Block Grant	100.00%	R			100,000	100,000			100,000	- 222,606	322,606	-223%
	3039 MR55 Black Stump Way Rehab (Repair Program)	Regional Roads M&R	Repair		R			134,099	134,099			134,099	17,825	116,274	13%
	2710 Regional Road reseals - (Block Grant)	Regional Roads M&R	Block Grant		R			-	-			-	23,699	- 23,699	0%
new	Baradine Road Causeway	Regional Roads M&R	LRCI4	100.00%	R				-	356,558	(331,558)	25,000	-	25,000	0%
	2795 Purlough Road Widening - ROSI funding	Regional Roads M&R	ROSI Funding		E			-	-			-	52,958	- 52,958	0%
	3113 Black Stump Way near Coolah Racecourse Rehabilitation (fund)	Regional Roads M&R			R			-	-			-	166,562	- 166,562	0%
	3115 MR55 Black Stump Way Upgrade (stage 2 between Gundare &	Regional Roads M&R			E			-	-			-	190	- 190	0%
	2674 Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabil	Regional Roads M&R	Block and REPAIR	100.00%	E	169,000			169,000	(169,000)	169,000	169,000	-	169,000	0%
	3168 Regional Road REPAIR PROGRAM - MR396 Warrumbungle Way	Regional Roads M&R	Block and REPAIR	100.00%	R	800,000			800,000	(800,000)		-	-	-	0%
	Regional Roads Total	Regional Roads Total				2,119,000	-	234,099	2,353,099	(612,442)	(162,558)	1,578,099	38,628	1,539,471	2%
	3150 Coonabarabran Aerodrome - capital works	Aerodromes	General		E	35,000			35,000		(35,000)	-	-	-	0%
	3290 Coonabarabran Aerodrome - line marking	Aerodromes	General		E				-		35,000	35,000	-	35,000	0%
	Aerodrome Total	Aerodrome Total				35,000	-	-	35,000	-	-	35,000	-	35,000	0%
	Road Operations Total	Road Operations Total				7,657,517	-	2,724,428	10,381,945	(388,124)	(2,762,558)	7,231,263	784,606	6,446,657	11%
	3151 Coonabarabran CBD toilets - renewal of fittings	Public Amenities	General		R	50,000			50,000			50,000	-	50,000	0%
	2250 Coonabarabran Stop and Play	Horticulture	General		E			-	-			-	115	- 115	0%
	2819 Castlereagh River Rehabilitation Project - Footpath Constructic	Horticulture	Healthy Rivers	100.00%	E			-	-			-	582	- 582	0%
	3114 Stop and Play Additional Shade Sail (Funded by LRCI phase 3)	Horticulture	General		E			-	-			-	4,358	- 4,358	0%
	2697 Garden beds renewal - Coonabarabran	Horticulture	General		R	10,000			10,000			10,000	-	10,000	0%
	2698 Playground equipment - renewal	Horticulture	General		E	20,000	36,935		56,935			56,935	-	56,935	0%
	Horticulture/Reserves Total	Horticulture Total				80,000	36,935	-	116,935	-	-	116,935	3,891	113,044	3%
	2973 Mendooran Oval - Amenity Upgrade and Expansion Stage 1	Public Amenities	R4R9	100.00%	E	599,879		476,137	1,076,016			1,076,016	4,641	1,071,375	0%
	3117 Binnaway Oval - Changeroom upgrade, storage improvements	Public Amenities			E	20,000			20,000		(20,000)	-	-	-	0%
	2861 2861 - Baradine Oval - Renew Change rooms	Public Amenities	Council's Cont (Grant)		R			35,000	35,000			35,000	-	35,000	0%
	2862 2862 - Ovals Renewals -Capital allowance	Ovals	Council's Cont (SCCF3)		E		20,000		20,000			20,000	-	20,000	0%
	2232 Mendooran Sports Ground Fence	Ovals	SCCF3	100.00%	E			20,989	20,989			20,989	-	20,989	0%
New	Mendooran Tennis Court Fence Upgrade	Ovals	LRCI4	100.00%	R			-	-		120,000	120,000	-	120,000	0%
	2081 Robertson Oval - Amenities refurbishment (Disabled Access)	Public Amenities			R			-	-			-	1,597	- 1,597	0%
	2248 Coolah Skate Park - Bowen Oval	Ovals			E			-	-			-	1,257	- 1,257	0%
	2599 Coonabarabran Oval No 3 - renewal of change rooms	Public Amenities	R4R9	100.00%	R			243,773	243,773			243,773	4,182	239,591	2%
	2863 Binnaway tennis courts renovation and upgrade LRCI funded	Ovals	LRCI3	100.00%	E			255,135	255,135			255,135	-	255,135	0%
	2864 Mendooran tennis courts resurfacing LRCI funded	Ovals	LRCI3	100.00%	E			130,000	130,000			130,000	-	130,000	0%
	2971 Bowen Oval Coolah Amenity Upgrade and Storage	Public Amenities	R4R9	100.00%	E	20,000		359,313	379,313			379,313	2,478	376,835	1%
	3118 Bowen Oval Coolah - Enclose netball shed and install power	Ovals	SCC5	100.00%	E	7,142			7,142			7,142	-	7,142	0%
	3119 Baradine Oval - Kiosk & grandstand improvements, seating and	Ovals	SCC5	100.00%	E	20,000			20,000			20,000	-	20,000	0%
	2972 Coonabarabran Oval No 3 - renewal of change rooms	Public Amenities	R4R9	100.00%	R	304,716			304,716			304,716	25,302	279,414	8%
	3152 Coonabarabran Oval No 3 - Fencing	Ovals	SCC5	100.00%	E	24,899			24,899			24,899	-	24,899	0%
	3120 Coonabarabran Oval No 2 - ground access improvements	Ovals	SCC5	100.00%	E	15,763			15,763			15,763	-	15,763	0%

W/O	Capital Project Description	Classification	Funding	% Funded	Renewal vs Expansion vs Plant	23/24 Original Budget	Revote	Carryover (grant funded)	Approved Budget	Supvote 1	Supvote 2	Revised Budget	Cumulative Actual	Remaining Budget	Spent %
	3153 Binnaway Tennis Club House re-roof	Ovals	General		R	25,000			25,000			25,000	-	25,000	0%
	Ovals Total	Ovals Total				1,037,399	55,000	1,485,347	2,577,746	-	100,000	2,677,746	36,263	2,641,483	1%
	2865 Leak and Joint Repairs- All Pools	Public Swimming Pools	General		R	27,000	10,000		37,000			37,000	-	37,000	0%
	3129 Electrical compliance works at Baradine, Binnaway, Coonabara	Public Swimming Pools	SCCF	100.00%	E	77,571			77,571			77,571	-	77,571	0%
	3078 Coonabarabran Pool - Flood Mitigation	Public Swimming Pools	Flood Emergency		E			100,000	100,000		(100,000)	-	-	-	0%
	3079 Shire Wide Pool Upgrades	Public Swimming Pools	SCCF	100.00%	E				-			-	151,267	151,267	0%
	3035 Upgrades to Baradine, Binnaway, Coolah, Coonabarabran & M	Public Swimming Pools	SCCF5	100.00%	R			753,894	753,894			753,894	-	753,894	0%
	2867 Dunedoo Pool New Amenities Building	Public Swimming Pools	LRCI	100.00%	E				-			-	1,470	1,470	0%
	3130 Continuous dosing systems at Baradine, Binnaway, Coonabarabran	Public Swimming Pools	SCCF	100.00%	R	60,000			60,000			60,000	-	60,000	0%
	3131 Pump and plant upgrades at Coolah, Coonabarabran and Dune	Public Swimming Pools	SCCF	100.00%	R	68,000			68,000			68,000	-	68,000	0%
	3169 All pools - Plant shed safety improvements	Public Swimming Pools	General		E	25,000			25,000			25,000	-	25,000	0%
	3154 All pools - Pool cleaner upgrade program	Public Swimming Pools	General		R	4,000			4,000			4,000	-	4,000	0%
	2866 Coonabarabran pool - Renew office roof	Public Swimming Pools	General		R		50,000		50,000			50,000	-	50,000	0%
	3155 Binnaway Pool waste water disposal improvements and approx	Public Swimming Pools	General		E	35,000			35,000			35,000	-	35,000	0%
New	Baradine pool - Amenities Maintenance and Repair	Public Swimming Pools	LRCI4	100.00%	R				-		64,829	64,829	-	64,829	0%
New	CCTV Installation at Outdoor Pools	Public Swimming Pools	LRCI4	100.00%	E				-		50,000	50,000	-	50,000	0%
	3156 Coolah Pool - plant room drainage improvements	Public Swimming Pools	General		E	45,330			45,330		(45,330)	-	-	-	0%
	2974 Masterplan, design and constructions plans for the redevelopm	Public Swimming Pools	R4R9	100.00%	E	199,440		159,552	358,992			358,992	-	358,992	0%
	Swimming Pools Total	Swimming Pools Total				541,341	60,000	1,013,446	1,614,787	-	(30,501)	1,584,286	152,737	1,431,549	10%
	959 Rehabilitation of footpath sections	Town Streets	General		R	25,000			25,000			25,000	-	25,000	0%
	3157 Darling Street - Urban Road Reseals	Town Streets	General		R	4,200			4,200			4,200	-	4,200	0%
	3029 Namoi Street - Baradine (706m x 5m south from Walker Street)	Town Streets	General		E				-			-	3,702	3,702	0%
	2869 Lachlan Street - shared pathway LRCI funded	Town Streets	LRCI3	100.00%	E			70,212	70,212			70,212	3,909	66,303	6%
	3158 Barwon Street - Urban Road Reseals	Town Streets	General		R	4,000			4,000			4,000	-	4,000	0%
	Town Streets - Baradine Total	Town Streets - Baradine Total				33,200	-	70,212	103,412	-	-	103,412	7,611	95,801	7%
	577 Footpath rehabilitation - Binnaway	Town Streets	General		R	10,000			10,000	(3,190)		6,810	-	6,810	0%
	2874 Bullinda Street - Footpath	Town Streets	General		E				-	3,190		3,190	3,190	0	100%
	3199 Bus Shelter, Bullinda St Binnaway - (1 Going to Coonabarabran)	Town Streets	CPTIGS	100.00%	E				-	3,250	8,250	11,500	435	11,065	4%
	3200 Bus Shelter, Bullinda Street Binnaway - (1 Going to Coolah)	Town Streets	CPTIGS	100.00%	E				-	3,250	8,250	11,500	435	11,065	4%
	3159 Norman Street/Yeubla Street, pipe drainage system	Town Streets	Stormwater Levy	100.00%	E	40,000			40,000		(40,000)	-	-	-	0%
	3160 Renshaw Street - pipe between Yarran Street & Cisco Street	Town Streets	Stormwater Levy	100.00%	E	50,000			50,000		(50,000)	-	-	-	0%
	Town Streets - Binnaway Total	Town Streets - Binnaway Total				100,000	-	-	100,000	6,500	(73,500)	33,000	4,061	28,939	12%
	2875 Queensborough Street - Urban Road Reseals	Town Streets	General		R	4,000			4,000			4,000	-	4,000	0%
	2812 Streets as shared spaces - Pull up a Stump	Town Streets	SCCF/LRCI	100.00%	E			12,358	12,358			12,358	17,200	4,842	139%
	2878 Hospital St Footpath	Town Streets	General		E				-	11,074		11,074	11,074	0	100%
	2877 Booyamurra Street - Drainage Structures (incl K&G)	Town Streets	RCI		E			50,000	50,000		(50,000)	-	-	-	0%
	3162 K&G rehabilitation	Town Streets	General		R	50,000			50,000	(11,074)	(38,926)	-	-	-	0%
	Town Streets - Coolah Total	Town Streets - Coolah Total				54,000	-	62,358	116,358	-	(88,926)	27,432	28,274	(842)	103%
	1890 Footpath Rehabilitation (general)	Town Streets	General		R	15,000			15,000	(6,244)		8,756	-	8,756	0%
	2680 Charles Street - Urban Road Reseals	Town Streets	General		R	13,400			13,400			13,400	-	13,400	0%
	2687 Bandulla St Footpath	Town Streets	General		E				-	6,244		6,244	6,244	0	100%
	3198 Bus Shelter, Newell Hwy Coonabarabran - (2 shelters side by side)	Town Streets	CPTIGS	100.00%	E				-	6,500	16,500	23,000	363	22,637	2%
	3161 North Street - Urban Road Reseals	Town Streets	General		R	15,300			15,300			15,300	-	15,300	0%
New	Shirewide Bus Stop Upgrades (Bicycle & Walthing paths)	Town Streets	LRCI4	100.00%	R				-		77,795	77,795	-	77,795	0%
	2881 K&G rehabilitation	Town Streets	General		R	25,000			25,000			25,000	-	25,000	0%
	Town Streets - Coonabarabran Total	Town Streets - Coonabarabran Total				68,700	-	-	68,700	6,500	94,295	169,495	6,606	162,889	4%
	3163 Whiteley Street - Urban Road Reseals	Town Streets	General		R	26,800			26,800		(26,800)	-	-	-	0%
	2682 Wargundy Street - urban Road Reseals	Town Streets	General		R				-		26,800	26,800	-	26,800	0%
	2883 Yarrow St - Wallaroo to Wargundy K&G	Town Streets	General		E				-			-	313	313	0%
	Town Streets - Dunedoo Total	Town Streets - Dunedoo Total				26,800	-	-	26,800	-	-	26,800	313	26,487	1%
	3164 Urban Road Reseals - Urban Road Reseals	Town Streets	General		R	15,000			15,000			15,000	-	15,000	0%
	2832 Mendooran Bus Depot Shelter	Town Streets	CPTIGS	100.00%	E				-	3,250	8,250	11,500	2,763	8,737	24%
	3201 Bus Shelter, Bandulla St Mendooran - (1 going to Coonabarabran)	Town Streets	CPTIGS	100.00%	E				-	3,250	8,250	11,500	399	11,101	3%
	3165 Bandulla Street (NRMA) Footpath Renewal	Town Streets	General		R	15,000			15,000		(15,000)	-	-	-	0%
	Town Streets - Mendooran Total	Town Streets - Mendooran Total				30,000	-	-	30,000	6,500	1,500	38,000	3,162	34,838	8%
	Urban Services Total	Urban Services Total				1,971,440	151,935	2,631,363	4,754,738	19,500	2,868	4,777,106	242,918	4,534,188	5%
	Technical Services Total	Technical Services Total				13,064,757	278,082	5,491,319	18,834,158	(368,624)	(3,093,518)	15,372,016	1,235,096	14,136,920	8%
	2817 Timor Dam - Ram Safety Upgrade	Warrumbungle Water	RA	100.00%	E	400,000			400,000		(200,000)	200,000	28,847	171,153	14%
	2945 Shirewide Fluoride Upgrades	Warrumbungle Water	Grant	100.00%	E			435,952	435,952		(235,952)	200,000	406	199,594	0%
	Warrumbungle Water - Total	Water - Baradine Total				400,000	-	435,952	835,952	-	(435,952)	400,000	29,254	370,746	7%
	1903 Baradine Water Treatment Plant- Renewals	Warrumbungle Water	Grant	75.00%	R	500,000			500,000		(400,000)	100,000	1,920	98,080	2%
	519 Meter Replacements - Baradine	Warrumbungle Water	RA	100.00%	R	25,000			25,000			25,000	1,120	23,880	4%
	524 Mains Rehabilitation - Baradine	Warrumbungle Water	RA	100.00%	R	40,000			40,000			40,000	32,389	7,611	81%
	2984 Baradine Bore Relining	Warrumbungle Water	RA	100.00%	R	530,000			530,000		(334,200)	195,800	5,391	190,409	3%
	Water - Baradine Total	Water - Baradine Total				1,095,000	-	-	1,095,000	-	(734,200)	360,800	40,821	319,979	11%
	523 Meter Replacements - Binnaway	Warrumbungle Water	RA	100.00%	R	10,000			10,000			10,000	2,178	7,822	22%
	2923 Binnaway Water Treatment Plant Upgrade	Warrumbungle Water	Grant	75.00%	E	500,000		22,326	522,326		(22,326)	500,000	5,891	494,109	1%

W/O	Capital Project Description	Classification	Funding	% Funded	Renewal vs Expansion vs Plant	23/24 Original Budget	Revote	Carryover (grant funded)	Approved Budget	Supvote 1	Supvote 2	Revised Budget	Cumulative Actual	Remaining Budget	Spent %
new	Binnaway Raw Water Pump Station Upgrades	Warrumbungle Water	RA	100.00%	E				-	100,000		100,000		100,000	0%
	2372 Water main replacements/extensions - Binnaway	Warrumbungle Water	RA	100.00%	R	40,000			40,000			40,000	219	39,781	1%
	Water - Binnaway Total	Water - Binnaway				550,000		22,326	572,326	100,000	(22,326)	650,000	8,288	641,712	1%
	525 Meter Replacements - Coolah	Warrumbungle Water	RA	100.00%	R	10,000			10,000			10,000	537	9,463	5%
	1355 Mains Replacement and extensions - Coolah	Warrumbungle Water	RA	100.00%	E	50,000	41,736		91,736		(41,736)	50,000	1,380	48,620	3%
	3166 Dedicated Rising Main extension to Wentworth Ave site	Warrumbungle Water	RA	100.00%	E	100,000			100,000		(100,000)	100,000	-	100,000	0%
	3066 Replacement of Martin St reservoir	Warrumbungle Water	RA	100.00%	R	75,000			75,000			75,000	-	75,000	0%
	3074 Rising Main - Coolaburragundy River Crossing	Warrumbungle Water	Flood Emergency	100.00%	R			200,000	200,000		(165,000)	35,000	-	35,000	0%
	3075 Rising Main Saletards Creek Crossing	Warrumbungle Water	Flood Emergency	100.00%	R			63,181	63,181			63,181	2,038	61,143	3%
	2920 Risk 5 Coolah Water Treatment Plant Upgrade - (Grant Funded)	Warrumbungle Water	Grant		E				-	450,000		450,000	1,653	448,347	0%
	2073 Coolah Water Supply Scheme Upgrades Scoping Study	Warrumbungle Water	Grant	75.00%	E	450,000			450,000		(450,000)	-	-	-	0%
	Water - Coolah Total	Water - Coolah Total				685,000	41,736	263,181	989,917	(141,736)	(65,000)	783,181	5,608	777,573	1%
	1877 Coonabarabran Water Main Rehabilitation	Warrumbungle Water	RA	100.00%	R	250,000			250,000		(166,000)	84,000	45,629	38,371	54%
	974 Meter Replacements - Coonabarabran	Warrumbungle Water	RA	100.00%	P	40,000			40,000			40,000	3,865	36,135	10%
	3067 King Street Mains Replacement - Coonabarabran	Warrumbungle Water	RA	100.00%	R				-	84,000		84,000		84,000	0%
	2124 Water Treatment Plant Renewal	Warrumbungle Water	RA	100.00%	R	38,000	33,529		71,529			71,529	31,171	40,358	44%
	2120 Reservoir upgrades - WHS, C18, fencing (shire wide)	Warrumbungle Water	RA	100.00%	E	50,000			50,000			50,000	-	50,000	0%
	Water - Coonabarabran Total	Water -				378,000	33,529	-	411,529	(82,000)	-	329,529	80,664	248,865	24%
	1564 Mains Rehabilitation - Dunedoo	Warrumbungle Water	RA	100.00%	R	40,000			40,000	22,500		62,500	59,054	3,446	94%
	2121 Upgrade Chlorine room - Dunedoo	Warrumbungle Water	RA	100.00%	E				-			-	5,848	5,848	0%
	2117 Meter replacements - Dunedoo	Warrumbungle Water	RA	100.00%	R	20,000			20,000			20,000	2,010	17,990	10%
	3167 Water Security Study Dunedoo	Warrumbungle Water	RA	100.00%	R	75,000			75,000		(35,000)	40,000	-	40,000	0%
	Water - Dunedoo Total	Water - Dunedoo Total				135,000	-	-	135,000	22,500	(35,000)	122,500	66,911	55,589	55%
	1682 Meter replacements - Mendooran	Warrumbungle Water	RA	100.00%	R	10,000			10,000			10,000	1,977	8,023	20%
	2122 Water main replacements - Mendooran	Warrumbungle Water	RA	100.00%	R	40,000			40,000		(15,000)	25,000	10,427	14,573	42%
	2922 Mendooran WQ Water Supply Scheme Upgrades	Warrumbungle Water	Grant	75.00%	E	500,000			500,000		(300,000)	200,000	1,978	198,023	1%
	Water - Mendooran Total	Water - Mendooran				550,000	-	-	550,000	(15,000)	(300,000)	235,000	14,382	220,618	6%
	Warrumbungle Water Total	Warrumbungle Water Total				3,793,000	75,265	721,459	4,589,724	(116,236)	(1,592,478)	2,881,010	245,929	2,635,081	9%
	1041 Mains Relining various sections	Warrumbungle Sewer	RA		R			177,698	177,698			177,698	1,304	176,394	1%
	3070 Stop Valve Replacement Program	Warrumbungle Sewer	RA		R				-	15,000		15,000	7,508	7,492	50%
	Sewer Warrumbungles Total	Sewer -				-	177,698	-	177,698	15,000	-	192,698	8,812	183,886	5%
	3127 STP Upgrades Inland Rail	Warrumbungle Sewer	Subsidiary	100.00%	E	500,000			500,000			500,000	-	500,000	0%
	2889 Vacuum Pot Refurbishment - Baradine	Warrumbungle Sewer	RA		R				-			-	918	918	0%
	2890 Refurbish Inets Works - Baradine	Warrumbungle Sewer	RA		R				-			-	7,273	7,273	0%
	2102 Baradine Sewerage Scheme Upgrade Scoping Study	Warrumbungle Sewer	DPIE	100.00%	E			20,461	20,461			20,461	-	20,461	0%
	Sewer - Baradine Total	Sewer - Baradine Total				500,000	-	20,461	520,461	-	-	520,461	8,191	512,270	2%
	2128 Binnaway - Sewerage (Council contribution only to \$7.6m project)	Warrumbungle Sewer	Grant	75.00%	E	400,000			400,000		(100,000)	300,000	3,998	296,002	1%
	Sewer - Binnaway Total	Sewer - Binnaway				400,000	-	-	400,000	-	(100,000)	300,000	3,998	296,002	1%
	1577 Coolah Sewage Treatment Plant Upgrade	Warrumbungle Sewer	Grant	53.50%	E	350,000			350,000		(250,000)	100,000	19,638	80,362	20%
	3065 Dedicated Rising Main Extension to Martin Street Site	Warrumbungle Sewer	RA		E				-	100,000		100,000	7,781	92,219	8%
	3065 Coolah STP Fence Replacement	Warrumbungle Sewer	Flood Emergency	100.00%	R						90,000	90,000	1,653	88,347	2%
	2103 Sewer Mains Rehab - Coolah	Warrumbungle Sewer	RA		R			167,913	167,913			167,913	3,294	164,619	2%
	Sewer - Coolah Total	Sewer - Coolah Total				350,000	167,913	-	517,913	100,000	(160,000)	457,913	32,366	425,547	7%
	983 Pump stations- renewal	Warrumbungle Sewer	RA	100.00%	R	50,000			50,000	30,000		80,000	32,063	47,937	40%
	543 Mains-Relining various sections (Edwards St to Dalgarno, Robertson St to John St)	Warrumbungle Sewer	RA		R				-	79,872		79,872	29,516	50,356	37%
	3068 Mains Replacements - Coonabarabran - Robertson St	Warrumbungle Sewer	RA		R				-	82,000		82,000	3,723	78,277	5%
	1339 Sewer Mains Rehab - Coonabarabran	Warrumbungle Sewer	RA		R			79,872	79,872		(79,872)	-	-	-	0%
	1571 Coonabarabran Sewage Treatment Plant Upgrade	Warrumbungle Sewer	Grant	50.00%	E	1,750,000			1,750,000		(300,000)	150,000	-	150,000	0%
	Sewer - Coonabarabran Total	Sewer -				1,800,000	79,872	-	1,879,872	(188,000)	(1,300,000)	391,872	65,302	326,570	17%
	1576 Dunedoo Sewage Treatment Plant Upgrade	Warrumbungle Sewer	Grant	46.69%	E	2,300,000			2,300,000		(1,000,000)	1,000,000	7,067	992,933	1%
	2105 Manhole rehab - Dunedoo	Warrumbungle Sewer	RA		R			44,105	44,105			44,105	-	44,105	0%
	3125 Pump Station Rehabilitation	Warrumbungle Sewer	RA	100.00%	R	50,000			50,000			50,000	-	50,000	0%
	Sewer - Dunedoo Total	Sewer - Dunedoo Total				2,350,000	44,105	-	2,394,105	(1,000,000)	(300,000)	1,094,105	7,067	1,087,038	1%

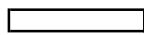
W/O	Capital Project Description	Classification	Funding	% Funded	Renewal vs Expansion vs Plant	23/24 Original Budget	Revote	Carryover (grant funded)	Approved Budget	Supvote 1	Supvote 2	Revised Budget	Cumulative Actual	Remaining Budget	Spent %	
	Sewer - Mendooran Total															
	Warrumbungle Sewer Total	Warrumbungle Sewer Total				5,400,000	469,588	20,461	5,890,049	(1,073,000)	(1,860,000)	2,957,049	125,736	2,831,313	32%	
	Grand Total:	Grand Total:				22,478,757	1,021,908	6,238,983	29,739,648	(1,584,133)	(6,568,655)	21,586,860	1,620,966	19,965,894	72%	

Part 8: Balance Sheet

	Original Budget \$'000	Open Bal Adj. \$'000	Total Changes \$'000	Revised Budget \$'000	YTD Balance \$'000
Assets					
Current Assets					
Cash and Cash Equivalents (incl. Inv.)	30,468	7,923	7,024	45,415	616
Investments (Current)	-	-	-	-	45,550
Receivables (Current)	4,290	-	-	4,290	11,847
Inventories (Current)	568	-	-	568	654
Contract assets	3,632	(328)	-	3,304	-
Other	1,037	(987)	-	50	-
Total Current Assets	39,995	6,608	7,024	53,627	58,667
Non-Current Assets					
Investments (Non-Current)	-	-	-	-	-
Receivables (Non-Current)	-	-	-	-	-
Inventories (Non-Current)	299	-	-	299	299
Property, Plant & Equipment	591,609	54,134	(892)	644,851	646,258
Investments - Equity Method	501	-	-	501	519
Right of use assets	91	-	-	91	137
Intangibles	92	-	-	92	51
Total Non-Current Assets	592,592	54,134	(892)	645,834	647,264
Total Assets	632,587	60,742	6,133	699,461	705,931
Current Liabilities					
Payables	1,917	555	-	2,472	2,515
Income received in advance	-	-	-	-	-
Borrowings	69	-	-	69	270
Contract liabilities	3,071	1,467	-	4,538	-
Lease Liability	96	-	-	96	92
Provisions	4,343	(446)	-	3,897	3,974
Total Current Liabilities	9,496	1,576	-	11,072	6,851
Non-Current Liabilities					
Borrowings	459	-	(339)	120	492
Lease Liability	162	-	-	162	157
Provisions	4,920	(1,932)	-	2,988	2,988
Total Non-Current Liabilities	5,541	(1,932)	(339)	3,270	3,638
Total Liabilities	15,037	(356)	(339)	14,342	10,490
Net Assets	617,550	61,098	6,472	685,119	695,441
Retained Earnings	434,795	8,291	6,472	449,558	461,036
Revaluation Reserves	182,755	52,806	-	235,561	234,405
Total Equity	617,550	61,097	6,472	685,119	695,441

Part 9: Statement of Cash Flows


	Original Budget	Open Bal Adj.	Total Changes	Revised Budget	YTD Actuals
	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Receipts					
Rates and Annual Charges	15,523		(214)	15,309	9,607
User Charges and Fees	6,940		946	7,886	1,664
Interest & Investment Revenue	297		747	1,044	661
Bonds and Deposits Received	-		4	-	-
Other Revenues	1,199		8,747	9,946	588
Grants & Contributions	40,375		(242)	40,133	14,162
Payments					
Employee Benefits & On-Costs	(17,339)		147	(17,192)	(7,954)
Materials & Contracts	(20,341)		(3,667)	(24,008)	(11,420)
Borrowing Costs	(28)		-	(28)	(4)
Bonds, deposits and retentions refunded					
Other Expenses	(5,571)		3	(5,568)	(802)
Net Cash provided (or used in) Operating Activities	21,055	-	6,472	27,523	6,502
Cash Flows from Investing Activities					
Receipts					
Sale of Investment Securities	-		-	-	-
Sale of Real Estate Assets	-		-	-	-
Sale of Infrastructure, Property, Plant and Equipment	861		-	861	(74,732)
Deferred Debtors Receipts	-		-	-	-
Payments					
Purchase of Investment Securities	-		-	-	-
Purchase of Infrastructure, Property, Plant and Equipment	(22,479)		892	(21,587)	(1,621)
Purchase of Real Estate Assets	-		-	-	-
Contributions Paid to Joint Ventures & Associates	-		-	-	-
Net Cash provided (or used in) Investing Activities	(21,618)	-	892	(20,726)	(76,353)
Cash Flows from Financing Activities					
Receipts					
Proceeds from Borrowings & Advances	-		-	-	-
Payments					
Repayment of Borrowings & Advances	(528)		(339)	(867)	(339)
Repayment of Finance Lease Liabilities	(96)		-	(96)	-
Net Cash provided (or used in) Financing Activities	(624)	-	(339)	(963)	(339)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,187)	-	7,024	5,834	(70,190)
Cash & Cash Equivalents – Opening balance	31,655	7,923		39,578	39,578
Cash & Cash Equivalents – Closing balance	30,468			45,412	(30,612)



(C) Restricted Asset Movements Table To Date

Restricted Asset Details	Opening Balance	Revenue	Recurrent Exp	Capital Exp	Loan repayments	BS & Other Ad	Closing Balance
External Restrictions							
External Restrictions included in liabilities							
Trust Fund (Through Balance Sheet)	255,000	-	-	-	-	4,850.78	259,851
Sub Total	255,000	-	-	-	-	4,851	259,851
External Restrictions Other (Excl Grant)							
Developer Contributions (General)	374,000	51,907	-	-	-	-	425,907
Developer Contributions (Water)	106,000	-	-	-	-	-	106,000
Developer Contributions (Sewer)	32,000	-	-	-	-	-	32,000
Specific Purpose Unexpended Grants (recognised as revenue) (General)	10,084,000	5,479,367	(764,946)	-	-	-	14,798,421
Specific Purpose Unexpended Grants (recognised as revenue) (Water)	155,000	71,250	(54,319)	-	-	-	171,931
Specific Purpose Unexpended Grants (recognised as revenue) (Sewer)	338,000	-	(330,487)	-	-	-	7,513
Warrumbungle Water	1,302,000	2,210,798	(564,259)	(245,929)	(54,907)	-	2,647,704
Warrumbungle Sewer	6,221,000	1,437,407	(257,359)	(125,736)	-	-	7,275,312
Domestic waste management	270,000	1,240,850	-	(2,700)	-	-	1,508,150
Stormwater Levy	191,000	103,613	-	-	-	-	294,613
Sub Total	19,073,000	10,595,192	(1,971,370)	(374,364)	(54,907)	-	27,267,550
Grant Funded Programs							
Specific Purpose Unexpended Grants - General Fund	4,538,000	(88,985)	(1,051,730)	-	-	-	3,397,285
Sub Total	4,538,000	(88,985)	(1,051,730)	-	-	-	3,397,285
Total External Restrictions	23,866,000	10,506,207	(3,023,100)	(374,364)	(54,907)	4,851	30,924,686
Restricted Asset Details	Opening Balance	Revenue	Recurrent Exp	Capital Exp	Loan repayments	Bal Sheet Mvmnts	Closing Balance
Internal Restrictions (Function View)							
Carry over Operational Projects	554,000	-	-	-	-	(268,628)	285,372
FAG - Prepayment	8,991,000	-	-	-	-	(8,991,000)	-
Information Technology (software upgrade / telephone system)	151,000	-	-	-	-	-	151,000
Plant Fund	2,745,000	-	-	-	-	-	2,745,000
Community Care Vehicle	13,000	-	-	-	-	-	13,000
Other	420,000	-	-	-	-	-	420,000
Total IR (Function View)	12,874,000	-	-	-	-	(9,259,628)	3,614,372
Internal Restrictions (Through Balance Sheet)							
Employee Leave Entitlements	1,138,000	-	-	-	-	-	1,138,000
Quarry Remediation	618,000	-	-	-	-	-	618,000
Total IR (Through Balance Sheet)	1,756,000	-	-	-	-	-	1,756,000
Total Internal Restrictions	14,630,000	-	-	-	-	(9,259,628)	5,370,372
Total Restricted Assets	38,496,000	10,506,207	(3,023,100)	(374,364)	(54,907)	(4,394,777)	36,295,057

RA Op Bal	38,496,000
Less:	0
Total External Restrictions	
Total Internal Restrictions	
RA Closing Balance	38,496,000
Movement	2,200,943

Restricted Assets Movement	
Restricted Asset Opening Balance	38,496,000
Restricted Asset Closing Balance	36,295,057
Total Movement	(2,200,943)
Being	
Total RA Movement (Function View - General)	(10,244,824)
Total RA Movement (Function View - Water)	-
Total RA Movement (Function View - Sewer)	-
Total RA Movement (Function View - Waste)	-
Total RA Movement (Balance Sheet)	4,851
Total Movement	(10,244,824)

	Cash	Restricted	Unrestricted
Opening Bal	28,078	(38,496)	(10,418)
Closing Bal	46,166	(36,295)	9,871
Movement	18,088	2,201	20,289

Part 10: Loan Movement Table



(A) External Loans

Loan Details	Responsible Area	Interest Rate	End date	Amount Borrowed	Opening Balance	Interest to date	Payments to date	Closing Balance
Bridges Loan	Regional Roads M&R	4.09%	30-Jun-25	600,000	139,658.96	2,473.53	97,081.49	42,577.47
Mendooran Water Loan	Warrumbungle Water	2.72%	22-Feb-24	841,673	56,333.42	85.67	54,906.95	1,426.47
LIRS Round 2 Loan	Local Roads M&R	3.66%	31-Mar-25	3,100,000	713,698.48	2,811.78	173,545.51	540,152.97
Loan Quarry	Warrumbungle Quarry	3.30%	22-May-25	455,000	111,635.52	195.38	13,553.49	98,082.03
Total:				4,996,673	1,021,326.38	5,566.36	339,087.44	682,238.94

Part 11: KPIs

Ratio	Purpose	Notes															
Cash Balance																	
<table border="1"> <caption>Cash Balance Data</caption> <thead> <tr> <th>Year</th> <th>Cash and Cash Equivalents (Blue)</th> <th>Investments (Red)</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>~\$8,000</td> <td>~\$10,000</td> </tr> <tr> <td>21/22</td> <td>~\$6,000</td> <td>~\$15,000</td> </tr> <tr> <td>22/23</td> <td>~\$6,000</td> <td>~\$34,000</td> </tr> <tr> <td>23/24 YTD</td> <td>~\$1,000</td> <td>~\$44,000</td> </tr> </tbody> </table>	Year	Cash and Cash Equivalents (Blue)	Investments (Red)	20/21	~\$8,000	~\$10,000	21/22	~\$6,000	~\$15,000	22/23	~\$6,000	~\$34,000	23/24 YTD	~\$1,000	~\$44,000	<p>The blue section of the bar represents cash and cash equivalents, and the red section represents investments.</p>	<p>Council has considerable Term Deposits that mature weekly throughout the year. These are considered as cash & cash equivalents. Council has no deemed investments for the purpose of this KPI.</p>
Year	Cash and Cash Equivalents (Blue)	Investments (Red)															
20/21	~\$8,000	~\$10,000															
21/22	~\$6,000	~\$15,000															
22/23	~\$6,000	~\$34,000															
23/24 YTD	~\$1,000	~\$44,000															
Operating Surplus/Deficit																	
<table border="1"> <caption>Operating Surplus/Deficit Data</caption> <thead> <tr> <th>Year</th> <th>Operating Surplus/Deficit</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>2,260</td> </tr> <tr> <td>21/22</td> <td>12,544</td> </tr> <tr> <td>22/23</td> <td>13,528</td> </tr> <tr> <td>23/24 YTD</td> <td>16,108</td> </tr> </tbody> </table>	Year	Operating Surplus/Deficit	20/21	2,260	21/22	12,544	22/23	13,528	23/24 YTD	16,108	<p>To measure Council's operating surplus or deficit. A negative number indicates a deficit.</p>	<p>See Income Statement for details</p>					
Year	Operating Surplus/Deficit																
20/21	2,260																
21/22	12,544																
22/23	13,528																
23/24 YTD	16,108																
Unrestricted Current Ratio																	
<table border="1"> <caption>Unrestricted Current Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>4.88</td> </tr> <tr> <td>21/22</td> <td>5.95</td> </tr> <tr> <td>22/23</td> <td>8.68</td> </tr> <tr> <td>23/24 YTD</td> <td>4.05</td> </tr> </tbody> </table>	Year	Ratio	20/21	4.88	21/22	5.95	22/23	8.68	23/24 YTD	4.05	<p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council. OLG considers a ratio of less than 1.5 as unsatisfactory, and > 2 as good</p>	<p>Unrestricted current assets has decreased due to timing of grant receipts (held ad restricted reserves).</p>					
Year	Ratio																
20/21	4.88																
21/22	5.95																
22/23	8.68																
23/24 YTD	4.05																
Debt Service Ratio																	
<table border="1"> <caption>Debt Service Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>10.76%</td> </tr> <tr> <td>21/22</td> <td>11.59%</td> </tr> <tr> <td>22/23</td> <td>17.28%</td> </tr> <tr> <td>23/24 YTD</td> <td>54.32%</td> </tr> </tbody> </table>	Year	Ratio (%)	2020	10.76%	21/22	11.59%	22/23	17.28%	23/24 YTD	54.32%	<p>This ratio measures the availability of operating cash to service debt including interest principal and lease payments</p>	<p>This ratio is high due to the small amount of loan repayments remaining.</p>					
Year	Ratio (%)																
2020	10.76%																
21/22	11.59%																
22/23	17.28%																
23/24 YTD	54.32%																

Part 12: KPIs (continued)

Ratio	Purpose											
Rates & Annual Charges Outstanding Ratio for September each year												
<table border="1"> <caption>Rates & Annual Charges Outstanding Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>15%</td> </tr> <tr> <td>21/22</td> <td>12%</td> </tr> <tr> <td>22/23</td> <td>14%</td> </tr> <tr> <td>23/24 YTD</td> <td>15%</td> </tr> </tbody> </table>	Year	Ratio	20/21	15%	21/22	12%	22/23	14%	23/24 YTD	15%	<p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts. The OLG considers a ratio of less than 10% for rural Councils as acceptable.</p>	<p>At 14.87% this ratio is over the OLG benchmark but is reasonable for this time of the year. Considered a timing issue.</p>
Year	Ratio											
20/21	15%											
21/22	12%											
22/23	14%											
23/24 YTD	15%											
Rates & Annual Charges Coverage Ratio												
<table border="1"> <caption>Rates & Annual Charges Coverage Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>53%</td> </tr> <tr> <td>21/22</td> <td>44%</td> </tr> <tr> <td>22/23</td> <td>45%</td> </tr> <tr> <td>23/24 YTD</td> <td>47%</td> </tr> </tbody> </table>	Year	Ratio	20/21	53%	21/22	44%	22/23	45%	23/24 YTD	47%	<p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>This ratio is artificially high due to timing of Rates & Charges revenue vs other revenues.</p>
Year	Ratio											
20/21	53%											
21/22	44%											
22/23	45%											
23/24 YTD	47%											
Building and Infrastructure Renewals Ratio												
<table border="1"> <caption>Building and Infrastructure Renewals Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>49%</td> </tr> <tr> <td>21/22</td> <td>158%</td> </tr> <tr> <td>22/23</td> <td>54%</td> </tr> <tr> <td>23/24 YTD</td> <td>68%</td> </tr> </tbody> </table>	Year	Ratio	20/21	49%	21/22	158%	22/23	54%	23/24 YTD	68%	<p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating. A ratio of less than 100% is unsatisfactory, although the NSW mean ranged between 56% & 84% over the last 3 years.</p>	<p>The majority of Councils Renewals is on roads which is seasonal and weather dependant. The increase in this ratio is dependant on council's capital renewals program.</p>
Year	Ratio											
20/21	49%											
21/22	158%											
22/23	54%											
23/24 YTD	68%											
Total Borrowings												
<table border="1"> <caption>Total Borrowings</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>20/21</td> <td>3,897</td> </tr> <tr> <td>21/22</td> <td>1,992</td> </tr> <tr> <td>22/23</td> <td>1,162</td> </tr> <tr> <td>23/24 YTD</td> <td>682</td> </tr> </tbody> </table>	Year	Value	20/21	3,897	21/22	1,992	22/23	1,162	23/24 YTD	682	<p>Total level of borrowings, including loans and finance leases both current and non-current</p>	<p>No new loans are currently planned, so this balance should slowly decrease with repayments.</p>
Year	Value											
20/21	3,897											
21/22	1,992											
22/23	1,162											
23/24 YTD	682											

Part 12: Contracts and Other Expenses

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A) Contracts Budget Review Statement

Contracts entered into during the quarter include:

Contractor	Contract Details & Purpose	Value	Start Date	Duration
Nil contracts				

Notes:

- 1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is less.
- 2. Contracts to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council’s
- 3. Contractors for employment are not required to be included.

B) Consultancy and Legal Expenses Budget Review Statement

Consultancy and Legal Expenses incurred year date are detailed below:

Expense Type	Expenditure YTD (\$)	Budgeted (Y/N)
Legal Expenses	\$ 98,796.46	Y
Consultancies	\$ 8,633.23	Y

Definition of 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.

1. Purpose

The Central West Orana Renewable Energy Zone (CWOREZ) was formally declared on 5 November 2021. The declaration formalises the zone under section 19(1) of the *Electricity Infrastructure Investment Act 2020* (NSW) (EII Act) and sets out its intended network capacity, geographical area and specified network infrastructure. For the CWO REZ, the intended network capacity is 3 GW with Dunedoo located at the geographic centre.

The purpose of this Policy is to outline Council's position on renewable energy generation, storage and transmission projects (including associated infrastructure), associated environmental, social and economic benefits, and costs expected to be generated from such development.

2. Objectives

The objectives of this policy are to:

- Ensure our communities positively benefit from large scale renewable energy development;
- Manage and seek to ameliorate the adverse environmental, social and economic impacts associated with large scale renewable energy development;
- Provide opportunities for proponents to proactively and positively add to the betterment of our communities.

3. Scope

This policy applies to all renewable energy generation, storage and transmission projects (and associated infrastructure) that will impact the Warrumbungle Local Government Area. This extends to wind farms, solar farms, pumped hydro, battery energy storage systems, hydrogen generation, transmission lines or any other form of renewable energy project or infrastructure.

4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Nil
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Environmental Planning and Assessment Act, 1979.</i> • <i>POEO Act</i> • <i>Warrumbungle Local Environmental Plan 2013</i> • <i>Electricity Infrastructure Investment Act 2020 (NSW) (EII Act)</i>
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • DPE Large Scale Wind Farm Guidelines • DPE Large Scale Solar Guidelines • DPE Planning Agreement Guidelines

5. Policy Statement

This policy guides the Council's impact assessment of renewable energy projects seeking to robustly and transparently consider and plan for broader community impacts – both beneficial and detrimental.

The NSW Planning System allows for the consideration of the impacts of development on the community through the Planning Agreement process under the provisions of the *Environmental Planning and Assessment Act 1979* (EP&A Act). Council commits to being duly diligent in identifying and examining the full suite of environmental, social and economic costs and benefits as they relate to its communities.

5.1 Planning Agreement

A Planning Agreement is a legal document created under the EP&A Act between a developer and Council where the developer agrees to provide Development Contributions for public purposes that will ensure the provision of a public benefit.

'Public purposes' are defined to include:

- the provision of, or recoupment of the cost of providing, public amenities or public services, affordable housing, or transport or other infrastructure,
- the funding of recurrent expenditure in relation to such things,
- the monitoring of the planning impacts of development, and
- the conservation or enhancement of the natural environment.

The Developer Contributions that are the subject of a Planning Agreement reflect that there are broad tangible and intangible environmental, social and economic costs arising from the Development and the said contributions will assist the Council to provide needed material public benefits to its communities, as well as addressing broader community social impacts.

Planning Agreements are intended to promote a number of elements of Council's Charter under section 8 of the *Local Government Act 1993* (NSW). In particular, a Planning Agreement, through the delivery of public purposes and material public benefits, allows the Council to:

- provide adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- exercise community leadership;
- be mindful that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible; and
- keep the local community and the State government (and through it, the wider community) informed about its activities.

Development Contributions provided for in a Planning Agreement are not required to bear the same nexus with development as required for section 7.11 local contributions. However, Planning Agreements should provide for public benefits that are not wholly unrelated to development.

5.2 Funding Target

Proponents of each renewable energy project (and associated infrastructure) will be required to enter into a Planning Agreement with Warrumbungle Shire Council with funding requirements to be a minimum of 1.5% of the Capital Investment Value (indexed annually as per CPI) of the project as a total value. Proponents will be required to pay 10% of total quantum upfront (to Council) within 30 days of signing Planning Agreement.

6. Community Benefits Fund

Council encourages developers to also engage directly with community groups and other not for profit organisations on sponsorship arrangements for community projects.

7. Related Legislation

Under the provisions of the *Warrumbungle Local Environmental Plan 2013*, Electricity Generating Works are defined as follows: “a building or place used for the purpose of—(a) making or generating electricity, or (b) electricity storage”.

8. Responsibilities

The Director Environment and Development Services will be responsible for the implementation of this policy.

9. Getting Help

The staff member/s who can assist with enquiries about the policy are:

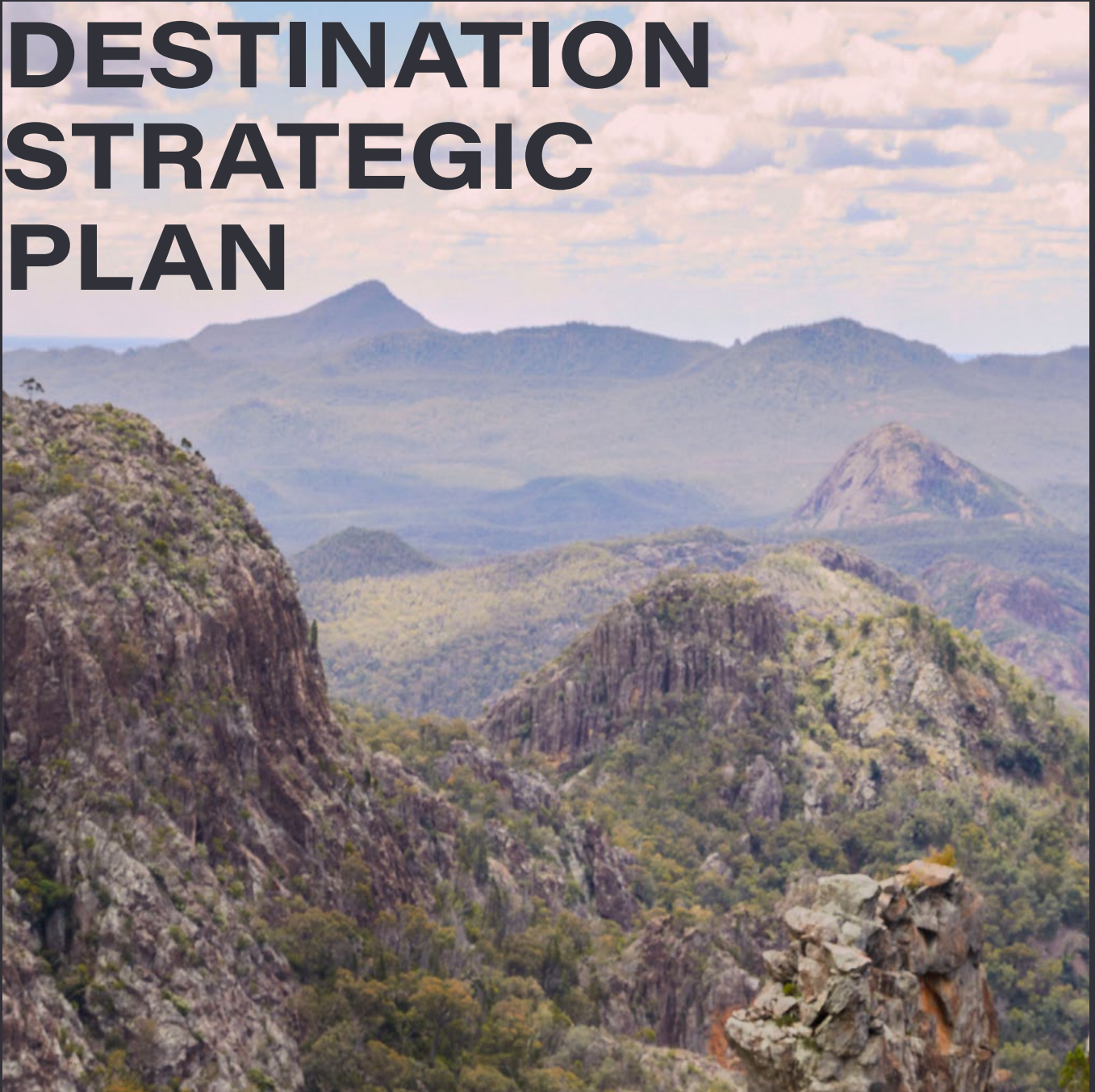
Position: Director Environment and Development Services, Manager Planning and Regulation, Town Planner

Department: Environment and Development Services

10. Version Control

DEPARTMENT	Environmental and Development Services		
RESPONSIBILITY	Director Environmental and Development Services		
VERSION CONTROL			
Policy Name	ID No and Version	Resolution	Date Adopted
Renewable Energy Benefit Policy	1		
Next Review Date	By September 2025		

REAL COUNTRY DESTINATION STRATEGIC PLAN



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JASMAX

Real Country.
COONAMBLE / GILGANDRA / WARRUMBUNGLE

ACKNOWLEDGEMENT OF COUNTRY

We, the authors and contributors to the Real Country Destination Strategic Plan, extend our deepest respects to the Traditional Owners and custodians of the lands encompassing Coonamble, Gilgandra, and Warrumbungle Councils. We honour the wisdom and enduring stewardship of the Gamilaraay, Weilwan, and Wiradjuri peoples, whose profound ties to these territories resonate through time.

Their cultural and spiritual relationship with this Country forms the bedrock of our strategy. We acknowledge the Elders who have walked these lands before us, those who tread upon them now, and the emerging leaders who will guide future generations. In the spirit of reconciliation, we recognise their contributions to our shared history and the enduring impact of their cultures on our society.

The Gamilaraay, Weilwan, and Wiradjuri peoples view the land, sky, water, and all living things as inseparable elements of a singular, vibrant ecosystem. It is through their eyes we seek to understand that when we nurture the land, the land nurtures us in return.

From the flowing waters of the Castlereagh River to the ancient formations of the Warrumbungles, each

site is steeped in millennia of Aboriginal lore, culture, and knowledge. These places are living classrooms from which we all can learn the virtues of guardianship, respect, and sustainable living.

It is here, within the heart of the Gamilaraay, Weilwan, and Wiradjuri nations, that our Place Strategy takes root. Inspired by the principle that the land is our most faithful ally, we commit to uphold the values of conservation and community intrinsic to Aboriginal teachings.

We embrace the lore of the local Aboriginal groups, which tells us of creation, of harmony, and of living in accordance with the laws of the natural world. Through song, dance, and ceremony, they have expressed their connection to Country, and it is in this tradition that we move forward, guided by a vision that honours the past, enlivens the present, and safeguards the future.

As we prepare to implement this strategy, let it be known that our work is a testament to the Aboriginal heritage that has shaped, and will continue to shape, the identity of Coonamble, Gilgandra, and Warrumbungle. We stand together on this Country, committed to a legacy that fosters unity, celebrates diversity, and champions the spirit of place that is uniquely Australian.



MESSAGE FROM THE MAYORS

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Tim Horan
Mayor of Coonamble
Shire Council



Doug Batten
Mayor of Gilgandra
Shire Council



Ambrose Doolan
Mayor of Warrumbungle
Shire Council



EXECUTIVE SUMMARY

The Real Country Destination Strategic Plan is a visionary blueprint designed to transform the Gilgandra, Coonamble, and Warrumbungle local government areas into a leading destination for travellers seeking authentic Australian Real Country experiences. At the heart of this strategy is a commitment to sustainable tourism that celebrates the region's natural beauty, rich cultural heritage, and the enduring spirit of its communities.

Nature, River's Pulse, And Regional Tapestry

A crucial element of the strategy is to capture the vibrancy of the river network and foster stronger local and regional ties to elevate experiences and attractions. This strategy carefully integrates the Real Country brand into the collective efforts of Coonamble, Gilgandra, and Warrumbungle, merging natural landscapes, culture, and economic aspirations into a unified visual tapestry. This approach is designed to captivate and delight visitors, painting a collective portrait of regional prosperity and appeal.



Cultivating Core Character

The strategy positions the Castlereagh River as a key component of the tourism experience, transforming it into a pathway of discovery with bespoke experiences that narrate the land's story. This vision encompasses the town centres and villages, seen as dynamic centres for cultural exchange and economic collaboration. The aim is to weave local tradition with innovative tourism offerings, generating an impact that extends beyond local confines and establishes Real Country as a prime destination for investment and rural rejuvenation.

Strategic Direction and Pillars

The strategic approach is founded on key pillars, including the nurturing of river health, honoring First Nations' legacy, promoting environmental and cultural stewardship, and fostering the agricultural heritage. Additionally, it emphasises enriching community spaces with local narratives and improving spaces with targeted infrastructure and connectivity. A strong focus is on elevating the authentic visitor experience through targeted marketing and the development of signature events and activations calendar. The aim is to bolster and sustain regional synergy and interweave the regional tapestry through effective governance.

Catalyst Infrastructure Projects

The strategy identifies several catalyst infrastructure projects, each designed to enhance the physical experiences along the Castlereagh River. These projects are not merely about improving the aesthetics or functionality of the riverbanks; they are about creating a more intimate connection between the river and the town centres and villages it traverses. By upgrading leisure, activation, and recreation spaces, each council—Coonamble, Gilgandra, and Warrumbungle—aims to weave the river into the fabric of community life. This interconnected approach is expected to yield significant benefits, from increased visitor engagement to economic uplift for local businesses, attractions, and accommodations. The strategy envisions a seamless blend of natural beauty with urban convenience, ensuring that the riverfront becomes a hub of vibrant activity and a cornerstone of the visitor experience in Real Country.

Catalyst Marketing Projects

In conjunction with these infrastructure enhancements, the strategy emphasises destination marketing initiatives focused on bolstering the digital presence. Real Country is set to rejuvenate its online profile, ensuring its digital representation is as captivating as the in-person experience. Enhancements in signage and wayfinding will intuitively guide visitors, making their exploration both straightforward and enriching. Events and activations along the riverfront will act as lively platforms to highlight the region's distinct offerings. Central to this marketing drive is promoting an authentic visitor experience – showcasing local businesses and products, celebrating the river's health, and conveying the rich cultural and historical tales that define Real Country. These marketing efforts are meticulously planned to not only draw visitors but to deeply engage them with the region's true essence.

Together, these infrastructure and marketing initiatives are crucial to the strategy's success, enhancing both the tangibility of the region's offerings and the stories they tell. The ultimate goal is to create a holistic and immersive Real Country experience, where every element, from the physical to the digital, resonates with the heart and soul of this remarkable part of NSW.

This strategy encapsulates the Real Country ambition to revitalise the region, focusing on sustainable development, cultural respect, and community engagement to establish Real Country as a distinctive, regionally recognised destination. The strategy combines a deep respect for the region's natural and cultural assets with a forward-looking approach to tourism and economic development, aiming to create a sustainable, vibrant, and prosperous future for Central West NSW.



Destination Strategic Plan Delivery Framework

ESTABLISHING THE CONTEXT FOR REAL COUNTRY

PLACE FRAMEWORK VALUES

NATURE AND RIVER'S PULSE

ACTIVATION THREADS

REGIONAL TAPESTRY

STRATEGIC PILLARS

1	Nurture River Health	6	Bridging Spaces: Strategic Infrastructure & Connectivity
2	Celebrate First Nations Legacy	7	A signature Events and Activations calendar
3	Champion Environmental and Cultural Stewardship	8	Enhance an Authentic Visitor Experience
4	Enriching Community Spaces with Local Narrative	9	Strengthen and Sustain Regional Synergy
5	Cultivate and Showcase Agricultural Legacy	10	Stitch the Regional Tapestry through Strategic Governance

DELIVERY FRAMEWORK

SUSTAINABILITY & ENVIRONMENT

COMMUNITY AND CONNECTIVITY

CULTURAL PROMOTION AND HERITAGE

ECONOMIC GROWTHS AND PARTNERSHIPS

WHAT WE WANT TO ACHIEVE

INFRASTRUCTURE CATALYST PROJECTS

Coonamble / Warrena Weir Recreation Precinct

Gilgandra / River Precinct Upgrade Town Centre to Coo-ee Centre

Warrumbungle / River Precinct Upgrades to Coonabarabran, Binnaway and Mendooran

DESTINATION MARKETING CATALYST PROJECTS

Enhanced digital presence and marketing

Improvement of signage and wayfinding

Riverfront activation and events

Real experience visitor experience through local business and product promotion

River health, cultural and historical storytelling

SECTION A

ESTABLISHING THE CONTEXT FOR REAL COUNTRY

1.0 / THE THREE COUNCILS

1.1 / Defining Real Country: A Tapestry of Authentic Rural Experiences

Real Country's mandate is to collectively showcase and promote the unique attributes of the Gilgandra, Coonamble, and Warrumbungle local government areas. This collective is a mosaic of diverse landscapes and rich cultural tapestries, stretching across a vast expanse of Central West NSW.

The region boasts a variety of natural wonders, from the iconic Warrumbungle National Park, known for its dramatic volcanic remnants and as Australia's first Dark Sky Park, to the serene flow of the Castlereagh River that meanders through the heart of the area. Gilgandra, with its welcoming community and vibrant local culture, serves as a gateway to the natural splendours of the region. Coonamble, rich in agricultural heritage, offers a glimpse into the heartland of rural NSW with its authentic rural charm. The Warrumbungle area, meanwhile, invites exploration with its unique geological formations and starlit night skies.

Real Country stretches across a terrain that is both rugged and beautiful, encompassing vast wheat fields, picturesque riverside settings, and ancient volcanic

landscapes. This diversity offers a range of experiences from bushwalking and bird watching to stargazing and immersing in Aboriginal heritage.

While each area within Real Country has its distinct character and charm, they collectively represent the essence of the Australian rural spirit. Gilgandra's warm hospitality, Coonamble's iconic rodeo culture, and the Warrumbungle's breathtaking natural beauty come together to form a destination that is more than the sum of its parts.

Bordering the larger expanse of NSW, Real Country is strategically positioned. To the north, it edges towards the Queensland border; to the east, it approaches the lush Central Tablelands; the expansive plains of the Far West lie to the south, and the fertile riverina region to the west. While there are defined boundaries, visitors often experience Real Country as part of a larger journey through NSW, presenting opportunities to integrate and complement the tourism offerings of neighbouring regions.

A detailed Issues Paper has informed the background context for the development of the Real Country Strategic Destination Plan

[To view this report click here](#)

1.2 / Strategic Road Connections: Gateway to the Australian Bush

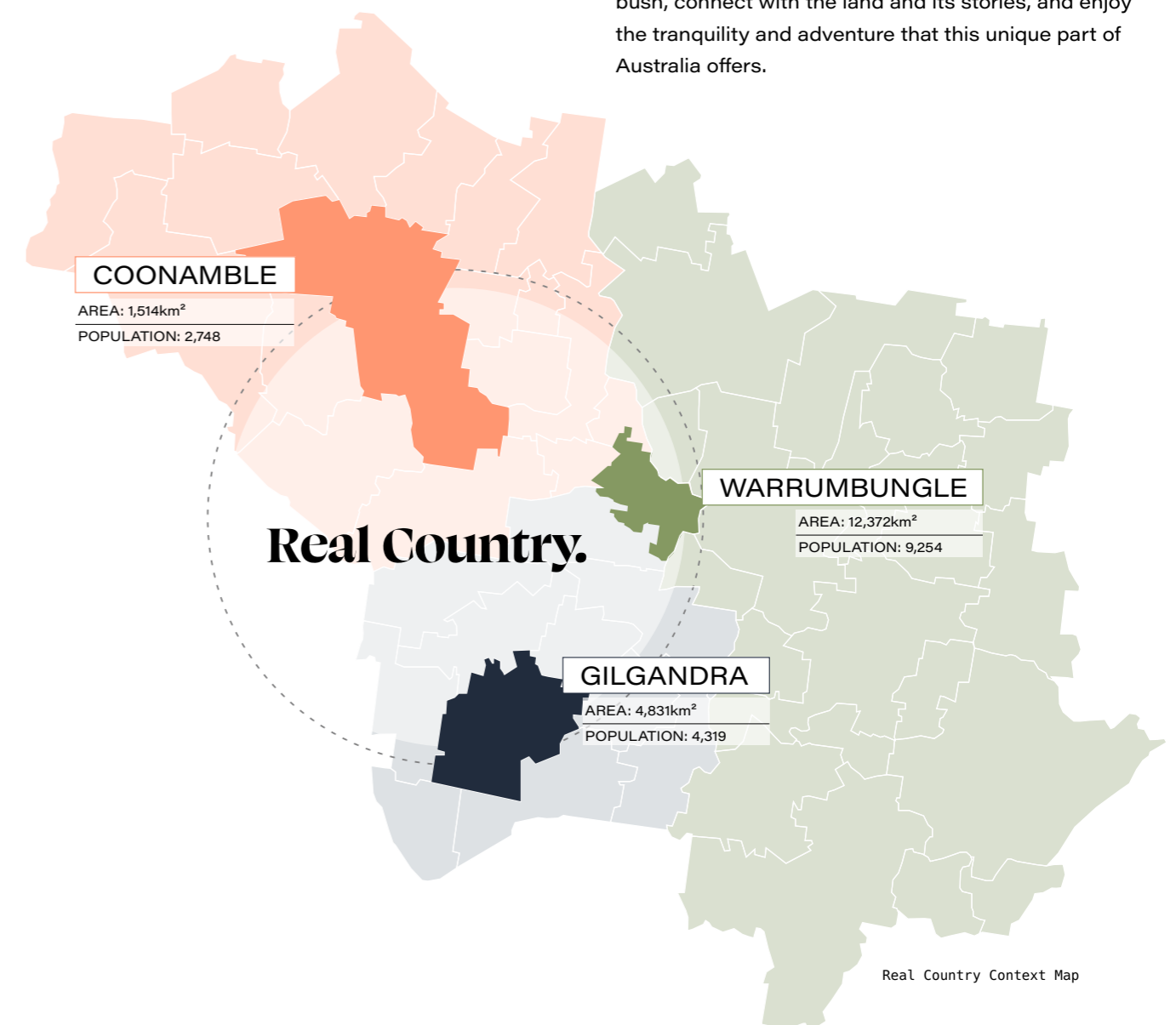
Real Country stands as a pivotal link in the network of Australian roadways, serving as a crucial gateway for travellers journeying from the southern cities of Melbourne and Adelaide up to the tropical expanses of Queensland. The region is crisscrossed by major highways and roads, including the Castlereagh Highway and the Newell Highway, which offer seamless and scenic drives through the heart of the Australian bush. These routes not only provide direct access to the unique attractions of Real Country but also connect travellers to the diverse experiences of the broader Australian landscape.

For those journeying from the south, the trip to Real Country is a journey of contrast and discovery. Starting from the cosmopolitan hubs of Melbourne or Adelaide,

travellers are taken through changing landscapes – from the wine regions of South Australia, the majestic Murray River, to the sprawling plains of NSW. As they enter the Real Country region, visitors are greeted by the quintessential Australian bushland, offering a stark and beautiful contrast to the urban and coastal experiences of southern Australia.

This strategic position of Real Country as a north-south corridor not only makes it an ideal stopover for long-haul travellers but also positions it as a focal point for road trips exploring the diversity of the Australian landscape. The region's accessibility via these major roadways enhances its appeal as a destination, inviting travellers to explore its natural wonders, cultural heritage, and rural charm as part of their broader Australian journey.

Real Country is a destination where the authentic Australian rural experience comes to life, a place where visitors can immerse themselves in the spirit of the bush, connect with the land and its stories, and enjoy the tranquility and adventure that this unique part of Australia offers.



1.3 / Overview of Existing Regional Governance and Partnerships

To lay the groundwork for the development of the strategy, a collection of key documents provides a foundational framework that informs the Real Country vision and details the engagement process. These resources have been essential in setting the scene for the background research, offering critical insights for the opportunity analysis and aiding in the initial concepts as the project advances through the infrastructure and marketing catalyst projects and the Business Case phase.

In developing a compelling and implementable Business Case, it's crucial to thoroughly analyse the background policy setting and ensure it aligns with the strategic understanding of the regional context.

Background documentation

The various documents listed have been reviewed based on the relevance to the Councils. Documents have been analysed to further understand the context of the area, in particular:

- Understand the Real Country initiative as a collaborative project between the three Councils.
- Analyse how natural assets and the unique regional setting is acknowledged in existing strategies
- Investigate the current strategies for the region and align their key directions to economic growth, employment context and key industries
- Recognise and analyse local resilience



Castlereagh REDS - Regional Economic Development Strategy / 2018 - 2022



Western Plains REDS - Regional Economic Development Strategy / 2023



Nsw Visitor Economy Strategy 2030



Destination Country And Outback Destination Management Plan 2022-2030

Community Strategic Plans

The Community Strategic Plans for the 3 LGAs that make up the Real Country region provide comprehensive roadmaps that outline the long-term vision, values, priorities, and actions for each community. The outcomes of these strategies significantly shape the future of the proposed marketing strategy and event programming for regional collaboration.

COMMUNITY

In order for the community's members to take ownership of proposed initiatives and build on the proposed programming to strengthen their community ties, expand their businesses, and have a greater impact in the area, it is essential to understand what the community values. The plans also lay out how partnerships will grow and how they would react to the directives given by the CSPs.

GOVERNANCE

Local government serves as an advocate between state and federal institutions, facilitating proposed projects and ensuring community engagement in regional decision making.

ECONOMY

Initiatives to boost the visitor economy, as well as programs to promote small businesses, encourage entrepreneurship, and draw in investment, are all part of the LGAs' economic development plans. Understanding the main economic principles of Real Country will help develop marketing initiatives and programming that are responsive to these sectors, drawing in a niche market and promoting overall economic growth.

ENVIRONMENT

The Real Country's natural resources are its prized assets and should be carefully examined in all strategic choices. Delivering infrastructure, planning events, and advertising should all focus on reducing waste, fostering sustainable development, and creating a route to net zero in the area.

1.4 / Strategic Policy Setting

	Coonamble	Gilgandra	Warrumbungle
Community	Coonamble aims to build a stronger connection with its culture and sporting organisations, improve liveability and be a healthier, safer community.	Gilgandra, through its CSP, aims to nurture a proud community that honours culture and heritage, drawing tourists to a dynamic and vibrant destination experience.	Warrumbungle, through its CSP, seeks to enhance overall liveability by improving health services, strengthening crime prevention, backing sporting organisations, and ensuring robust infrastructure.
	Key actions: <ul style="list-style-type: none"> • Improve access to health services • Create safer and more appealing public and open spaces • Support sporting organisations and their initiatives • Enhance community engagement and vibrancy 		
Environment	Improve environmental strategies and implement a land use framework that minimises risks for both the community and the environment.	An active and thriving community that leads a healthy lifestyle and actively preserves its natural assets.	Ensure sustainable development, deliver supporting infrastructure and initiate environmental programs.
	Key actions: <ul style="list-style-type: none"> • Implement efficient land use strategies that accommodate sustainable uses, residential needs and affordable housing offer • Support environmental initiatives, reduce waste and maximise resource allocation 		
Governance	Integrity and representation in local governance through community engagement.	An innovative and progressive Council that is engaged and valued by its community.	Support the community and foster collaborative partnerships.
	Key actions: <ul style="list-style-type: none"> • An internal culture of continuous improvement • Increase community participation in decision making 		
Economy	Working towards a sustainable and diverse economy is a key goal of Coonamble Shire Council by the year 2032.	Gilgandra's priorities are to build economic resilience through local businesses, skilled employment, and infrastructure delivery.	Leverage economic growth through business and community support and networking, invest in tourism and education initiatives and a vibrant events programming.
	Key actions: <ul style="list-style-type: none"> • Grow the reputation of the LGA, particularly tourism opportunities that expand the visitor economy • Implement and deliver quality education options for all ages 		

2.0 / HISTORICAL AND SOCIAL CONTEXT

2.1 / History of Real Country and its Development

Coonamble, Warrumbungle, and Gilgandra showcase a robust rural identity, with each places economy significantly anchored in agriculture. As of 2021, the largest employment sector in these areas is Agriculture, Forestry, and Fishing.

Long before European settlers arrived, the region was home to various First Nations peoples, including the Gamilaraay (also spelled Kamilaroi) and Wiradjuri nations. These groups thrived on the land, which was, and still is, integral to their culture, spirituality, and identity. The land is characterised by its significant natural features, such as the Warrumbungle ranges, which are not only aesthetically remarkable but also hold deep spiritual significance. The rivers and fertile plains provided abundant resources, supporting a way of life intricately connected to the cycles of nature. Today, this elaborate cultural landscape is essential to the region's tourism appeal, giving visitors an opportunity to connect with ancient traditions, narratives, and the deep relationship of First Nations people with their ancestral land.

The era of European settlement brought drastic changes, beginning in the 19th century as squatters and then settlers were drawn to the area's pastoral potential. Coonamble, Gilgandra, and Warrumbungle became focal points for sheep and wheat farming, which remain significant industries to this day. The development of these agricultural hubs led to the establishment of towns and infrastructure, with the iconic silos and classic

country architecture now serving as historical markers of this period. The agricultural heritage offers a wealth of experiences for tourism, from farm stays to local produce sampling and agricultural tours, inviting visitors to immerse themselves in the pastoral life that has significantly shaped the region's economic history.

Over time, the Real Country region has evolved, with each area developing its unique identity within the broader region. Coonamble has become known for its agricultural, rodeo and art scene, Gilgandra for its role as a central service town and its WWI history commemorated by the Coo-ee March, and the Warrumbungle area for its stunning National Park and status as a Dark Sky Park, which offers some of the best stargazing experiences. These elements combine to present a tourism potential that is as diverse as it is rich, enabling visitors to immerse themselves in a living history that includes the spirit of the bush, the tranquillity of the night sky, and the heartbeat of the rural community.

As Real Country looks ahead, its tourism prospects continue to evolve, influenced by its rich history and development. The region's skill in blending stories of First Nations heritage, agricultural heritage, and community spirit into its tourism offerings allows visitors to not only witness but also deeply connect with the stories that define Real Country. This integration of the past and present, along with the region's distinctive character, distinguishes it as a destination with diverse tourism appeal.



2.2 / Social Dynamics and Community Profile

Marked by a pronounced rural character, this region boasts a substantial agricultural component in its economy. The populations are notably small and stable, cultivating a sense of continuity and strong community bonds. In comparison to metropolitan areas, these regions often have lower median ages, indicative of younger demographics in some parts. This aspect potentially contributes to a dynamic workforce and vibrant community life, significantly influencing the social fabric of the region.

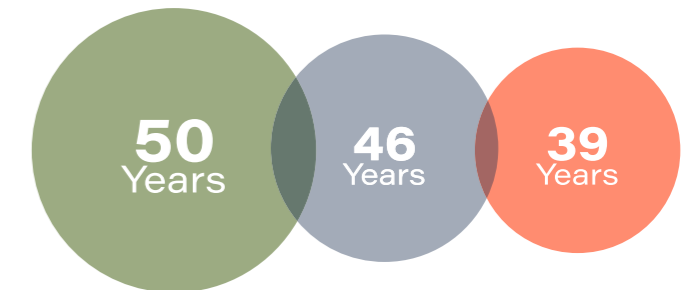
Education levels across the regions show diversity, with a notable number of residents attaining vocational qualifications, reflecting the practical and hands-on nature of the local economy. This is complemented by a workforce that is deeply embedded in the primary industries, demonstrating a connection to the land and traditional skills.

Migration patterns suggest modest growth and movement, with the allure of country living attracting new residents who contribute to the diversity and vitality of the communities. Family structures tend to be traditional, and there is a sense of resilience and self-reliance among the residents.

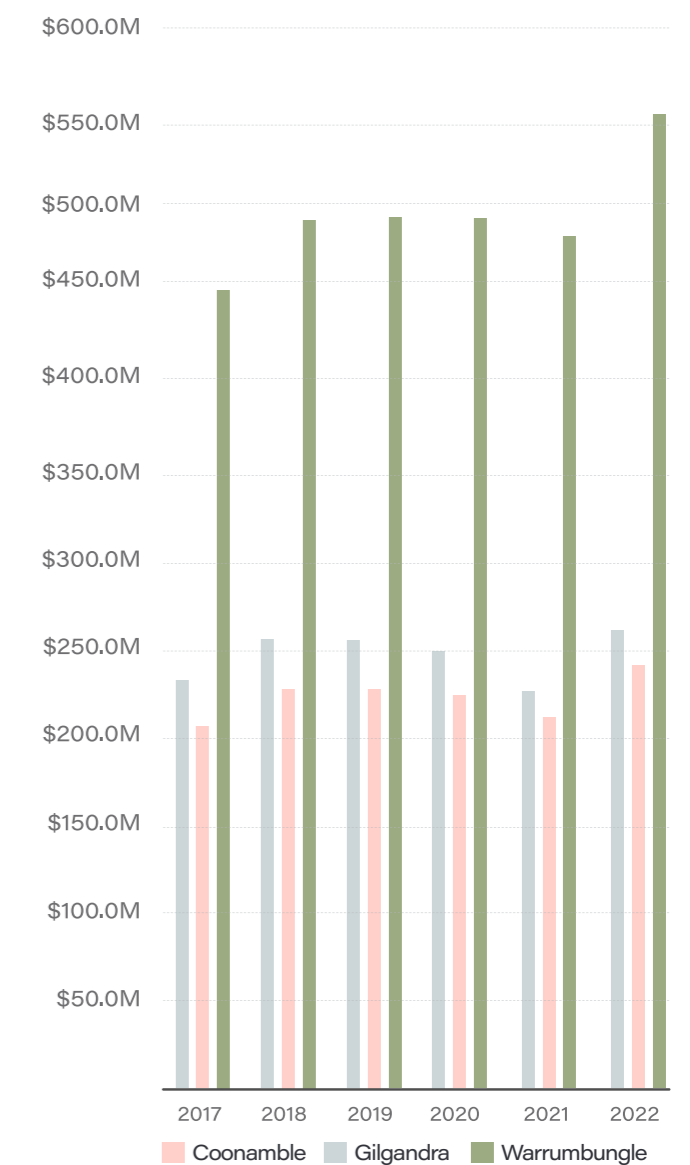
The community profiles highlight a lifestyle that is closely connected to the natural environment, where well-being is influenced by the land and its seasons. The social conditions, with a strong community spirit and a prevailing sense of belonging, are inherently appealing to tourists seeking authentic experiences and a connection with the Australian countryside.

These social dynamics and community profiles form a solid foundation for the Real Country Destination Strategic Plan, suggesting that tourism development can leverage the rich cultural fabric, the community's connection to the land, and the emerging trends of new residents bringing diverse experiences and skills to the region.

Median Age



Gross Regional Product



Source: app.rempln.com.au

3.0 / INTEGRATED ECONOMIC OVERVIEW OF COONAMBLE, GILGANDRA, AND WARRUMBUNGLA COUNCILS

3.1 / Coonamble Shire Council

Coonamble is a determined and dynamic township on the banks of the Castlereagh River. It lies at the heart of what is a productive agricultural region based on sustainable dryland livestock grazing and cropping industries.



The Coonamble Shire spans almost 10,000 square km from the edge of the Warrumbungle Mountains, across the Castlereagh Plains to the Macquarie Marshes. The area is traditionally home to the Weilwan and Gamilaroi people and has a population of 3,900.

In Coonamble, downtime varies from active to serene. Art groups and cultural activities cater to creative interests, complemented by a full calendar of local events. Additionally, a range of pubs, licensed clubs, cafes, and restaurants offer local dining and social experiences.

Place overview

Coonamble Shire is approximately 6 hours from Sydney and 8 hours from Brisbane. The region offers the perfect combination of rich history and a country lifestyle.

Coonamble Shire is an adaptive, inclusive and progressive region. The district hosts a suite of health, early childhood, education, training, aged care services.

In Coonamble, tourism supports an estimated 26 jobs, which is 1.8% of total employment. The largest sub-sector in Coonamble is Accommodation & Food Services with 18 jobs supported by tourists expenditure.

3.2 / Coonamble Shire Economic Overview

Coonamble Shire, with a population of 3,825, supports 1,408 jobs and generates an economic output of \$434.723 million. Dominated by Agriculture, Forestry & Fishing, contributing 37.2% of the total output and providing 414 jobs (29.4% of employment), the region is known for sustainable livestock grazing and cropping. Tourism is in its early stages, supporting 35 jobs, primarily in Accommodation & Food Services. Coonamble's expansive landscape, from the Warrumbungle Mountains to the Macquarie Marshes, presents unique opportunities for agri-tourism and eco-friendly initiatives.

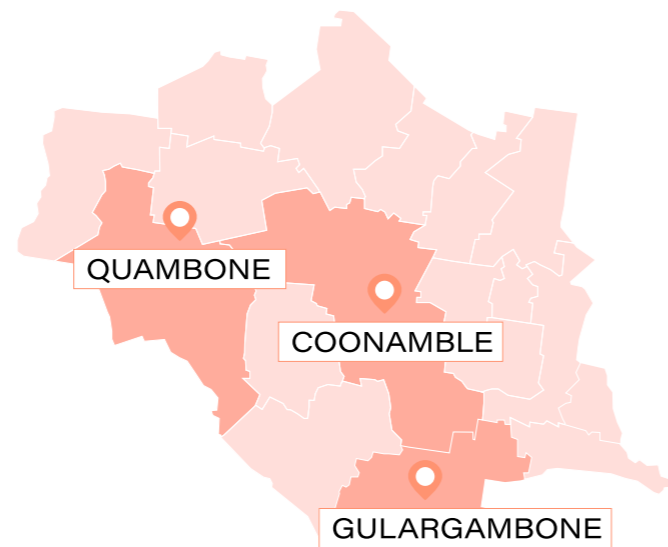
Key Industries and Employment	Gross Regional Product (GRP)
<ul style="list-style-type: none"> The Agriculture, Forestry & Fishing industry sector is the most significant contributor to the region's economy, with an output of \$161.7 million, making up 37.2% of the total output. This sector is also the largest employer in Coonamble, providing 414 jobs, which is 29.4% of the total employment. 	<ul style="list-style-type: none"> GRP measures the total value of products and services produced in Coonamble, including nominal GRP (affected by price changes) and real GRP (indicating growth at constant prices).
Geographic and Strategic Advantages	Opportunities for Development
<ul style="list-style-type: none"> Coonamble Shire spans 10,000 square kilometres, ranging from the Warrumbungle Mountains to the Macquarie Marshes. The region is recognised for its productive agricultural activities, primarily sustainable dryland livestock grazing and cropping, supported by modern management practices. 	<ul style="list-style-type: none"> Expanding the agricultural sector through innovation and diversification into areas like agri-tourism. Enhancing the tourism sector, particularly by developing attractions that capitalise on the region's natural beauty, cultural heritage, and unique experiences such as the development of an artesian bore bath experience. Exploring opportunities in sustainable practices and eco-friendly tourism, given the region's diverse environment.
Tourism Sector	Collaboration Opportunities with Neighbouring Councils
<ul style="list-style-type: none"> Tourism in Coonamble supports an estimated 35 jobs, accounting for 2.5% of total employment. The largest sub-sector within tourism is Accommodation & Food Services, supporting 26 jobs, indicating potential for growth in this area. 	<ul style="list-style-type: none"> Partner with Gilgandra and Warrumbungle Shires to develop a regional agri-tourism circuit, showcasing each area's unique agricultural strengths and practices. Initiate joint sustainable tourism projects, focusing on environmental preservation and eco-tourism experiences, including the development of an artesian bore bath experience as a future tourist attraction. Collaborate on cross-council cultural festivals, celebrating the diverse heritage and traditions of the regions.

Coonamble Shire's economic profile highlights a strong agricultural base with room for growth in tourism and related services. Collaborative efforts with neighbouring councils could further develop the region's economy, leveraging its strategic location and natural resources.

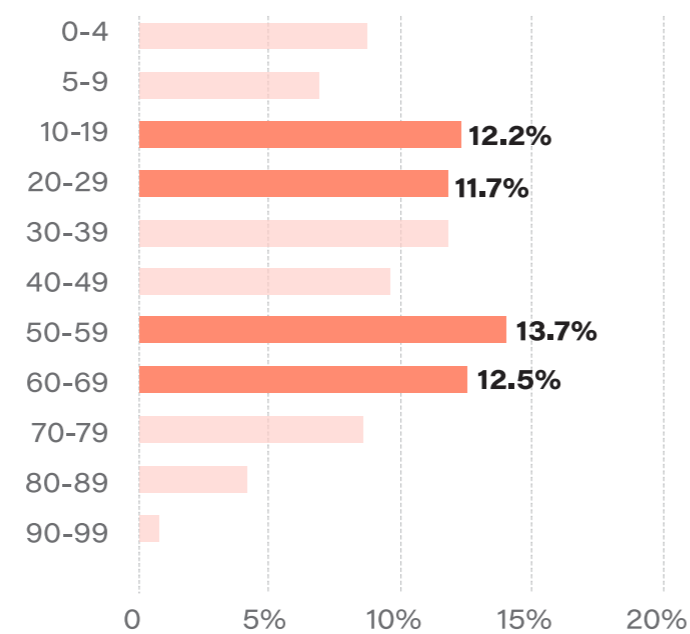
Coonamble, located in the Central West region of NSW, Australia, offers a range of visitor attractions and events that showcase its cultural heritage, natural beauty, and rural charm. Here are some of the top attractions and events that Coonamble is known for:

- Coonamble Rodeo and Campdraft - *Coonamble*
- Macquarie Marshes - *Quambone*
- Coonamble Museum - *Coonamble*
- Coonamble Gold Cup - *Coonamble*
- Warrumbungle National Park - *Coonamble*
- Coonamble Greyhound Carnival - *Coonamble*
- Water Tower Art - *Coonamble*
- Outback Arts Gallery - *Coonamble*
- Water Tower Art - *Coonamble*
- Outback Arts Gallery - *Coonamble*
- River Walk - *Gulargambone*

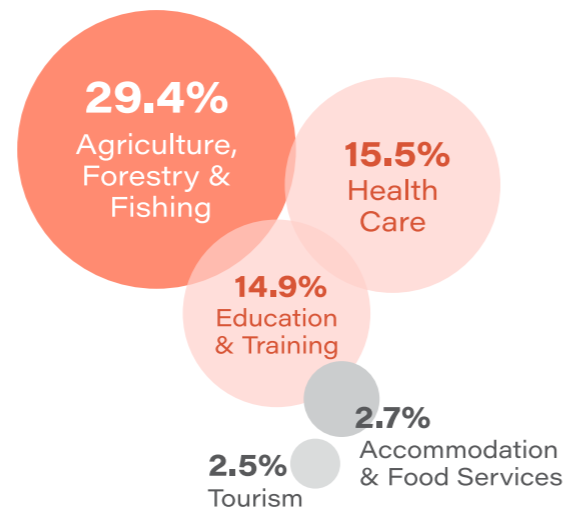
These attractions and events in Coonamble offer visitors a chance to experience the region's rich cultural heritage, natural wonders, and rural traditions. From exciting rodeo competitions to exploring the geological wonders of Crystal Kingdom and immersing oneself in the town's history, Coonamble provides diverse experiences that showcase its unique character.



Age Structure



Employment - Main Industries



Source: app.rempln.com.au

Outback Arts Gallery - Coonamble

Local artists can exhibit and sell their work at the Outback Arts Gallery, which is situated on Coonamble's main street. Outback Arts collaborates with a wide range of regional community arts development programs and projects to support and promote the arts and culture in the far west.



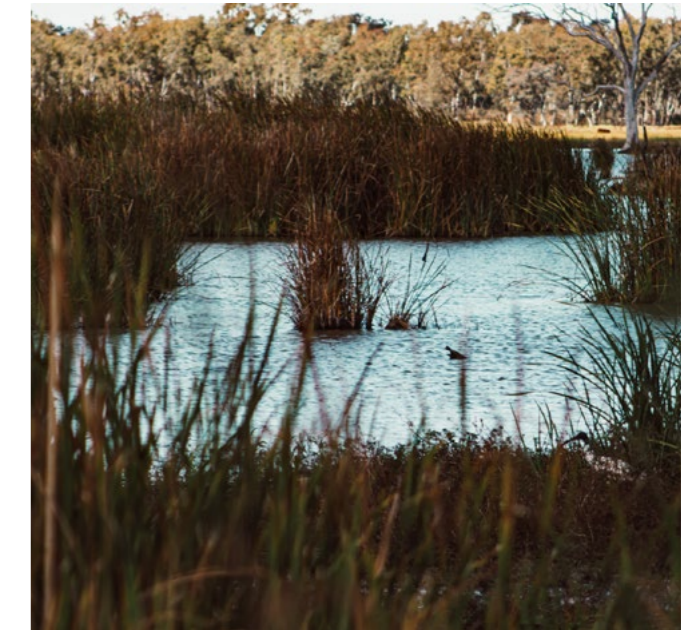
Water Tower Art - Coonamble

The 25 metre high Coonamble Water Tower is the perfect spot for a pit-stop and an opportunity to capture a photo in front of this iconic water tower.



Macquarie Marshes - Quambone

Quambone is the gateway to the Macquarie Marshes, an extensive area of common reed, cumbungi, river redgum woodlands, coolibah woodlands and water couch grasslands. Covering over 200,000 hectares, the Marshes are recognised as a significant Australian colonial waterbird nesting area, and are listed under the Ramsar Convention as a Wetland of International Importance..



Coonamble Museum - Coonamble

The Coonamble Museum is a treasure trove of historical artefacts, photographs, and memorabilia that depict the local history and culture. Visitors can learn about the region's pioneering days, indigenous heritage, and significant events through engaging exhibits.



3.3 / Gilgandra Shire Council

Situated approximately halfway on the inland route from Melbourne to Brisbane, the Gilgandra Shire is an area known to service surrounding townships, agriculture and passing tourists.

The LGA covers a geographic area of 4,800km and the population of Gilgandra Shire is 4,200, with 3,129 living in Gilgandra township. Other villages are Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree in the north of the Shire.

Gilgandra is a friendly community with a great sense of civic pride. Residents enjoy a relaxed country lifestyle with the advantage of a nearby major regional centre. There are numerous sporting clubs and social groups, along with race meetings, concerts, market days, library activities and art exhibitions that contribute to making Gilgandra and district a progressive and proactive community.

Place Overview

The historic rural town of Gilgandra Shire is situated along the banks of the Castlereagh River. The township is approximately 40 minutes north of the region city of Dubbo in the Central West of NSW.

In Gilgandra, tourism supports an estimated 60 jobs, which is 3.8% of total employment. The largest sub-sector in Gilgandra is Accommodation & Food Services with 47 jobs supported by tourists expenditure.



3.4 / Gilgandra Shire Economic Overview

Gilgandra Shire's population of 4,299 supports 1,524 jobs, contributing \$480.279 million to the economy. The predominant industry is Agriculture, Forestry & Fishing, accounting for 41.33% of total output and providing 506 jobs (33.2% of employment). Gilgandra is strategically located at key highway junctions, offering potential for logistics and regional trade. The growth in health care services, especially aged care, and tourism, supporting 62 jobs in Accommodation & Food Services, indicates diversification opportunities.

<p>Key Industries and Employment</p> <ul style="list-style-type: none"> Agriculture, Forestry, & Fishing is the leading industry in Gilgandra, contributing \$198.5 million, which is 41.33% of the total output. This sector also is the largest employer, providing 506 jobs, accounting for 33.2% of the total employment in the region. 	<p>Gross Regional Product (GRP)</p> <ul style="list-style-type: none"> GRP in Gilgandra measures the total value of products and services produced, including both nominal GRP (showing growth influenced by price changes) and real GRP (indicating growth at constant prices).
<p>Geographic and Strategic Advantages</p> <ul style="list-style-type: none"> Gilgandra Shire is strategically located at the junction of the Newell, Oxley, and Castlereagh Highways, halfway between Brisbane and Melbourne, which enhances its connectivity. This prime location, close to the regional city of Dubbo, offers significant advantages for transport, logistics, and regional trade. 	<p>Opportunities for Development</p> <ul style="list-style-type: none"> Leveraging its strategic location for developing regional trade and logistics centres. Expanding health care services, including aged care, which is a growing sector. Agri-tourism could be further developed, capitalising on the strong agricultural base.
<p>Economic Diversification</p> <ul style="list-style-type: none"> Apart from traditional agriculture (including wool, fat lambs, cattle, and cereal cropping), the region has seen a growth in health care services, particularly aged care, as major employers. 	<p>Collaboration Opportunities with Neighbouring Councils</p> <ul style="list-style-type: none"> Work alongside Coonamble and Warrumbungle for a joint heritage and historical tourism project, highlighting the rich and varied histories of each area. Invest collaboratively in technology and innovation hubs, coupled with local skills training and skills brokering to address job gaps and enhance local business growth. Coordinate efforts in sports and recreational tourism, utilising the natural landscapes and facilities available in the regions.
<p>Tourism Sector</p> <ul style="list-style-type: none"> Tourism supports approximately 62 jobs in Gilgandra, representing 4.1% of the total employment. The largest sub-sector within tourism is Accommodation & Food Services, which supports 48 jobs. 	

Gilgandra Shire's economic profile reflects a strong agricultural base with emerging sectors like health care. Its strategic location offers significant opportunities for growth in logistics, tourism, and service industries. Collaborative efforts with neighbouring councils could further enhance economic development and regional appeal.

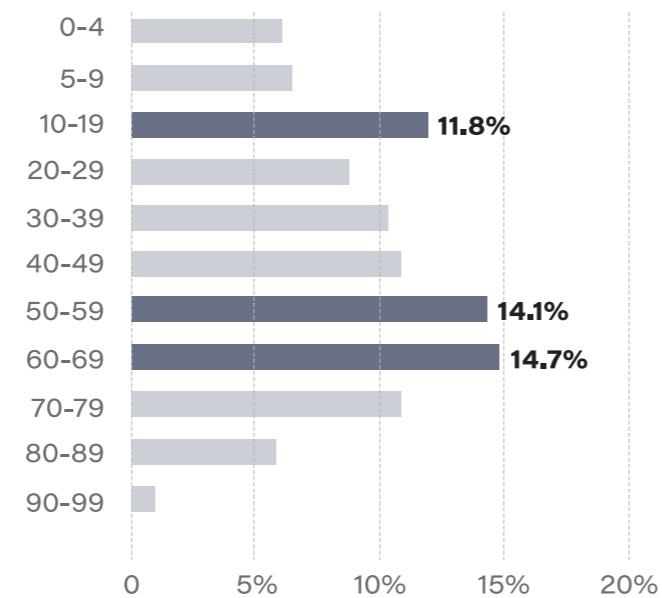
Gilgandra, located in the Central West region of NSW, Australia, offers several visitor attractions and events that contribute to its unique charm. Here are some of the top attractions and events that Gilgandra is known for:

- Coo-ee Heritage Centre - *Gilgandra*
- Windmill Walk - *Gilgandra*
- Gilgandra Rural Museum - *Gilgandra*
- Gilgandra Observatory - *Gilgandra*
- Gilgandra Annual Show - *Gilgandra*
- Gilgandra Races - *Gilgandra*
- Gilgandra Speedway - *Gilgandra*
- Flora Reserve - *Gilgandra*
- Historical Walk - *Tooraweenah*
- Orana Cactus World - *Gilgandra*
- Gilgandra Art Expo - *Gilgandra*

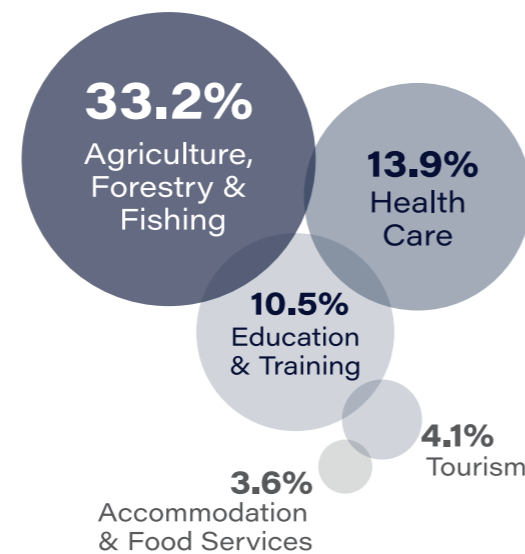
These attractions and events in Gilgandra offer visitors a chance to immerse themselves in the region's history, rural traditions, and natural beauty. Whether it's exploring the heritage centres, gazing at the stars, or experiencing the vibrant atmosphere of local shows and races, Gilgandra provides an array of experiences that highlight the region's unique character.



Age Structure



Employment - Main Industries



Source: app.rempln.com.au



Orana Cactus World - Gilgandra

Explore up to 1,000 species of cacti collected from around the world all in one magnificent garden located in the small town of Gilgandra, central NSW.



Gilgandra Art Expo - Gilgandra

The Gilgandra Art Expo is an annual art exhibition that celebrates local and regional artists. It showcases a diverse range of artworks, including paintings, sculptures, ceramics, and mixed media. The event provides a platform for artists to exhibit their work and offers visitors the opportunity to appreciate and purchase unique pieces of art.



Coo-ee Heritage Centre - Gilgandra

The Coo-ee Heritage Centre is a popular attraction that showcases the history and heritage of Gilgandra and the surrounding region. It houses a collection of artefacts, memorabilia, and displays related to local history, including the famous Coo-ee March of 1915, which was a recruitment march during World War I.



Gilgandra Rural Museum - Gilgandra

The Gilgandra Rural Museum provides visitors with insights into the region's agricultural heritage. The museum exhibits a range of farming machinery, tools, and equipment used throughout the years. It offers a glimpse into the farming practices and rural life of the area.





3.5 / Warrumbungle Shire Council

Located in Central NSW, Warrumbungle Shire is situated half way between Melbourne and Brisbane, and within 2 hours drive of the regional cities of Dubbo and Tamworth.

The Shire covers an area of approximately 12,380 square kilometres and offers unspoilt beauty and the ability to experience an unique scenery and friendly people.

The towns and villages of the shire comprise of Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran; with each community having their own special local charm. The Warrumbungle shire boasts a broad range of cultural, sporting and recreational activities, as well as being surrounded by major

tourism attractions including Australia’s largest optical astronomy research facility, the Bush Poetry Festival, Warrumbungle mountain range and Warrumbungle’s National Park.

Place Overview

The Warrumbungle Region is a diverse area offering beautiful scenery and accessible destinations.

Featuring the three National Parks areas of Warrumbungle, Pilliga and Coolah Tops, the area is a unique and scenic destination for visitors to the region.

In Warrumbungle, tourism supports an estimated 130 jobs, which is 4.2% of total employment. The largest sub-sector in Warrumbungle is Accommodation & Food Services with 98 jobs supported by tourists expenditure.

3.6 / Warrumbungle Shire Economic Overview

Home to 9,246 people, Warrumbungle Shire supports 3,123 jobs and has an economic output of \$1.007 billion. Agriculture, Forestry & Fishing is the leading sector, generating \$371.9 million and providing 945 jobs (30.26% of employment). The Shire's strategic location on the Newell Highway and diverse landscapes, including the Warrumbungle National Park, position it uniquely for eco-tourism and astronomical tourism, given the Siding Springs Observatory's presence near Coonabarabran.

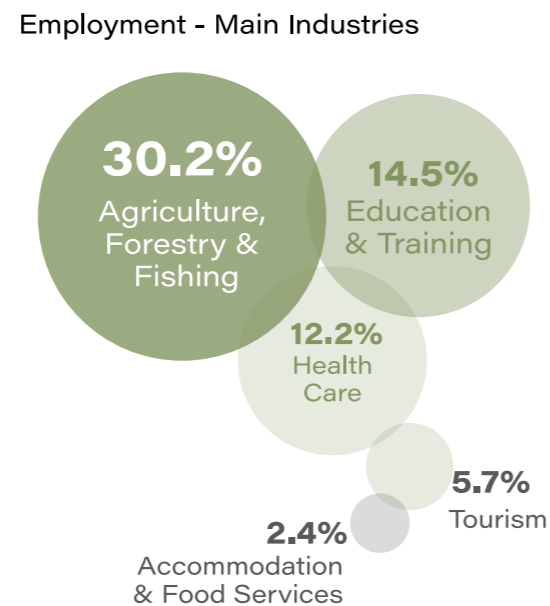
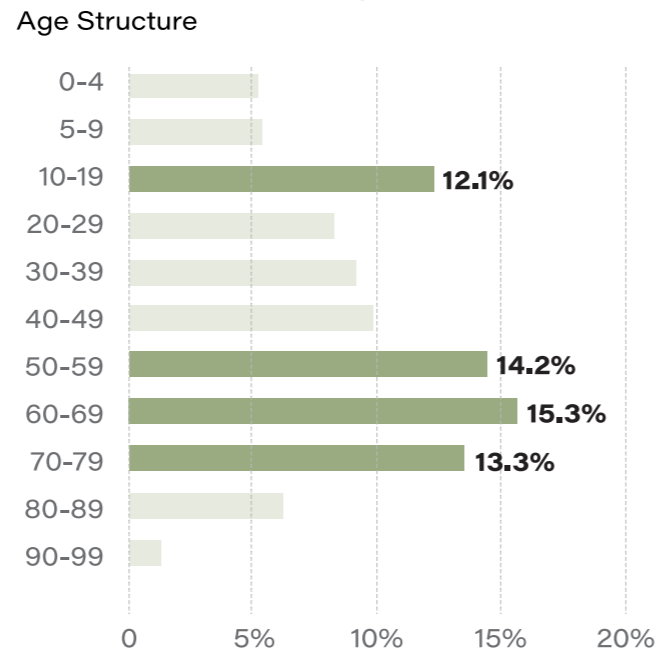
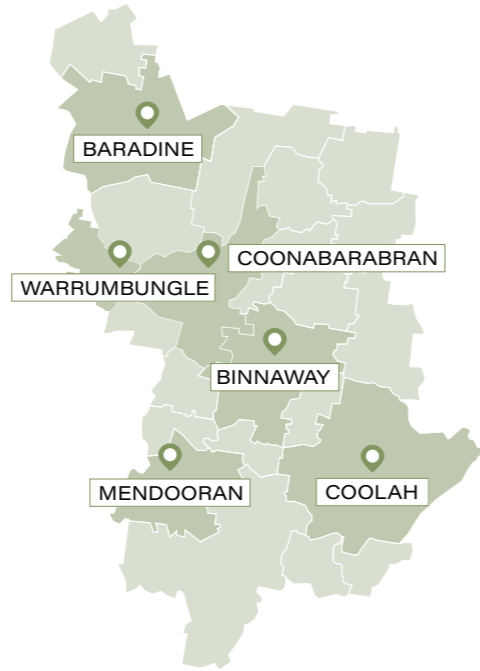
<p>Key Industries and Employment</p> <ul style="list-style-type: none"> The predominant industry sector is Agriculture, Forestry & Fishing, contributing \$371.9 million to the economy, accounting for 36.94% of the total output. This sector is also the largest employer in the region, providing 945 jobs, representing 30.26% of total employment. 	<p>Gross Regional Product (GRP)</p> <ul style="list-style-type: none"> GRP is a crucial measure indicating the total value of goods and services produced in the region. Warrumbungle Shire's GRP calculation includes both nominal GRP, showing growth influenced by price changes, and real GRP, indicating growth at constant prices.
<p>Geographic and Strategic Advantages</p> <ul style="list-style-type: none"> Warrumbungle Shire's strategic location on the Newell Highway, between Brisbane and Melbourne, enhances its connectivity and potential for economic activities. The diverse landscape, from plains to rugged mountainous peaks, provides varied opportunities for economic development, including tourism. 	<p>Opportunities for Development</p> <ul style="list-style-type: none"> The strong agricultural base provides a foundation for agri-tourism and related diversification. Leveraging the unique astronomical features can enhance educational and experiential tourism. Strategic location along major highways offers opportunities for developing transportation and logistics hubs.
<p>Unique Features and Opportunities</p> <ul style="list-style-type: none"> The presence of the Siding Springs Observatory near Coonabarabran, renowned for its astronomical research, underlines the area's potential as the "Astronomy Capital of Australia". 	<p>Collaboration Opportunities with Neighbouring Councils</p> <ul style="list-style-type: none"> Promoting regional tourism circuits that include Coonamble, Coonabarabran, and Gilgandra, as well as villages like Gulargonbone, Binnaway, Mendooran, and Tooraweenah, can create a comprehensive tourist experience. Seek opportunities to explore an extension of the Rail Trail concept. Joint marketing initiatives can showcase the region's diverse attractions, from agriculture and astronomy to natural beauty. Infrastructure development, like improved roads or tourist facilities, can benefit all councils and boost economic growth. Coordinating events and festivals across councils can attract a wider audience and promote the region's cultural diversity.
<p>Tourism Sector</p> <ul style="list-style-type: none"> Tourism, a significant component of the local economy, supports approximately 178 jobs, which is 5.7% of the total employment in the region. The largest sub-sector within tourism is Accommodation & Food Services, accounting for 143 jobs supported by tourist expenditure. 	

This overview provides a snapshot of Warrumbungle Shire's economic landscape, highlighting its strengths and potential areas for growth. Collaborative efforts with neighbouring councils can further enhance the region's economic and tourism prospects, leveraging each area's unique attributes.

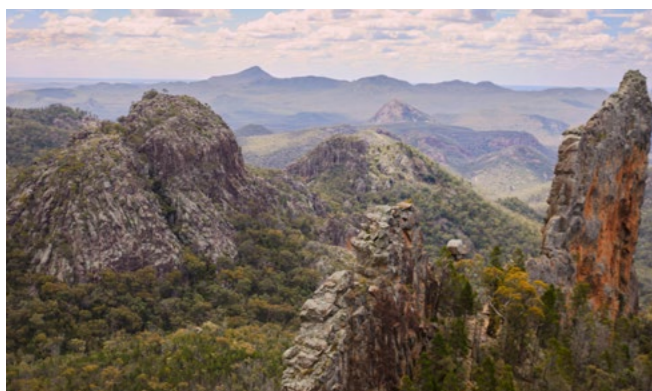
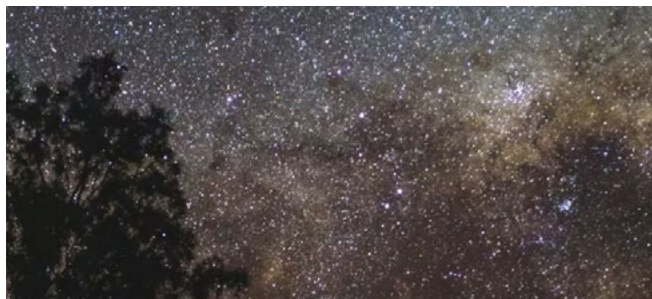
Warrumbungle, located in the Central West region of NSW, Australia, is renowned for its stunning natural landscapes, astronomy opportunities, and outdoor adventures. Here are some of the top visitor attractions and events that Warrumbungle is known for:

- Siding Spring Observatory - Warrumbungle
- Crystal Kingdom - Coonabarabran
- Warrumbungle National Park- Warrumbungle
- Camp Warrumbungle - Warrumbungle
- Warrumbungle Dark Sky Park- Warrumbungle
- Warrumbungle Dark Sky Weekend StarFest - Warrumbungle
- Coonabarabran Agricultural Show - Coonabarabran
- Warrumbungle Spring Wildflower Walks - Warrumbungle
- Pilliga Forest - Baradine
- Coolah Tops - Coolah
- Pilliga Pottery - Coonabarabran

These attractions and events in Warrumbungle offer visitors the opportunity to connect with nature, delve into astronomy, and engage in outdoor adventures. Whether it's exploring the national park's breathtaking landscapes, attending stargazing events, or embarking on bushwalking trails, Warrumbungle provides unforgettable experiences that highlight the region's natural beauty and astronomical significance.



Source: app.rempln.com.au



Coolah Tops - Coolah

Coolah Tops National Park is a playground for walkers and mountain bikers looking for a great cycling and camping experience. Spectacular views and magnificent waterfalls on walking trails and mountain bike tracks. Coolah Tops is home to an abundance of wildlife and birdlife, so you might see wallabies, eagles, gliders and rare owls.



Pilliga Pottery - Coonabarabran

Pilliga Pottery is a popular attraction in Coonabarabran that offers visitors the opportunity to explore a unique pottery studio and gallery. Visitors can witness the creation of pottery pieces, browse through a diverse range of handmade ceramics, and even participate in pottery workshops to learn the craft.



Siding Spring Observatory - Warrumbungle

Siding Spring Observatory is one of Australia's premier astronomical research facilities and a major draw for astronomy enthusiasts. Visitors can explore the observatory and learn about the fascinating world of astronomy through guided tours and public stargazing events. The dark skies of Warrumbungle make it an ideal location for observing stars, planets, and celestial objects.



Crystal Kingdom - Coonabarabran

Crystal Kingdom is a fascinating attraction that showcases a stunning collection of natural crystals, minerals, and fossils. Visitors can explore the exhibition and marvel at the dazzling displays, which highlight the geological wonders found in the region and beyond.



4.0 / ENVIRONMENTAL AND RESILIENCE CONDITIONS

4.1 / Environmental Considerations for Real Country

The Central West and Orana Regional Plan 2041 highlights the focus on a "A sustainable and resilient place" through environmental asset goals for the region and directions for healthy and resilient communities and water resources, landscapes, character and cultural heritage.

This focus sets the context for the following analysis of opportunities and threats.



OPPORTUNITIES

Biodiversity Protection
The plan emphasises identifying and mapping high environmental value (HEV) land to avoid development on these lands and manage impacts on sensitive areas. It also highlights the importance of biodiversity corridors for ecological processes.

Climate Change and Natural Hazards Resilience
The plan outlines objectives to build resilience against climate change and natural hazards, including upgrading water infrastructure, flood-proofing, and energy-efficient initiatives.

Creating Great Places
Strategies to bring more activity to rivers in urban areas, including trails, walking and cycling paths, and commercial or retail reorientation towards waterways, are proposed. This includes protecting riverine environments and celebrating Aboriginal heritage.

Dark Sky Park
The Siding Spring Observatory in the Warrumbungle National Park, a key astronomical site, is at the centre of a Dark Sky Region. The plan supports minimising light pollution to maintain the observatory's operations.

THREATS

Environmental Degradation
Development on HEV land and improper management of biodiversity corridors could lead to significant ecological damage.

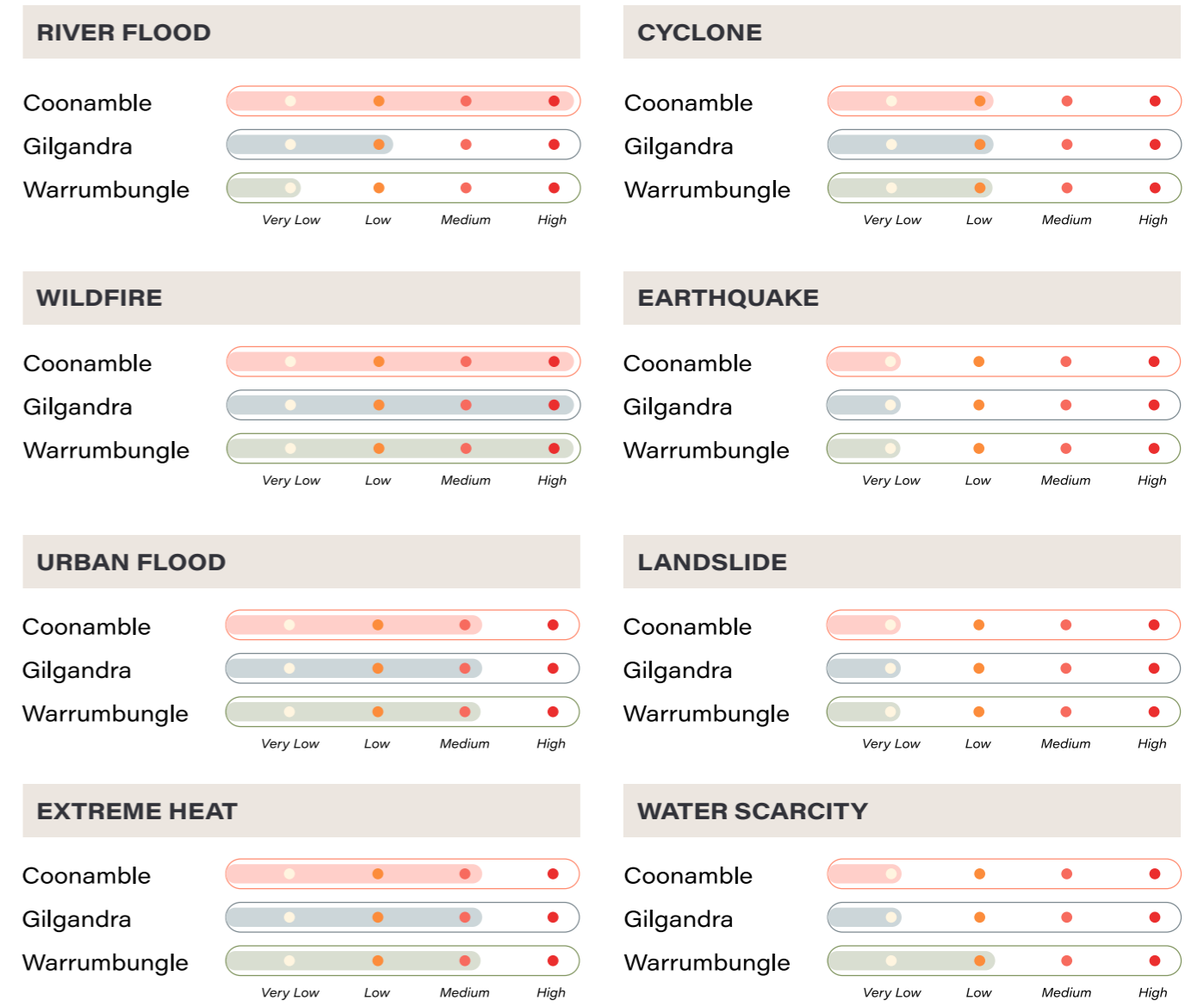
Water Scarcity and Pollution
Inadequate management of water resources, especially in areas like the Macquarie Marshes and Lachlan Catchment, could lead to water scarcity and pollution.

Climate Change Impacts
The region is prone to droughts, bushfires, and floods. Failure to effectively implement resilience strategies could lead to severe impacts on communities and ecosystems.

Urban Development Pressures
If not managed sustainably, urban development near waterways could lead to environmental degradation and loss of cultural heritage.

Light Pollution
Development in the Dark Sky Region without careful consideration of light pollution could impact the operations of the Siding Spring Observatory.

Hazard Levels



Source: thinkhazard.org

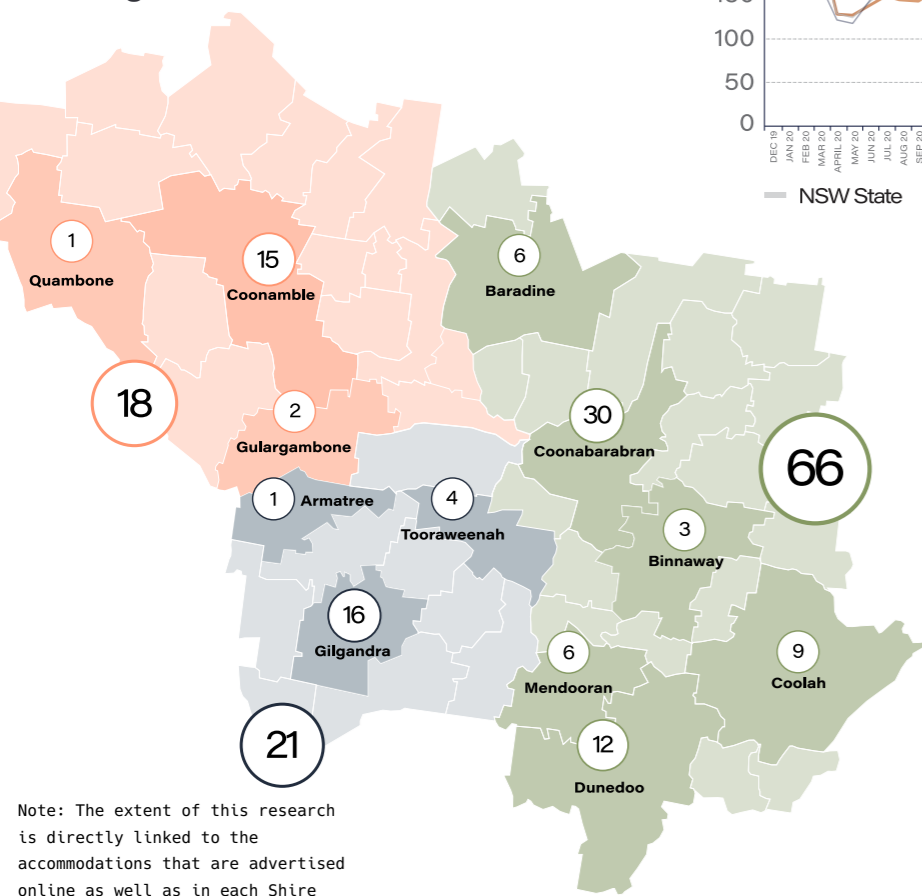
5.0 / TOURISM INFRASTRUCTURE PROVISION AND LOCAL SETTINGS

5.0 / Current Tourism Infrastructure

Accommodation Assessment

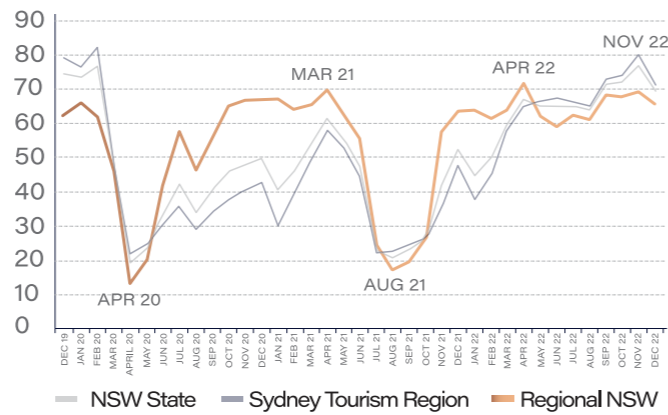
The occupancy rate in Regional NSW has been slowly decreasing since the end of the lockdown. However, the average daily rate is at an all-time high, and revenue has improved substantially since 2021. The majority of the 104 establishments recorded (through online data research) are traditional hotels (42.31%), indicating a strong presence of conventional hospitality businesses, followed by Airbnb listings and camping grounds accounting for 19.23%, catering for personalised stays and immersive nature experiences, as well as farm stays, though smallest in proportion at 3.85%, provide unique rural experiences. Approximately 63.46% are located in the Warrambungle LGA.

Number of Accommodations in each region

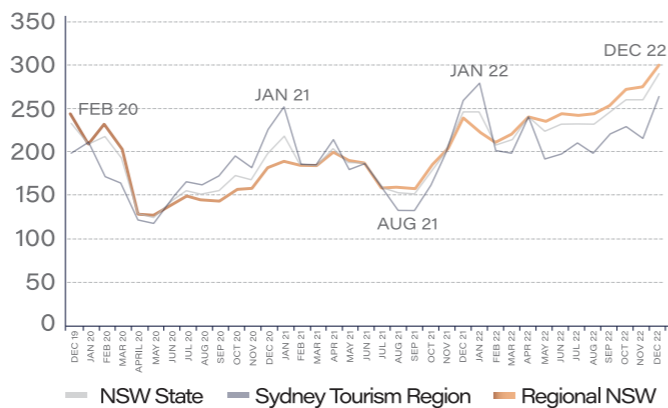


Note: The extent of this research is directly linked to the accommodations that are advertised online as well as in each Shire Council websites.

Occupancy Rate (%)



Average Daily rate (\$)



Cottages and cabins



Hotels and Motels

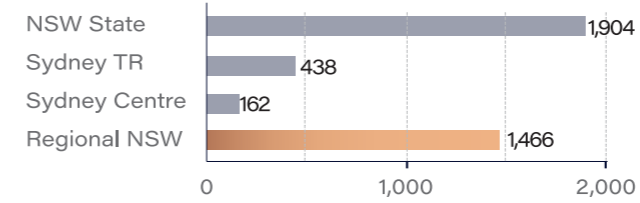


Camping grounds and caravan parks

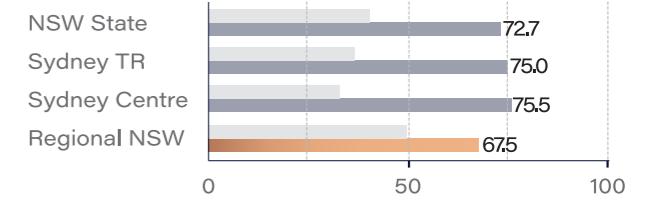
Establishments with 10 rooms or more (Hotels and Serviced Apartments)

December Qtr 2021 (light grey) December Qtr 2022 (dark grey)

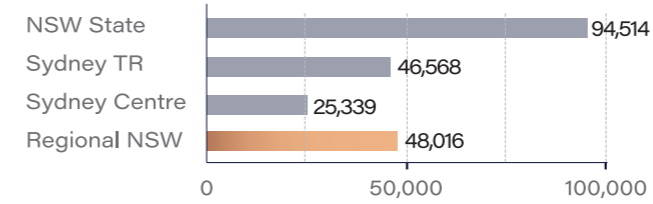
Establishments (No.)



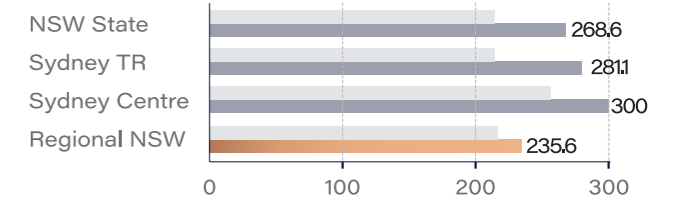
Occupancy Rate (%)



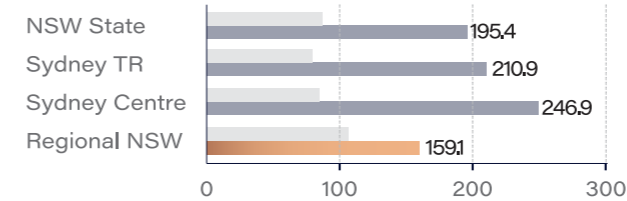
Rooms (No.)



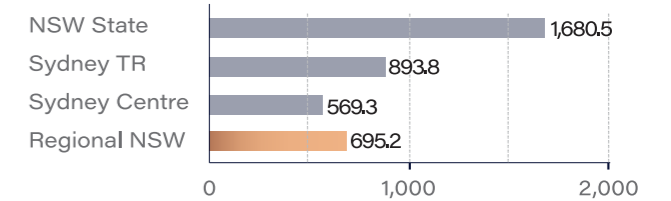
Average Daily Rate (\$)



Revenue Per Available Room (\$)



Takings from Accommodation (\$M)

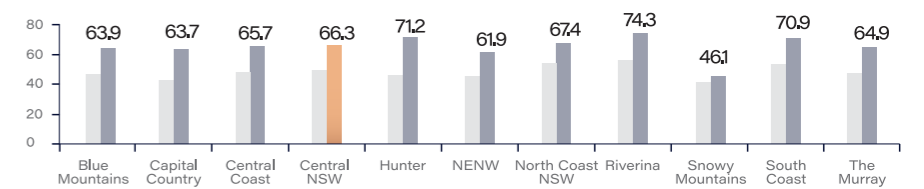


How to add value

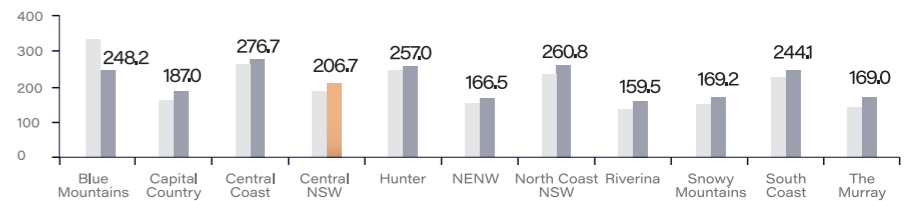
Compared to other regions in Regional NSW, there is an opportunity for increased occupancy rate, leveraging the interest in alternative forms of accommodation, particularly AirBnBs and camping sites, which together make up for approximately 56% of the Real Country accommodation offer.

Promoting off-peak travelling, tied to the current seasonal event offering in the Real Country, can lead to positive and vibrant visitor experiences, as well complementing existing camping and farm stay experiences with sustainable tourism initiatives. Partnering with local establishments for packaged deals that include visitor activities, meals and guided-tours could be a leading value-add for Real Country stays.

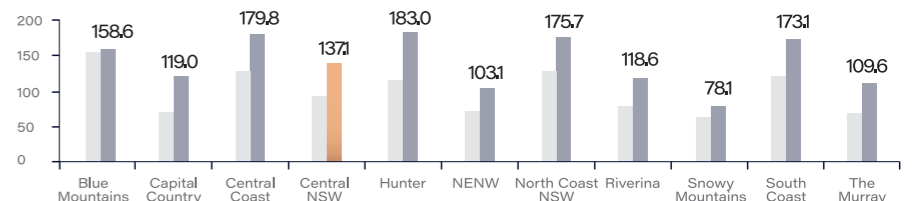
Occupancy Rate (%)



Average Daily Rate (\$)



Revenue Per Available Room(\$)



December Qtr 2021 (light grey) December Qtr 2022 (dark grey)

5.2 / Evaluation of Tourist Attractions and Accessibility

Within the Real Country there is an array of attractions that not only boast high Google ratings but also offer a broad spectrum of experiences, reflecting the region's genuine hospitality. The uniformly high ratings across attractions like the Coonamble Rodeo and Campdraft (4.4), Warrumbungle National Park (4.7), and the Siding Spring Observatory (4.5) prove the ability to deliver satisfying and memorable experiences.

Attraction Name	Location	Google Rating	Category
Coonamble Rodeo and Campdraft	Coonamble	★★★★★	Sporting Events
Macquarie Marshes	Coonamble		Natural Wonders
Coonamble Museum	Coonamble	★★★★★	Cultural Heritage
Warrumbungle National Park	Coonamble	★★★★★	Natural Wonders
Water Tower Art	Coonamble	★★★★★	Arts and Crafts
Outback Arts Gallery	Coonamble	★★★★★	Arts and Crafts
River Walk	Coonamble	★★★★★	Environmental/ Eco-tourism
Coo-ee Heritage Centre	Gilgandra	★★★★★	Cultural Heritage
Windmill Walk	Gilgandra		Environmental/ Eco-tourism
Gilgandra Museum and Historical Society	Gilgandra	★★★★★	Cultural Heritage
Observatory	Gilgandra		Astronomy
Gilgandra Jockey Club	Gilgandra	★★★★★	Sporting Events
Speedway	Gilgandra	★★★★★	Sporting Events
Flora Reserve	Gilgandra	★★★★★	Natural Wonders
Historical Walk	Gilgandra		Cultural Heritage
Orana Cactus World	Gilgandra	★★★★★	Natural Wonders
Siding Spring Observatory	Warrumbungle	★★★★★	Astronomy
Crystal Kingdom	Warrumbungle	★★★★★	Cultural Heritage
Dark Sky Park	Warrumbungle	★★★★★	Astronomy
Wildflower Walks	Warrumbungle		Environmental/ Eco-tourism
Pilliga Forest	Warrumbungle	★★★★★	Natural Wonders
Coolah Tops	Warrumbungle	★★★★★	Natural Wonders
Pilliga Pottery	Warrumbungle	★★★★★	Arts and Crafts

How to add value

Leveraging the high Google ratings and positive visitor feedback is instrumental in enhancing the region's reputation for quality experiences, which can be achieved through targeted digital marketing campaigns that highlight these ratings and showcase visitor testimonials. Investing in the promotion of lesser-known attractions, adding them to Google Maps and other rating platforms, should also be prioritised.

SWOT Analysis

Strengths

- High Google ratings across a variety of attractions, indicating strong hospitality and high visitor satisfaction.
- Diverse range of attractions experiences, appealing to a broad audience.
- Strong presence in arts and crafts, and nature, showcasing the region's rich cultural and environmental heritage.
- Strategic positioning of attractions like Warrumbungle National Park and Siding Spring Observatory, capitalising on unique natural and astronomical features.

Weaknesses

- Some attractions have not yet been rated on Google, which may not fully reflect their true value and appeal.
- Potential gaps in visitor experiences, such as diverse options for entertainment and night time activities.

Opportunities:

- Utilising high ratings to enhance the region's reputation for quality experiences and exceptional hospitality.
- Expanding the range of attractions and experiences to attract different visitor demographics and interests.
- Developing targeted marketing campaigns to promote lesser-known attractions and increase their visibility and appeal.

Threats

- Over-reliance on a limited number of attractions could lead to sustainability issues and put undue pressure on these sites.
- Environmental and ecological threats that could impact natural attractions, necessitating proactive conservation and sustainability efforts.



6.0 / TARGET MARKET

6.1 / Visitor Gap Analysis

Understanding the target market is crucial for designing effective marketing strategies that resonate with the desires and preferences of potential visitors. The Real Country appeal to a diverse range of travellers seeking an authentic country experience, nature-based activities, cultural exploration, and affordable yet memorable adventures.

Through comprehensive market research, we have begun to understand in more detail the different market segments and how they are interacting in the Central West region.

Domestic Travellers

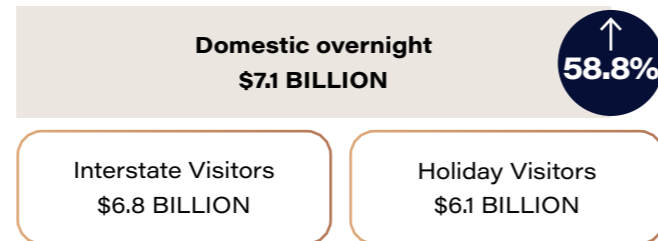
The domestic market represents a significant portion of visitors to Central West NSW. This segment includes families, couples, solo travellers, and friends seeking a break from urban life. They are motivated by the opportunity to reconnect with nature, experience the charm of rural Australia, and explore off-the-beaten-path destinations. They value affordability, unique experiences, and warm hospitality.

International Travellers

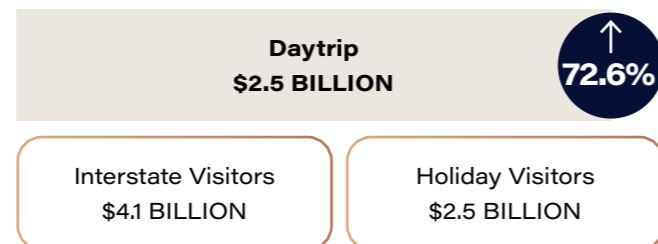
International travellers, including adventure enthusiasts, nature lovers, and cultural explorers, are drawn to Central West NSW for its untouched landscapes, diverse wildlife, and authentic cultural experiences. This segment includes travellers from countries such as the United States, United Kingdom, Germany, and Asia-Pacific regions. They are motivated by the desire to immerse themselves in the local culture, encounter unique wildlife, and witness the breathtaking natural beauty of the region.

Regional NSW

Domestic overnight expenditure growth

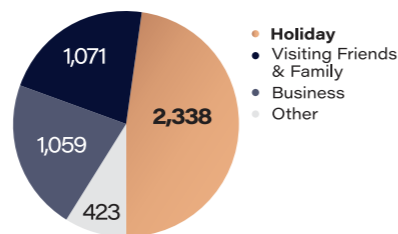


Daytrip expenditure growth

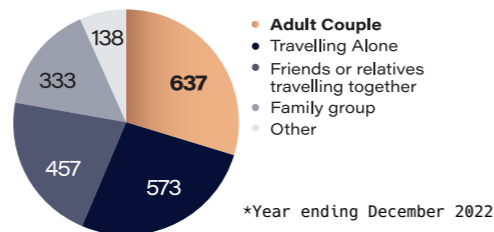


*Year ending March 2023

Purpose of Visit (overnight + daytrip 2022)



Travel Party (overnight 2022)



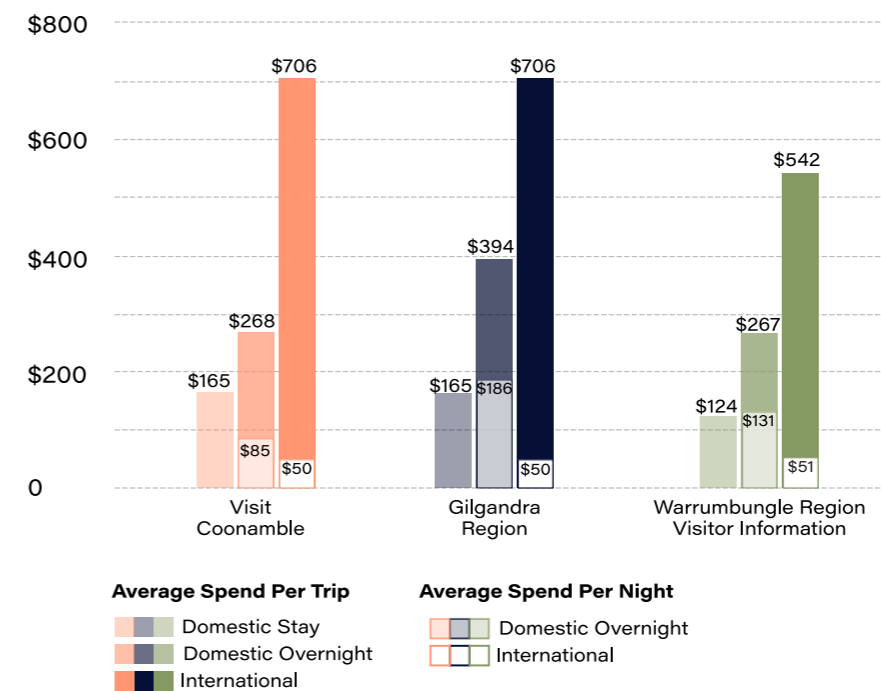
*Year ending December 2022

With \$30 billion in domestic overnight visitor spend and 36 million domestic overnight visitors recorded in NSW for the year ending March 2023, the potential for tapping into this rich tourism market in the Real Country has never been clearer. The most recent data shows that regional NSW contributed significantly to this growth, with domestic overnight expenditure rising by 58.8% to reach \$7.1 billion

The Real Country Region

The following profile data is derived from surveys and provides broad guidance regarding average visitor expenditure in each LGA. Domestic day visitors to Coonamble, Gilgandra and Warrumbungle are estimated to spend an average of \$124-165 per trip.

For those domestic visitors who stay overnight it is either 2 or 3 nights, the average spend per night is estimated as low as \$85 in the case of Warrumbungle and as high as \$186 for Gilgandra, and for international visitors staying 11-14 nights it can range from \$542 to \$50-51. It is important to note that these estimated rates of expenditure reflect averages across many types of visitors. For instance, some visitors stay in paid accommodation, while others will stay with their family or friends.

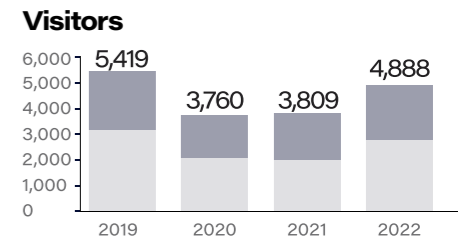


Source Coonamble Shire: ABS 2021 Census Place of Work Employment (Scaled), ABS 2020 / 2021 National Input Output Tables, ABS June 2022 Gross State Product, and ABS 2021 / 2022 Tourism Satellite Account.

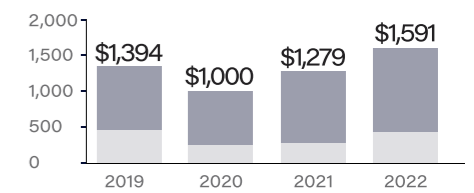
Source Gilgandra Shire: ABS 2021 Census Place of Work Employment (Scaled), ABS 2020 / 2021 National Input Output Tables, ABS June 2022 Gross State Product, ABS 2021 / 2022 Tourism Satellite Account, TRA 2019 Gilgandra (A) Local Government Area Tourism Profile - Domestic Overnight Visitors. Destination NSW March 2020 Central NSW Regional Tourism Profile - Domestic Day & International Visitors.

Source Warrumbungle Shire: ABS 2021 Census Place of Work Employment (Scaled), ABS 2020 / 2021 National Input Output Tables, ABS June 2022 Gross State Product, ABS 2021 / 2022 Tourism Satellite Account, and TRA 2019 Warrumbungle (A) Local Government Area Tourism Profile.

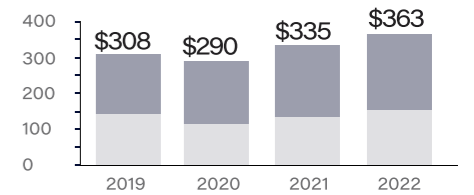
Central West Domestic Travel



Expenditure (\$M)



Spend per Visitor (\$)



Source: National and International Visitor Surveys, TRA.

Daytrip Overnight

Top 5 Activities (NSW)



Source: National and International Visitor Surveys, TRA.

6.2 / Types of Tourism

The following data aims to develop a gap analysis with data from the 2019 National and International Visitor Surveys, collected by Tourism Research Australia, looking at snapshots of different types of tourism - **nature-based** tourism, **culture & heritage** tourism, **food** tourism, **caravan & parking** travel, and **aboriginal** tourism. The gap analysis establishes a strategic foundation for developing the Real Country's visitation profile. It serves as a benchmark for pre-pandemic tourism levels and offers an in-depth understanding of the diverse types of tourism that can be explored and

leveraged through the Real Country tourism initiatives. By addressing the unique demands of various tourism sectors, the analysis enables well-rounded and appealing visitor experience programming. Regarding visitor numbers and expenditure levels, the predominance of nature-based tourism is striking, however, culture & heritage tourism proves to be a valuable type of tourism for the state. Food, caravan travel, and aboriginal tourism experiences are particularly interesting for the Real Country context and therefore are included in the present analysis.



Nature-based tourism and Astronomy Enthusiasts

Central West NSW, particularly Coonabarabran, holds a significant appeal for astronomy enthusiasts. These individuals, including amateur astronomers, astrophotographers, and stargazers, are attracted to the region's pristine night skies and world-class observatories. They seek opportunities to observe celestial phenomena, participate in stargazing events, and engage in educational experiences related to astronomy.



Nature Lovers and Adventure Seekers

The region's diverse landscapes, including national parks, rivers, and hills, attract nature lovers and adventure seekers. This segment is drawn to activities such as hiking, bird watching, camping, fishing, kayaking, cycling, mountain biking, dirt biking, and horse riding. They value opportunities for outdoor exploration, wildlife encounters, and adrenaline-pumping adventures.



Culture and Heritage Enthusiasts

Central West NSW's rich cultural heritage appeals to travellers interested in exploring the region's indigenous traditions, pioneering history, arts, and crafts. This segment seeks cultural tours, historical sites, museums, art galleries, and local festivals. They appreciate authentic experiences, interaction with local communities, and opportunities to learn about the region's unique heritage.



Food Tourism and Culinary Enthusiasts

This segment comprises travellers who have a strong interest in food and culinary experiences. They seek out destinations that offer unique gastronomic delights, local flavors, and farm-to-table experiences. Culinary enthusiasts are likely to be passionate about exploring the Central West region's food culture, trying local specialties, and engaging with the local culinary community.



Caravan and parking travel Enthusiasts

Attracted to the availability of caravan and campsites in all 3 LGAs the Central West NSW is an attractive destination on the caravanning circuit. This segment comprises individuals and families who enjoy the freedom and flexibility of traveling in caravans, motorhomes, or RVs. They are attracted to destinations that offer well-equipped caravan parks, campgrounds, and facilities that cater to their specific needs.



Aboriginal Tourism Enthusiasts

This segment comprises travellers interested in the historical significance and heritage of Aboriginal communities in the Central West region. They are drawn to destinations that offer insights into the ancient traditions, art, language, and stories of Aboriginal peoples. Historical and heritage sites, museums, and interpretive centres that showcase the region's Aboriginal history can capture the interest of this segment.

Visitors	37.0 M
Nights	140.9 M
Expenditure	\$24.0 Bn

Visitors	14.1 M
Nights	83.1 M
Expenditure	\$14.3 Bn

Visitors	5.2 M
Nights	57.4 M
Expenditure	\$9.0 Bn

Visitors	3.7 M
Nights	13.5 M
Expenditure	\$2.0 Bn

Visitors	514 K
Nights	13.1 M
Expenditure	\$1.6 Bn

Source: National and International Visitor Surveys, TRA.

6.3 / User Personas

In the competitive tourism market, understanding the target audience in detail is essential. Using visitor data has facilitated the creation of various marketing personas, each mirroring real behavioural trends and preferences of visitors. These personas help in gaining a deeper insight into the audience, which is instrumental in customising Real Country's messaging, offerings, and marketing strategies to cater to the distinct needs of each segment.

Personalisation has become fundamental in successful marketing. By identifying the distinct preferences, motivations, and behaviours of target audience segments, it's possible to offer marketing strategies that are more relevant, engaging, and effective.

The use of data to establish marketing personas enables the crafting of highly personalised marketing campaigns. Instead of a generic approach, there's the opportunity to create messages and experiences that truly resonate with each persona, enhancing the visitor experience and increasing engagement and loyalty.

Employing data to develop marketing personas sharpens the focus on visitors, seeing them as individuals rather than a uniform mass. This approach is central to the design of marketing strategies, allowing for more effective engagement with and satisfaction of visitors, thus improving the overall success of tourism in the Real Country.



Rachel
International Solo Adventurer

She's adventurous and independent, always looking for off-the-beaten-track experiences, Rachel is a solo travel from overseas who's eager to find about all the hidden gems, sit with the locals at the pub, wander through all the best hikes. Rachel seeks experiences that let her truly understand and engage with the destination she is visiting.

Rachel loves outdoor activities such as hiking, cycling, and wildlife spotting. She also enjoys immersing herself in local culture by visiting museums, historical sites, and local markets.



Sam & Eva
Young Digital Nomad Couple

Sam and Eva are a young couple travelling in a caravan. They are digital nomads who work remotely, allowing them to stay in one place longer. They need accommodation options that can cater to their lifestyle, such as places with good internet access.

In their downtime, they enjoy exploring local attractions, trying out new cuisines, and participating in local events. They might also enjoy outdoor activities like hiking or kayaking.



John & Mary
Active Retirees

John and Mary are a semi-retired couple (like 45% of domestic visitors over 55) from Sydney who love to travel, but are keen to stay domestic. They have a high disposable income and are looking for new destinations to add to their bucket list. They enjoy active and immersive experiences and love engaging with the local scene and often choose to travel outside of peak periods to avoid the crowd.

They enjoy active pursuits like walking, golfing, or bird-watching. They're also interested in local history, arts, and culture, and would enjoy attending concerts, exhibitions, and historical tours.



The Taylors
Regional Family

The Taylors are a family from regional NSW who travel primarily for social activities, just like 92% of regional NSW families do. They often visit friends in different regions and prefer convenience in planning their trips, a frequent pattern in domestic family visitors, of whom 84% book accommodation online and 16% book activities online.

Their hobbies are likely diverse, including outdoor activities like swimming or cycling, attending local festivals or events, and visiting family-friendly attractions like zoos or adventure parks.



Dylan, Olivia, Emily, Aidan & Mia
The weekenders

Travelling from Lithgow with all their friends for the long weekend, these groups of friends are ready to make memories in the Real Country during their summer break.

Eating out, adventure packages, pubs and festivals.



6.4 / Tourism Forecast

Forecast for visitors and trends in tourism

TRANSFORMATIVE TRAVEL EXPERIENCES



Visitors want to go further than just seeing the sites, they want to connect with the place, get to know the intricate stories behind them and travel meaningfully, creating community and memories - 55% of visitors wish to meet new people while away. Rural experiences continue to be desired by domestic visitors planning city escapes.

60,000 OLD CULTURE

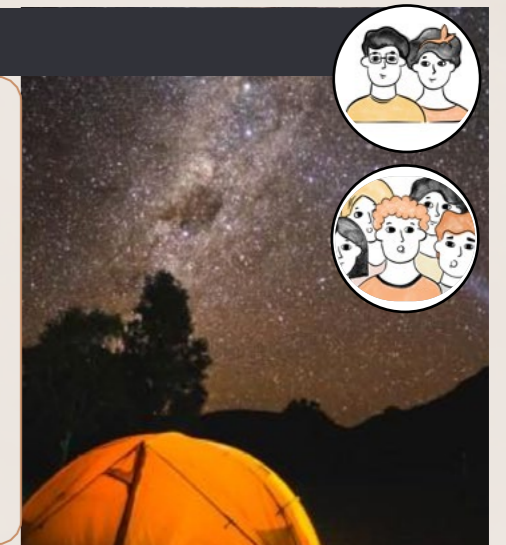


Exploring country Australia, with an arts and culture scene that stretches back over 60,000 years, with legendary stories shared by locals and inspired by the spectacular night-sky, where you can admire our galaxy like nowhere else.

AN ODYSSEY JOURNEY

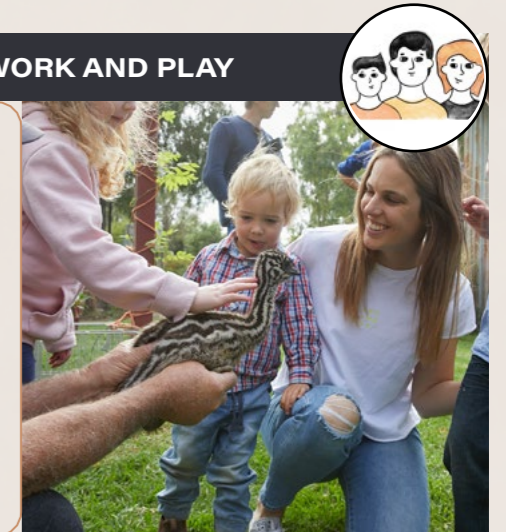


Leveraging the geotrails and nature-based adventures to offer a diverse journey to the ultimate feeling of freedom, exploring the landscape from deeply carved gorges, plunging waterfalls and rich discoveries underground.



EDVENTURES - MIXING WORK AND PLAY

Providing visitors, especially families, opportunities for interactive learning and education while on holiday, through workshops and immersive experiences with Real Country's heritage, aboriginal and natural assets.



7.0 / COMMUNITY CONSULTATION

WHAT WE HAVE HEARD

7.1 / Engagement Process

The engagement process, designed to complement existing research, has explored the collective desires of the community, key stakeholders, and industry partners. Through a series of workshops, interviews, surveys, and engagement efforts, the voices and aspirations of each local community have been heard and incorporated into the strategic planning process.

Recurrent themes during engagement sessions include considerations on tourism efforts, which should emphasise cultural and historic experiences, unique events and seasonal and nature-based activities. Niche opportunities, such as agri-tourism, sky observation and local stories have also been explored with the aim of having a diversified tourism strategy, in which technology was also highlighted as a tool to be leveraged in the Real Country context.

The need for improved accessibility and connectivity was also a key theme across engagement sessions, particularly regarding town connection and river accessibility. Infrastructure and amenity provision should accommodate growth, along with the focus for regenerative river health and natural landscapes.

Engagement participants have also highlighted the willingness of the community to be engaged in the Real Country project, as well as the need to engage different age groups. Business support should also be a priority to ensure a diverse offer mix, accommodation provision and a vibrant local economy.



A comprehensive community and stakeholder engagement program has provided valuable insights to inform the Real Country Strategic Destination Plan catalyst infrastructure and marketing projects.

[To view this report click here](#)

7.2 / Summary of Outcomes

Coonamble

Participants underscored the river's importance, viewing it as the town's core, with a focus on its restoration and accessibility. Wareena Weir is envisaged as a future hub for leisure and recreation, while revitalisation plans for the main street aim to boost the town's vibrancy and economic resilience. There is a strong advocacy for more accommodation to support tourism, with the preservation of historical features being vital, especially for the main street buildings. Community engagement has been robust, showing a collaborative spirit to reinforce the regional identity.

Gilgandra

Workshop participants advocated for continual renewal of the CBD and Miller Street priorities as well as river crossings to enhance connectivity and public enjoyment. River health remains a top priority, with proposals to position any proposed town beach in a shaded area under the Jack Renshaw Bridge. Emphasising cultural inclusivity and First Nations heritage is crucial, alongside promoting primary industries to highlight Gilgandra's agricultural history. The creation of an accessible walking track is aimed at optimising public spaces, fostering unity that capitalises on collective strengths.

Tooraweenah

Participants expressed a desire to leverage the area's natural attractions and proximity to the Warrumbungle National Park. Enhancing communication tools, wayfinding, promoting tourism through events, and supporting local businesses form part of a broader strategy to develop the village's potential. Initiatives such as the Local Village Walk and geocaching are viewed as methods to attract visitors and strengthen regional tourism.

Coonabarabran

Coonabarabran's engagement highlights the importance of infrastructure adaptable to its distinct seasonal climate, with a focus on the river's health and the town's ecological balance. First Nations culture is central to the town's identity, with a desire to celebrate art and the main street's role as a connector of key areas. The town's dark sky is seen as a unique asset, with potential to enhance night-time experiences and stargazing opportunities.

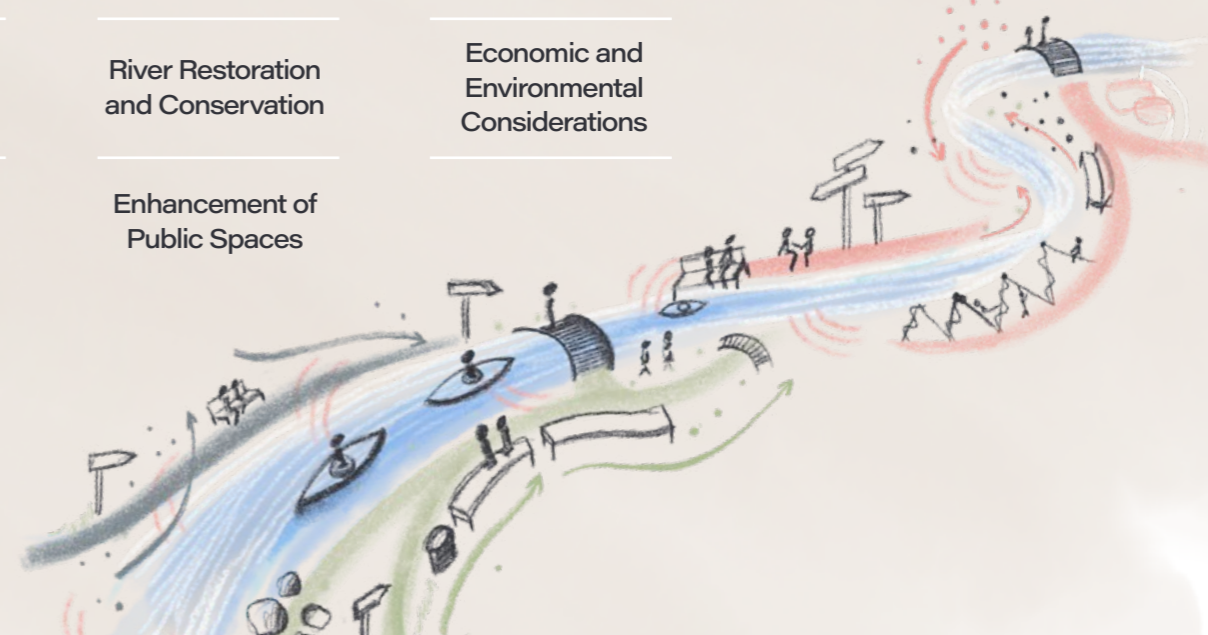
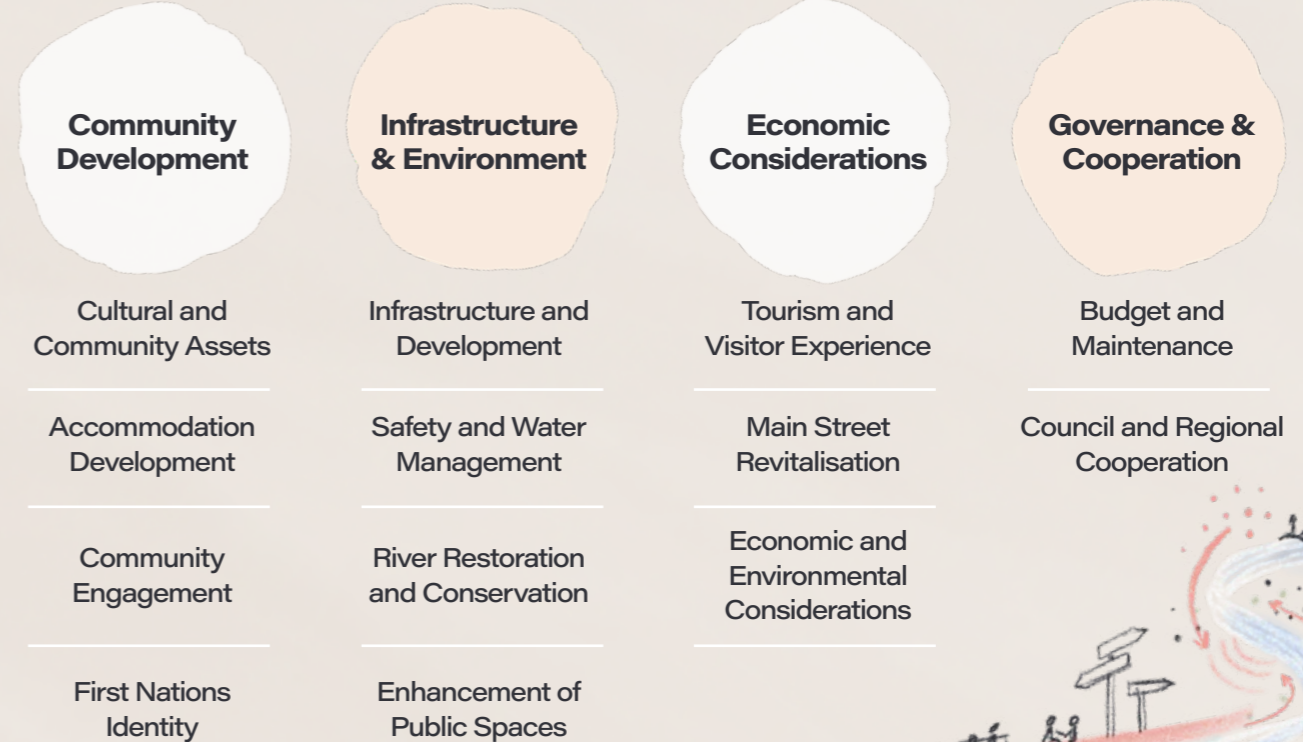
Binnaway

The community expressed pride in its historical roots and is committed to preserving its character despite environmental challenges. There is an enthusiasm for expanding tourism initiatives such as cycle trails, bird watching, and events, focusing particularly on river health and Aboriginal cultural tourism. Working in tandem with the community action plan is regarded as a positive step forward.

Mendooran

Participants reflected on the unique aspects of Mendooran, celebrated for its murals and picturesque landscapes. The community shows enthusiasm for enhancing river access and promoting local businesses. Addressing approval challenges and engaging with recreational trends like cycling are identified as opportunities. There's also a focus on river health and sustainable community practices.

7.3 / Key Themes



SECTION B

CREATING A COORDINATED VISION FOR REAL COUNTRY

8.0 / VISION FOR REAL COUNTRY

8.1 / Overview of the Shared Vision

The vision of the project seeks to grow Real Country region into a regional experience destination, provide economic support outside of the agricultural industry, engage with communities, enhance natural assets, drive community and visitor access, increase visitation and overnight stays, increase education, provide cultural experience and wellbeing opportunities, improve space for events, and leverage natural assets with initiatives of activities, art and scapes.

Cultivating Core Character with the Castlereagh River as a Tourism Beacon

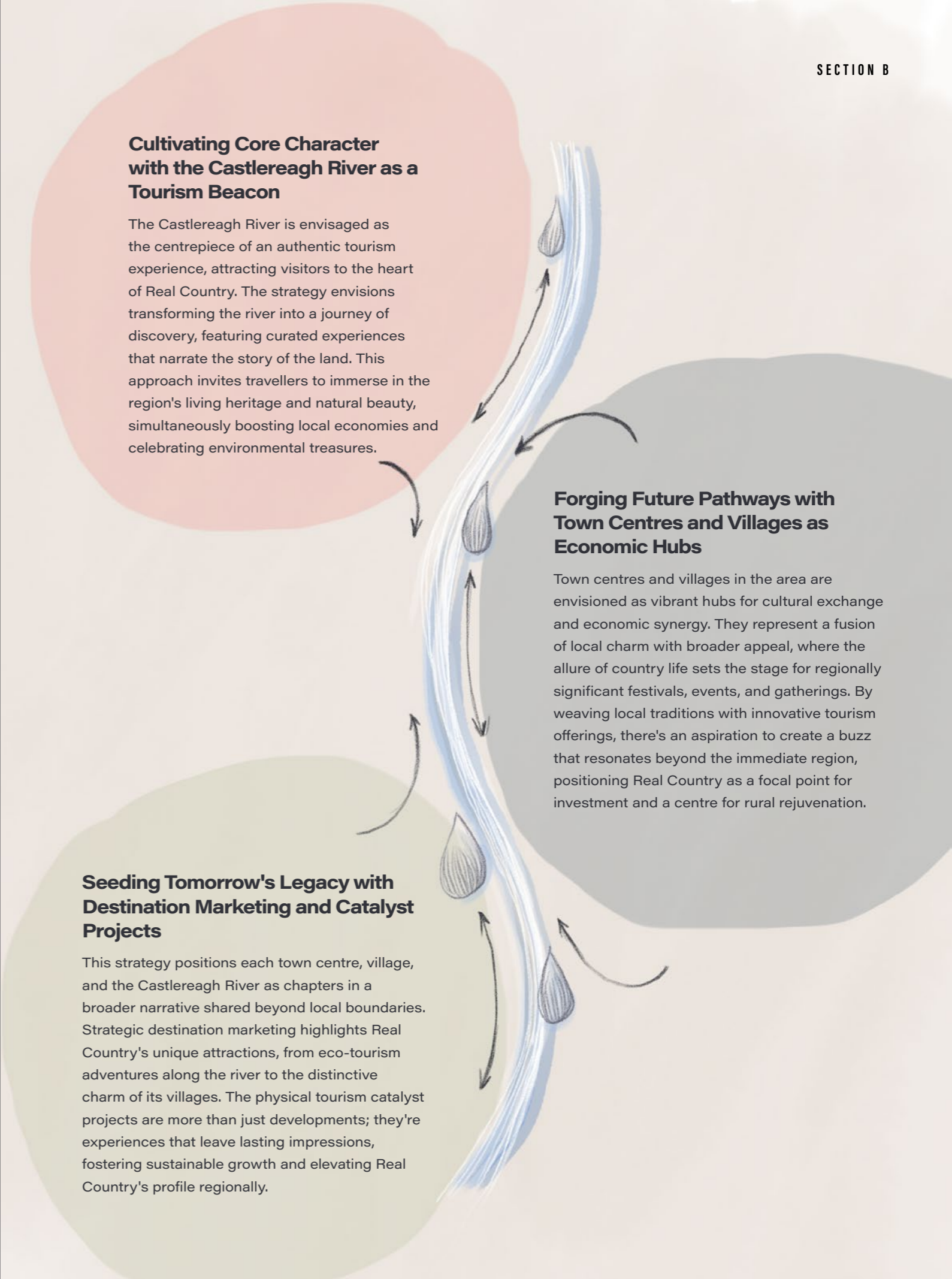
The Castlereagh River is envisaged as the centrepiece of an authentic tourism experience, attracting visitors to the heart of Real Country. The strategy envisions transforming the river into a journey of discovery, featuring curated experiences that narrate the story of the land. This approach invites travellers to immerse in the region's living heritage and natural beauty, simultaneously boosting local economies and celebrating environmental treasures.

Forging Future Pathways with Town Centres and Villages as Economic Hubs

Town centres and villages in the area are envisioned as vibrant hubs for cultural exchange and economic synergy. They represent a fusion of local charm with broader appeal, where the allure of country life sets the stage for regionally significant festivals, events, and gatherings. By weaving local traditions with innovative tourism offerings, there's an aspiration to create a buzz that resonates beyond the immediate region, positioning Real Country as a focal point for investment and a centre for rural rejuvenation.

Seeding Tomorrow's Legacy with Destination Marketing and Catalyst Projects

This strategy positions each town centre, village, and the Castlereagh River as chapters in a broader narrative shared beyond local boundaries. Strategic destination marketing highlights Real Country's unique attractions, from eco-tourism adventures along the river to the distinctive charm of its villages. The physical tourism catalyst projects are more than just developments; they're experiences that leave lasting impressions, fostering sustainable growth and elevating Real Country's profile regionally.



9.0 / PLACE FRAMEWORK

9.1 / Definition of the Place Framework the 3 clear goals of the Place Strategy

NATURES AND RIVER'S PULSE

Capturing the local river's vitality and prospects for public space vitality.

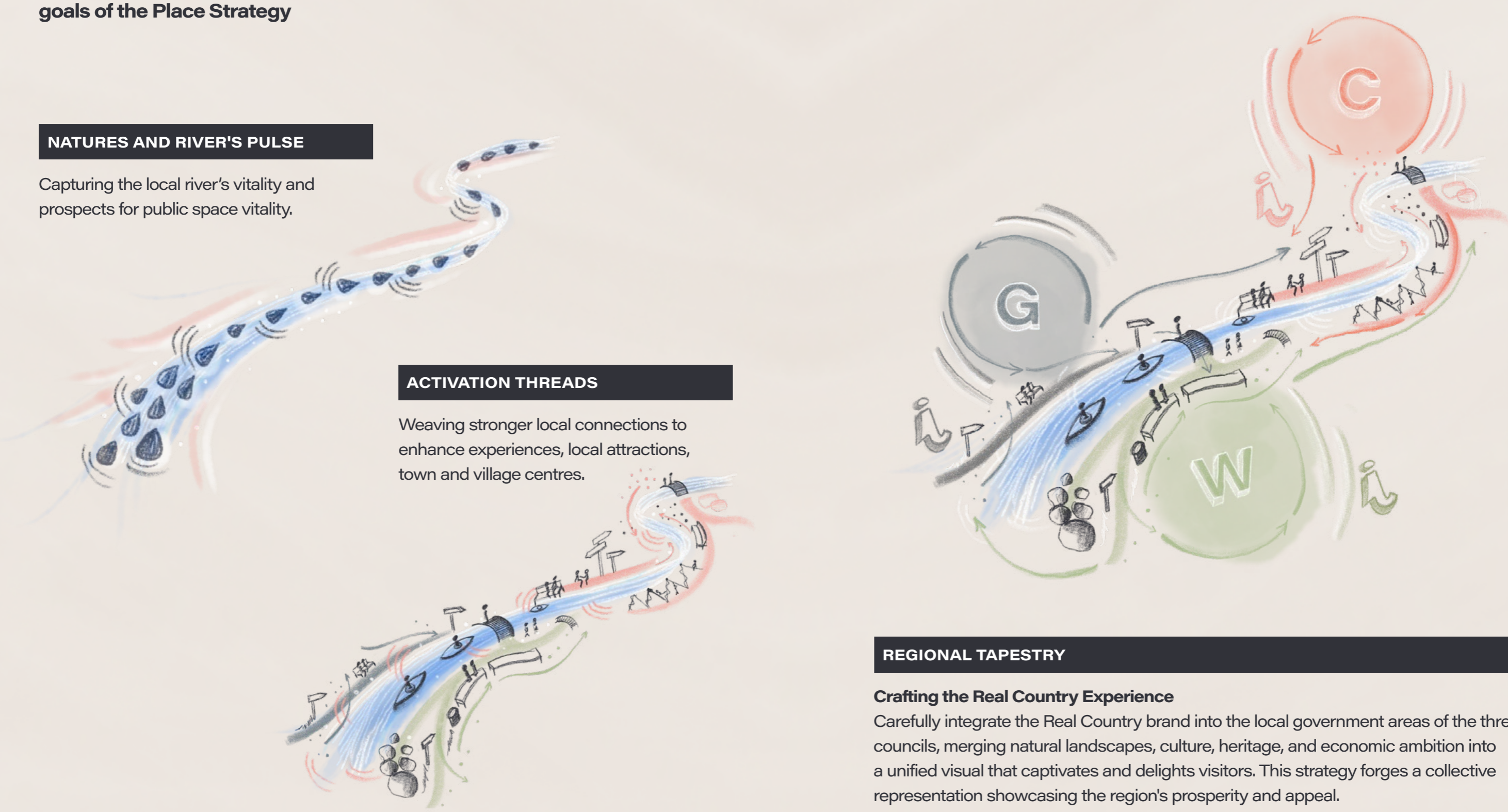
ACTIVATION THREADS

Weaving stronger local connections to enhance experiences, local attractions, town and village centres.

REGIONAL TAPESTRY

Crafting the Real Country Experience

Carefully integrate the Real Country brand into the local government areas of the three councils, merging natural landscapes, culture, heritage, and economic ambition into a unified visual that captivates and delights visitors. This strategy forges a collective representation showcasing the region's prosperity and appeal.



10.0 / STRATEGIC DIRECTION

10.1 / Strategic Pillars

1 / Nurture River Health

Prioritise river rehabilitation and conservation projects to improve water quality, biodiversity, and ecological resilience, ensuring the river remains the vibrant lifeblood of the region. Acknowledge, celebrate and prioritise the role of First Nations in ensuring a healthy river in alignment with their connection to Country.

2 / Celebrate First Nations Legacy

Commit to a deep and respectful integration of First Nations wisdom, ensuring that the stewardship of land and cultural practices is not only recognised but also cherished within the Real Country narrative, allowing their stories and perspectives to enrich and guide the region's identity and development. This celebration of heritage will intertwined from educational programs to tourism experiences, fostering a sense of place and history.

3 / Champion Environmental and Cultural Stewardship

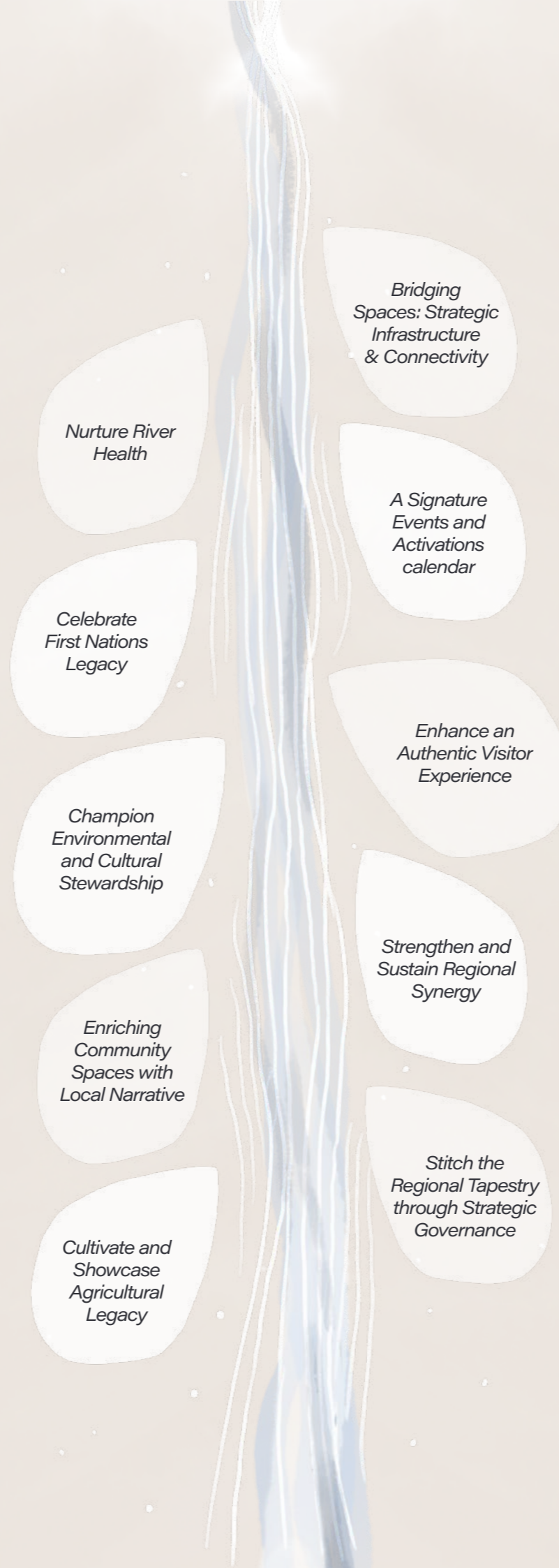
Implement sustainable practices that protect and showcase the region's natural landscapes and cultural heritage, with a focus on environmental education and ethical tourism and a balance between ecological integrity, community needs and visitor enjoyment.

4 / Enriching Community Spaces with Local Narrative

Transform the town centre and river areas into vibrant hubs of public life that foster community gatherings, cultural showcases, and seasonal festivities. By enhancing these spaces with thoughtful amenities and clear signage, we create welcoming environments for shared learning and connection. Simultaneously, by weaving in the Real Country's unique cultural, historical, and ecological stories, public spaces will contribute to the visitor experience, spark community pride and ensure that each space not only serves a functional purpose but also becomes a living celebration of the Real Country's story.

5 / Cultivate and Showcase Agricultural Legacy

Develop and promote attractions and experiences that bring to life the narrative of the land. Create educational pathways that allow visitors and locals alike to engage with the agricultural journey, from seed to table, reinforcing the connection between the community, the environment, and the food we consume. By integrating agritourism with cultural storytelling, the Real Country will offer a holistic view of the region's agricultural evolution, celebrating the past, present, and future of farming as a cornerstone of the Real Country's identity and economy.



6 / Bridging Spaces: Strategic Infrastructure and Connectivity

Deliver infrastructure and connectivity projects through a holistic strategy that intertwines the various threads of physical, technological, and community infrastructure, maximising connectivity across the Real Country by facilitating access, stimulating economic vitality, and improving living standards. Accommodate for growth regarding infrastructure and accessibility provision will not only create a cohesive and accessible network but also support the provision of essential services and facilities, ensuring that every aspect of the region's infrastructure contributes to a seamless, connected, and robust fabric.

7 / A Signature Events and Activations calendar

Shape, curate and implement a strategic events and activation calendar that elevates the Real Country's profile, weaving the rich cultural fabric and natural landscape into each event and activation. This approach aims to attract visitors, serve the local community, and promote local businesses, with the riverfront serving as the dynamic stage for a series of engaging, culturally inclusive, and memorable experiences that bolster community spirit and drive tourism.

8 / Enhance an Authentic Visitor Experience

Elevate the Real Country's identity through strategic marketing that showcases the region's unique offerings and authentic character. Capitalise on the Warrumbungle National Park's Dark Sky status to anchor astro-tourism and nocturnal adventures, while weaving the rich cultural narratives of First Nations heritage throughout the visitor experience, ensuring that every visit is an encounter with the genuine heart and soul of Real Country.

9 / Strengthen and Sustain Regional Synergy

Fortify the social and economic fabric of the Real Country by nurturing local partnerships and regional networks that enhance locally-led experiences and attractions while supporting and promoting local businesses. Support the heart of town centres and village precincts, encouraging initiatives that catalyse economic growth and community wellbeing. Drive investment into business ventures that align with the region's tourism and ecological ethos, bolstering employment opportunities and ensuring economic resilience.

10 / Stitch the Regional Tapestry through Strategic Governance

Cultivate a governance dynamic that reinforces the partnership among the three Councils, engaging frequently with state and federal government bodies and key stakeholders to co-create a cohesive regional identity and direction. This strategic partnership will be guided by integrated planning. Together, this will craft a unified regional alignment that highlights the unique and genuine character of the Real Country, ensuring its sustainable and long term prosperity.

SECTION C

IMPLEMENTING THE FRAMEWORK TO DELIVER REAL COUNTRY

11.0 / STRATEGIC ACTION PLAN

As we embark on the journey to realise the vision of the Real Country Destination Strategic Plan, it is imperative to have a clear and actionable framework. This section of our strategy, "Implementing the Framework to Deliver Real Country", is dedicated to translating our ambitious goals into tangible actions. It outlines the crucial initiatives, delineates the timeframes for execution, identifies the responsibilities, and allocates the necessary budget for each action. This structured approach ensures that our vision for Real Country is not just aspirational but achievable, with clear accountability and resource allocation.

Initiatives: A Roadmap of Strategic Actions

Each initiative under this framework has been carefully curated to align with the overarching goals of the Real Country Destination Strategic Plan. These initiatives range from enhancing local tourism and cultural experiences to improving infrastructure and community engagement. They represent the building blocks of our strategy, each contributing uniquely to Real Country's future.

Responsibility: Defining Roles and Ownership

Clear assignment of responsibilities is key to the success of our strategy. For each initiative, specific councils or teams are designated as responsible. This clarity in ownership ensures that each part of the strategy is driven forward with focus and expertise, fostering a culture of accountability and collaboration.

Timeframe: Setting Milestones for Success

For each initiative, we have defined a realistic yet ambitious timeframe. This timeline provides a roadmap for implementation, ensuring that progress is both steady and measurable. Short-term, medium-term, and long-term milestones are identified to maintain momentum and allow for adjustments as needed, ensuring adaptability in our approach.

Budget: Financial Planning and Allocation

A crucial aspect of our action plan is the budget allocation. For each initiative, a detailed budget has been earmarked, reflecting a thoughtful allocation of resources. This financial planning is grounded in feasibility and aimed at maximising the impact of every dollar spent. It balances ambition with practicality, ensuring the financial sustainability of the strategy.



SUSTAINABILITY AND ENVIRONMENT

- Nurture Nature & Regenerate the River
- First Nations Collaborations



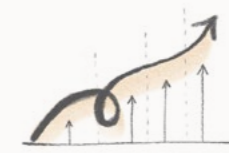
COMMUNITY AND CONNECTIVITY

- Engage the Local Community
- Improve Infrastructure & Accessibility Provision



CULTURAL PROMOTION AND HERITAGE

- Amplify Marketing Initiatives
- Enhance the cultural offering focused on the First Nations, Agriculture, Army Heritage and Dark Sky core attractors



ECONOMIC GROWTH AND PARTNERSHIPS

- Advocate for the Region & Establish Productive Partnerships
- Celebrate Events, Attractions & Experiences

A. SUASTAINABILITY AND ENVIRONMENT

Real Country's enduring beauty and rich ecological tapestry are the cornerstones of its identity and tourism appeal. The Sustainability and Environment theme underscores the commitment to preserving these natural assets for future generations. This theme encapsulates a dual focus on nurturing the intrinsic value of the region's landscapes and waterways, ensuring they remain pristine, and embedding First Nations' perspectives and practices in environmental stewardship, thereby fostering a sustainable relationship with the land.



Nurture Nature & Regenerate the River

Real Country is committed to safeguarding its environmental heritage, a key asset for both tourism and the community. Initiatives to protect and promote this heritage will include projects aimed at regenerating the river systems, enhancing biodiversity, and ensuring ecological resilience. These efforts are vital as they not only preserve the natural beauty of Real Country but also enhance the quality of experiences for visitors and locals alike.

Nurture Nature & Regenerate the River Initiatives

Initiatives	Timeframe	Responsibility	Budget
A1. Incorporate Indigenous Knowledge in River Regeneration Projects			
<ul style="list-style-type: none"> Prioritise First Nations expertise and River connection in planning for regeneration projects Conduct workshops and meetings to gather traditional knowledge Implement joint projects, such as planting native vegetation and restoring natural river flows 	● ● ●	Facilitate with Local Aboriginal Land Councils and Environmental Groups	\$\$\$
A2. Enhance and Promote Natural Trails and Recreation Areas			
<ul style="list-style-type: none"> Survey and select areas Develop signage and wayfinding facilities Integrate local storytelling 	● ● ●	Leader Partner with Tourism sector	\$\$\$
A3. Activate river foreshore year-round			
<ul style="list-style-type: none"> Audit existing events, activities and practices. Provide training on environmental impacts at a local level Explore the creation of River Activation Guidelines to assist manage events and activities 	● ● ●	Facilitate with local businesses, community groups and volunteers	\$\$\$
A4. Implement Sustainable Tourism Practices			
<ul style="list-style-type: none"> Audit existing practices Provide training on environmental impacts at a local level Work with any local businesses or suppliers to educate and advocate for sustainable practices 	● ● ●	Partnering with Tourism Operators and Environmental Consultants	\$\$\$
A5. Promote and enhance birdwatching experiences			
<ul style="list-style-type: none"> Birdwatching trails and viewing platforms Organise guided tours and educational programs, self guided walks Collaborate with local birdwatching groups for know how and experience 	● ● ●	Partner with Tourism sector and community groups	\$\$\$

First Nations Collaboration

First Nations best practice is integral to Real Country's vision, ensuring that the stewardship of the land and cultural practices is deeply respected and interwoven into the fabric of the region's narrative. Actions will be taken to develop cultural experiences that honour First Nations' legacy, enriching the region's identity and contributing to a sustainable and culturally informed future.

First Nations Initiatives

Initiatives	Timeframe	Responsibility	Budget
A6. Promote Aboriginal Leadership in Regional Development			
<ul style="list-style-type: none"> Engage First Nations leaders for key roles in regional planning and decision-making Facilitate leadership training and capacity-building workshops for First Nations members Ensure First Nations perspectives are central in regional development projects and policies Create communication channels for regular dialogue 	● ● ●	Leader Collaborate with Aboriginal Land Councils	\$\$\$
A7. Support and Promote Aboriginal Art Galleries and Exhibitions			
<ul style="list-style-type: none"> Provide funding and support for local Aboriginal artists exhibitions Facilitate events and openings that celebrate Aboriginal art and culture. 	● ● ●	Leader Collaborate with Aboriginal Land Councils	\$\$\$
A8. Develop Educational Programs on Aboriginal Connections to the Native Flora and Fauna			
<ul style="list-style-type: none"> Support First Nations groups in the development of educational content, namely for schools and visitors Develop interactive and engaging materials, such as guided walks, talks, and online resources. 	● ● ●	Facilitate with Aboriginal Land Councils and community groups	\$\$\$
A9. Involve Aboriginal Communities in Intergenerational Initiatives			
<ul style="list-style-type: none"> Design and implement projects that bring together elders and youth from Aboriginal communities. Focus on initiatives that allow for the sharing of stories, traditions, and knowledge across generations. 	● ● ●	Facilitate with Aboriginal Land Councils and community groups	\$\$\$
A10. Collaborate with Local Aboriginal Land Councils for Culturally-Informed Infrastructure Development			
<ul style="list-style-type: none"> Incorporate Aboriginal art and storytelling into wayfinding and design elements of new infrastructure Engage with Local Aboriginal Land Councils in the early stages of infrastructure planning 	● ● ●	Leader Collaborate with Aboriginal Land Councils	\$\$\$

B. COMMUNITY AND CONNECTIVITY

At the heart of the Real Country ethos lies the belief that robust communities are fundamental to a flourishing destination. The Community and Connectivity theme embodies this concept, underscoring the importance of involving local residents in the region's development and improving infrastructure to unify Real Country. This approach aims to foster an interconnected community where both the social and physical infrastructure work in harmony, each enhancing and reinforcing the other.



Engage the Local Community

The heart of Real Country's strategy lies in its people. Engaging the local community in planning and development is crucial, ensuring that residents are not merely spectators but active participants in the region's evolution. This engagement is expected to drive forward initiatives that resonate with local values and meet community needs.

Engage the Local Community Initiatives

Initiatives	Timeframe	Responsibility	Budget
B1. Foster Community Volunteer Programs			
<ul style="list-style-type: none"> Develop a range of volunteer opportunities that support local projects and initiatives Create a platform for easy registration and matching of volunteers with suitable tasks Organise regular training and appreciation events for volunteers 	● ● ●	Leader	\$\$\$
B2. Establish Mentorship Programs between Elders and Youth			
<ul style="list-style-type: none"> Identify and engage community Elders willing to share their knowledge and experiences Connect these elders with local youth through schools, clubs, and community groups Design structured activities, including storytelling, skill-sharing sessions, and joint community projects Monitor and evaluate the impact of these programs 	● ● ●	Facilitator	\$\$\$
B3. Facilitate community forums and workshops			
<ul style="list-style-type: none"> Invite experts, community leaders, and local residents to lead and participate in these events Ensure forums are accessible to all community members and encourage active participation Use feedback from these events to inform local policies and initiatives 	● ● ●	Facilitator	\$\$\$
B4. Advocate for Seasonal Development Initiatives with Local Businesses			
<ul style="list-style-type: none"> Identify seasonal opportunities and trends that local businesses can capitalise on Provide business owners with resources and support for marketing, event planning, and other relevant areas Create a network for businesses to share best practices and collaborate on seasonal initiatives 	● ● ●	Leader	\$\$\$
B5. Support local businesses in integrating and enhancing the Real Country experience			
<ul style="list-style-type: none"> Conduct workshops and training sessions for local businesses on how to incorporate the Real Country brand and ethos Offer consultation and support for businesses to develop experiences or products that align with the Real Country branding and strategic directions Monitor and showcase successful stories as case studies to inspire and guide other local businesses 	● ● ●	Leader	\$\$\$

Improve Infrastructure & Accessibility Provision

Developing infrastructure that supports community well-being and seamless connectivity is a strategic priority. The focus is on enhancing transport networks, digital connectivity, and access to key services, thereby improving the overall quality of life and ensuring that Real Country is a connected and accessible destination for all.

Improve Infrastructure & Accessibility Provision Initiatives

Initiatives	Timeframe	Responsibility	Budget
B6. Upgrade Regional Entry Signage and Art Installations			
<ul style="list-style-type: none"> Large scale gateway signage on major roads entering into Real Country Region Integrate Cultural and Historical Information into Wayfinding 	● ● ●	Leader Partner with local artists	\$\$\$
B7. Improve parking provision			
<ul style="list-style-type: none"> Evaluate and enhance provisions for free camping, caravans, and RVs, exploring pilot trials where necessary. Improve parking provision at tourist spots Investigate opportunities to install EV Chargers in more town and village centres 	● ● ●	Leader	\$\$\$
B8. Develop Consistent Signage for Navigation between Town Centres and Villages			
<ul style="list-style-type: none"> Create community-led artistic wayfinding initiatives for town centres and villages. Adhere to and capitalise on Real Country branding across all signage, wayfinding and access improvements. 	● ● ●	Leader	\$\$\$
B9. Enhancing Accessibility Across the Real Country Region			
<ul style="list-style-type: none"> Conduct comprehensive accessibility audits in public spaces, town centres and villages. Collaborate with the community to ensure modifications address local and visitor needs. 	● ● ●	Leader	\$\$\$
B10. Continuously Elevating Visitor Centre Experience in Real Country Actions			
<ul style="list-style-type: none"> Continually refine and enhance visitor centres, focusing on improving physical spaces, displays, food offering and technology for greater visitor engagement. Implement ongoing training for staff in Real Country visitor opportunities, experience and extensive local knowledge. 	● ● ●	Leader	\$\$\$

C. CULTURAL PROMOTION AND HERITAGE

The tapestry of Real Country is woven with rich narratives and legacies that span from ancient First Nations' history to contemporary rural life. The Cultural Promotion and Heritage theme is dedicated to amplifying these stories through marketing initiatives and enhancing the cultural offerings. This theme is not just about preserving the past; it's about enlivening the present and inspiring the future through a celebration of Real Country's unique cultural assets.



Amplify Marketing Initiatives

Marketing initiatives are set to amplify Real Country's position as a sustainable cultural destination. The region's rich tapestry of stories will be showcased through targeted campaigns, highlighting its unique landscapes, cultural richness, and authentic rural experiences, attracting visitors from across the NSW and Australia.

Amplify Marketing Initiatives

Initiatives	Timeframe	Responsibility	Budget
C1. Deliver a Unified Branding and Messaging Strategy			
<ul style="list-style-type: none"> Enhance the Real Country website as a first point of contact with visitors and a portal for the community to engage with Align all communications with branding and identity developed for the Real Country Region 	● ● ●	Leader	\$\$\$
C2. Develop a Regional Travel and Itinerary Planner			
<ul style="list-style-type: none"> Implement a user-friendly travel and itinerary planner using the Elafent tool in the Real Country website Ensure planner is updated with events, places of interest and activities 	● ● ●	Consultant	\$\$\$
C3. Engage local influencers and bloggers			
<ul style="list-style-type: none"> Leverage volunteers to identify and connect with local content creators Collaborate on content creation that includes Aboriginal stories and perspective Utilise these partnerships to reach a broader audience and enhance digital content 	● ● ●	Facilitator	\$\$\$
C4. Create a loyalty or rewards program for visitors			
<ul style="list-style-type: none"> Design a loyalty or rewards program that incentivises repeat visits and longer stays Partner with local businesses to offer discounts, special offers, or unique experiences Regularly review and adjust the program based on visitor feedback and participation rates 	● ● ●	Facilitator	\$\$\$
C5. Leverage digital content and interactivity in local events			
<ul style="list-style-type: none"> Integrate digital elements such as live streaming, interactive filters, or social media campaigns into local events Develop content that enhances the event experience, such as behind-the-scenes footage, interviews, or virtual tours Use digital platforms to extend the reach of events and engage with a wider audience 	● ● ●	Leader	\$\$\$

Enhance the Cultural Offering

Focusing on core attractors such as First Nations, agriculture, army heritage, and dark sky experiences, Real Country will enhance its cultural offerings. These initiatives will celebrate the region's heritage and contemporary arts, creating a diverse and dynamic cultural landscape for visitors to explore.

Enhance the Cultural Offering Initiatives

Initiatives	Timeframe	Responsibility	Budget
C6. Establish a Signature Annual Dark Sky Event			
<ul style="list-style-type: none"> Explore niche opportunities around this theme such as stargazing-themed events and activities Organise night tours and activities Align the event with key initiatives from Actions "Celebrate Events, Attractions and Experiences" 	● ● ●	Leader	\$\$\$
C7. Develop agri-tourism experiences			
<ul style="list-style-type: none"> Partner with local farms and agricultural businesses to create tourism experiences. Develop tours, workshops, farm-to-table and hands-on activities that showcase the region's agricultural heritage and practices Market these experiences to both local and international tourists, highlighting the unique aspects of Real Country's agriculture. 	● ● ●	Facilitator	\$\$\$
C8. Promote local heritage sites and museums			
<ul style="list-style-type: none"> Collaborate with site managers to improve visitor experience Engage with local schools and community groups to increase local visitation and awareness 	● ● ●	Facilitator	\$\$\$
C9. Support and promote rodeos and horse racing			
<ul style="list-style-type: none"> Identify and partner with local rodeo and horse racing events Provide support in terms of marketing, logistics, and infrastructure Develop packages that include these events as part of a broader Real Country experience 	● ● ●	Facilitator	\$\$\$
C10. Develop Eco-Tourism Packages with Accommodation Providers			
<ul style="list-style-type: none"> Collaborate with local accommodation providers to create eco-tourism packages. Facilitate communication between accommodation providers and tourism businesses to ensure compatibility regarding market needs 	● ● ●	Facilitator	\$\$\$

D. ECONOMIC GROWTH AND PARTNERSHIPS

Real Country's vision of prosperity is not just measured in economic terms but also in the quality of partnerships and community well-being. The Economic Growth and Partnerships theme is about leveraging the region's collective strengths to build a resilient economy. It's an acknowledgment that strategic alliances, advocacy, and a celebration of the region's diverse events and experiences are pivotal in crafting a prosperous and vibrant Real Country.



Advocate for the Region and Establish Productive Partnerships

Real Country recognises the power of collaboration. Advocating for the region and establishing productive partnerships are key actions that will drive economic growth. By forming strategic alliances and advocating for supportive policies, Real Country will bolster its economic foundations and foster a prosperous future.

Advocate for the Region and Establish Productive Partnerships

Initiatives	Timeframe	Responsibility	Budget
D1. Develop and Promote Investment Attraction Packages			
<ul style="list-style-type: none"> Design comprehensive investment packages that highlight the Real Country's potential and opportunities Promote these packages to potential investors, both domestically and internationally Organise investment summits or meetings to directly engage with interested parties 	● ● ●	Leader	\$\$\$
D2. Establish Strong Relationships with Regional Development Australia (RDA) & Destination NSW Outback			
<ul style="list-style-type: none"> Maintain regular communication with RDA and Destination NSW Outback Explore joint initiatives that benefit the Real Country region Leverage these relationships to gain insights, support, and resources for regional projects 	● ● ●	Leader	\$\$\$
D3. Engage in Regular Dialogue with State and Federal Agencies			
<ul style="list-style-type: none"> Discuss regional needs, challenges, and opportunities in these dialogues Advocate for policies and funding that support the Real Country region's development Build a network of supportive policymakers and influencers 	● ● ●	Leader	\$\$\$
D4. Establish a Regional Tourism Advocacy Group for Real Country			
<ul style="list-style-type: none"> Form a group comprising local tourism operators, business leaders, and community representatives Use this group to collectively promote and advocate for the Real Country region's tourism interests 	● ● ●	Facilitator	\$\$\$
D5. Advocate for Joint Funding Opportunities for Real Country			
<ul style="list-style-type: none"> Identify potential funding sources for regional projects, including government grants, private investments, and partnerships Prepare and submit compelling applications or proposals for these funding opportunities Collaborate with regional stakeholders to present a united front in funding applications 	● ● ●	Advocate	\$\$\$



Celebrate Events, Attractions and Experiences

Events, attractions, and experiences serve as catalysts for economic activity and regional branding. Celebrating these elements is essential for creating memorable experiences that not only draw visitors but also stimulate the local economy and enhance the region's reputation as a vibrant and engaging destination.

Celebrate Events, Attractions and Experiences

Initiatives	Timeframe	Responsibility	Budget
D6. Collaborate on regional events calendar			
<ul style="list-style-type: none"> Create a comprehensive regional events calendar Ensure the calendar is aligned with the Real Country Strategy and the events are inclusive and accommodate both community and visitor needs 	● ● ●	Facilitator	\$\$\$
D7. Collaborate on Seasonal Events and Experiences with Local Businesses			
<ul style="list-style-type: none"> Encourage businesses to create unique offerings that align with the region's seasonal themes Agricultural harvest festivals, exclusive seasonal menus and First Nations initiatives can enhance the seasons of the Real Country Work with businesses to develop a series of outdoor adventure and nature-based events that coincide with the region's natural cycles, such as guided nature walks, star-gazing nights, or wildlife spotting tours during specific seasons Collaborate with local aviation groups at the Arthur Butler Memorial Aerodrome in Tooraweenah to formalise and organise local meets, festivals, and events, enhancing the aviation enthusiast community and attracting visitors to the region. 	● ● ●	Facilitator	\$\$\$
D8. Develop Joint Promotions and Experiences			
<ul style="list-style-type: none"> Explore potential partners for joint promotions, such as local attractions, accommodation providers, and tour operators Develop bundled experiences that offer added value to visitors and support businesses return on investment 	● ● ●	Facilitator	\$\$\$
D9. Enhance facilities for art and cultural events			
<ul style="list-style-type: none"> Plan and implement upgrades or new developments to enhance event precincts, art exhibitions and cultural offerings Work with local artists and cultural groups to ensure facilities meet their needs Initiate a collaborative arts and crafts market that features local artisans, with a focus on showcasing products and crafts that reflect the cultural heritage and seasonal variations of the region, potentially including workshops or demonstrations from local artists and craftspeople. 	● ● ●	Leader	\$\$\$
D10. Establish a Regional Rail Trail			
<ul style="list-style-type: none"> Form a dedicated working group to thoroughly investigate and advance the concept of a regional rail trail. This group would focus on the potential to connect the region through a multi-use trail suitable for walking, cycling, horse riding, and dirt bike riding, evaluating feasibility, route options, and community benefits. Develop a comprehensive plan for the rail trail, outlining stages of implementation, funding strategies, and community engagement processes. This plan should encompass detailed design aspects, environmental impact assessments, and potential partnerships for the trail's development and maintenance. 	● ● ●	Facilitator	\$\$\$

11.1 / Responsibilities and Timeframes for Implementation

The Real Country Destination Strategic Plan, is proudly championed by the Councils of Coonamble, Gilgandra and Warrumbungle. These councils, as the curators of the strategy each bring a unique approach to the implementation of the strategy's key actions. The commitment of the councils is multifaceted, as they embody roles of leaders, facilitators, advocates, and partners across various initiatives. This flexibility ensures that each action within the strategy is approached with the most effective and context-specific methodology, leveraging the strengths and resources of each council to maximise impact.

In this collaborative journey, the councils as leaders, will spearhead catalyst initiatives, setting directions and mobilising resources. When acting as facilitators, they create platforms for collaboration, ensuring that all voices are heard and synergies are formed. As advocates, they champion the causes and projects central to the strategy, rallying support and awareness. In their role as partners, they join hands with stakeholders, sharing responsibilities and successes alike. Additionally, the strategy acknowledges the need of consultants and contractors, appointed by the councils, to bring specialised expertise to certain actions. This multi-dimensional approach is foundational to the successful realisation of the Real Country Destination Strategic Plan, ensuring that each action is not just executed, but also reflects the collective community spirit and shared vision of the councils.

Stakeholders of the Real Country Destination Strategic Plan

In the dynamic landscape of regional development, stakeholders play a pivotal role in shaping and driving initiatives forward. In the context of the Real Country Destination Strategic Plan, stakeholders are those groups or entities with a vested interest in the successful implementation and outcomes of the strategy. They are integral to the process, each bringing unique perspectives, resources, and capabilities to the table. Understanding who these stakeholders are and their roles is crucial to aligning efforts and achieving the strategy's overarching goals.

COUNCILS

- Each local council is at the forefront of the strategy, responsible for spearheading collaborative projects aimed at regional development.
- Their role involves aligning various initiatives with broader objectives like economic growth, employment generation, and the development of key industries.
- They are instrumental in boosting the visitor economy, supporting small businesses, and fostering an environment conducive to entrepreneurship.

GOVERNMENT AGENCIES

- Government agencies contribute through regional economic development strategies, such as the Castlereagh REDS and Western Plains REDS, focusing on building economic resilience and fostering growth.

BUSINESS SECTOR

- The local business community is a key stakeholder, driving economic activity and investment in the region.
- Businesses play a crucial role in leveraging the region's economic strengths for niche market development and overall economic growth.
- Their involvement is aligned with the strategic vision of the Real Country initiative, ensuring that local businesses thrive in tandem with the strategy's objectives.

COMMUNITY ENGAGEMENT

- The local community's involvement is central to the strategy, with an emphasis on reflecting community values and ensuring ownership of the initiatives.
- Strengthening community ties, expanding business opportunities, and enhancing the overall impact of the area are fundamental aspects of this stakeholder group's contribution.
- The strategy seeks to foster local resilience and active participation in the decision-making process, ensuring that initiatives are grounded in the needs and aspirations of the community.



11.2 / Implementing A Series of Phased Outcomes of the Strategy

The implementation of the Real Country Destination Strategic Plan is planned across short, medium, and long-term horizons, ensuring a dynamic and responsive approach to regional development.

Short-Term Outcomes:

- In the immediate phase, the focus is on initiating catalyst infrastructure and marketing projects. This includes enhancing the physical and digital presence of the region, improving connectivity and access, and continuing the promotion of local narratives and cultural heritage.
- Immediate actions also involve community engagement and consultation processes to ensure that the initiatives resonate with local values and aspirations.

Medium-Term Outcomes:

- In the medium term, objectives focus on the further development and consolidation of strategic pillars, including environmental stewardship, nurturing river health and the celebration of First Nation's legacy. This phase also prioritises securing funds and developing catalyst infrastructure projects to enhance each of the town and village centres
- The medium-term phase of the strategy is aimed at achieving a significant improvement in the visitor experience, boosting tourist numbers, and increasing community involvement in regional initiatives, alongside the advancement of key infrastructure projects.

Long-Term Outcomes:

- The long-term vision encompasses the complete embodiment of the Real Country identity, featuring a sustainable, flourishing tourism economy, strong community engagement, and well-maintained natural and cultural heritage. This includes the refinement of catalyst infrastructure designs, along with the design, delivery, and implementation of these projects.
- The ultimate aim is to position the region as a premier Australian destination for Real Country experiences, marked by a seamless union of natural splendour, cultural depth, and economic vibrancy, underpinned by the continuous development and enhancement of infrastructure projects.

Through these phased approaches, the Real Country Destination Strategic Plan aspires to elevate the region's stature as a premier tourist destination while simultaneously enriching the economic, social, and environmental tapestry of the communities involved. This journey is about crafting a legacy that cherishes the unique essence of the Real Country, ensuring that each step taken today resonates with a sustainable and flourishing future. The focus is on creating synergies that enhance community life, promote cultural and natural preservation, and drive economic prosperity, all aligned under the visionary scope of the strategy.

11.3 / Funding and Budget

The Real Country Destination Strategic Plan involves a significant financial commitment to bring its visionary projects to fruition. The budget and funding aspects are central to the successful implementation of this comprehensive plan.

The delivery of the strategy requires a tailored approach, considering the specific context of the Real Country Destination Strategic Plan and the resources available to the councils. There is a need to diversify funding sources and leveraging the unique strengths of their region, the councils can create a solid financial foundation for the successful implementation of their vision.

Budget and Funding Overview
Engagement and Advocacy for Funding
Regular dialogues with state and federal agencies to discuss regional needs and advocate for policies and funding support.
Establishing a Regional Tourism Advocacy Group, comprising local tourism operators, business leaders, and community representatives, to promote and advocate for the region's tourism interests.
Identifying potential funding sources, including government grants, private investments, and partnerships, and preparing compelling applications for these opportunities
Government Grants and Funding Programs
Actively seek out and apply for state and federal government grants specifically designed for regional development, tourism enhancement, environmental conservation, and cultural preservation.
Stay informed about new grant programs and changes in funding criteria to maximise chances of successful applications.
Corporate Sponsorship
Targeted Sponsorship Packages: Develop targeted sponsorship packages for different components of the strategy. These can range from high-visibility projects like major events or infrastructure developments to smaller, community-focused initiatives.
Corporate Social Responsibility (CSR) Alignment: Approach corporations whose CSR objectives align with the strategy's goals. Emphasise how sponsoring these initiatives will help these corporations fulfil their CSR mandates and improve their public image.
Marketing and Publicity: Offer corporate sponsors marketing and publicity opportunities. This could include featuring logos in promotional materials, acknowledging them in public events, or providing them with opportunities for positive media exposure.

Philanthropic Foundations and Donors
Reach out to philanthropic foundations that focus on regional development, conservation, cultural heritage, and community building.
Present compelling cases for how the strategy aligns with the foundations' missions and goals.
Advocacy and Lobbying
Engage in consistent advocacy and lobbying efforts with state and policymakers to secure support and funding for regional projects.
Build a network of supportive policymakers and influencers to champion the region's development needs.

Implementing this funding approach requires a focus on grant writing, partnership development, and corporate relations. Regular meetings to assess progress, adapt strategies, and respond to new opportunities will be crucial. It's also important to maintain transparency and keep the community informed about the sources of funding and how they are being utilised, ensuring ongoing support and trust in the council's efforts.

This strategic allocation of resources and active pursuit of funding opportunities reflects the comprehensive and collaborative nature of the Real Country Destination Strategic Plan. It underscores the commitment to transforming the region into a vibrant and sustainable destination, leveraging its unique cultural, natural, and economic assets.



12.0 / CATALYST PROJECTS LOCAL ACTIVATION INFRASTRUCTURE

12.1 / Introduction

Over the past 12 months, a series of infrastructure projects have been developed for each of the three Councils, underpinned by collaborative discussions and engagement with each local community. These projects, created with the aspirations and insights gathered from these communities, reflect a series of strategic directions for the future. This collaborative approach has ensured that the projects not only address the unique needs and characteristics of each area but also align seamlessly with the strategic objectives of the Real Country Destination Strategic Plan.

Strategic Integration

- **Alignment with Place Strategy Goals:** The infrastructure projects are intricately aligned with the key goals of the Real Country Destination Strategic Plan. This means each project contributes to overarching objectives such as enhancing local tourism opportunities, preserving and showcasing cultural heritage, and fostering sustainable economic development.
- **Contribution to Regional Real Country Vision:** Each project is instrumental in realising the region's Real Country vision of enhancing opportunities to explore and celebrate the unique natural and cultural identity of the region.

Implementation Goals

- **Local Facility Enhancement:** Designed to directly benefit visitors and the local communities, these projects aim to improve the quality of local river experiences, introduce new amenities, or enhance existing facilities.
- **Economic Development:** Stimulating local economies is a key goal, with a focus on job creation, tourism attraction, and local business growth.
- **Sustainability and Environment:** Emphasising sustainable practices, these projects aim for environmental preservation and long-term ecological balance within the Castlereagh River and the surrounding natural landscapes.

Strategic Pillars and Vision

- **Community Engagement:** Projects encourage active community involvement, ensuring that projects reflect the desires and aspirations of local residents.
- **Cultural and Heritage Preservation:** Central to these projects is a focus on celebrating and preserving the region's unique cultural and historical assets.
- **Innovative and Sustainable Solutions:** The emphasis on innovation and sustainability in project design and execution supports the vision of a forward-thinking, resilient region.

A detailed Business Case utilising the template from the 'Strategy Development Fund Regional Infrastructure Business Case Template' has been prepared to supplement the Real Country Strategic Destination Plan, inclusive of a Cost Benefit Analysis, financial appraisal and risk assessment

[To view this report click here](#)

12.2 / Business Case vs. Masterplan Projects

The projects in each local government area are identified within a series of Focus Areas and further as either Business Case projects (Stage 1) or Masterplan and future delivery projects (Stage 2).

Detail Cost Benefit Analysis

The Business Case has analysed the data (both in the Issues Paper, REMPLAN and other Tourism statistics) to understand what aspects of the tourist market in the Orana Region can benefit from the Real Country Strategy and projects.

It has been shown that the quality, authentic and well-designed nature of the projects will attract a higher-spending visitor which in turn will improve tourism industry profitability, employment growth and numerous indirect other market segments.

Business Case Approach:

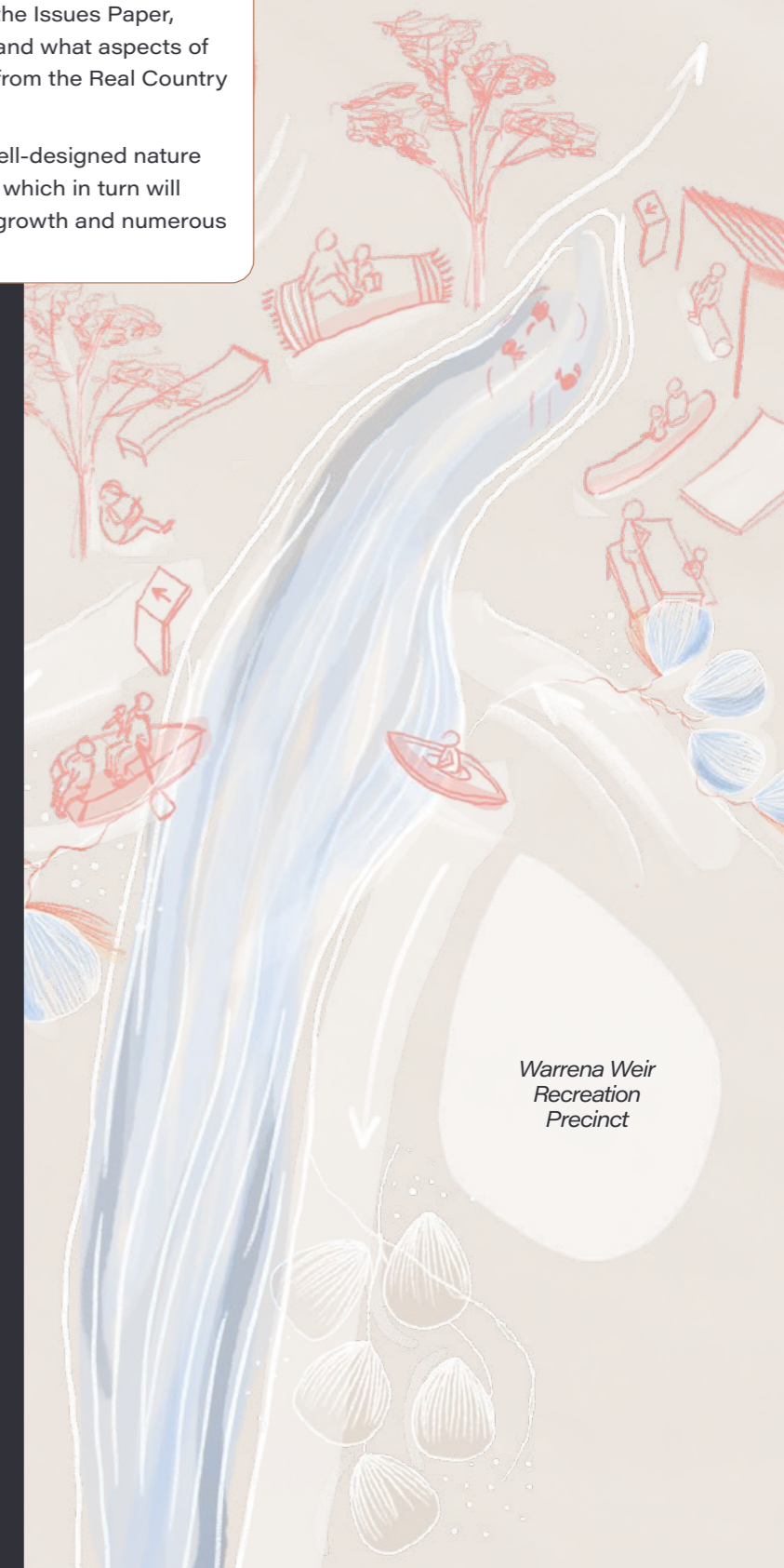
These projects involve

- **Transformational Impact:** Chosen for the potential to positively impact the region, these projects aim for economic revitalisation, community development, and environmental sustainability.
- **Exemplifying Regional Aspirations:** Each project is a tangible representation of the region's aspirations, embodying commitments to innovation, community-centric development, or ecological stewardship.
- **Detail Cost Benefit Analysis:** Focusing on economic viability and potential returns to secure funding and demonstrate financial feasibility.

Masterplan Approach:

These projects involve

- **Spatial Planning:** Focusing on spatial planning and aesthetic design, these projects are crucial for ensuring the long-term vision of the area's development.
- **Future engagement:** Comprehensive approaches to future infrastructure development, shaped by community input and aligned to the Real Country vision, sets a solid foundation for the sustainable and inclusive growth of tourism recreation across the region, reflecting its unique character and aspirations.



12.3 / Design Palette - Response to Place Framework Values

The Business Case for infrastructure projects lays out a foundational framework for the future planning and execution of projects across the three councils. The Design Palette offers a collection of visual cues and principal descriptors to guide the detailed design process of these infrastructure projects. The final design and material selection should align with the overarching values of the Real Country Project, serving as the basis upon which detailed design proposals are assessed and refined.

Nature and River's Pulse

Enhancing interaction and sensitive engagement with the Castlereagh River for both communities and visitors requires a blend of new structures and amenities. These upgrades are designed to facilitate direct access to the water and the surrounding ecological areas, thereby improving overall accessibility.



SENSITIVE ECOLOGY

Activation Threads

Infrastructure projects are set to transform the riverfronts and town centres of Coonamble, Gilgandra, Coonabarabran, Binnaway, and Mendooran. Focused on enhancing vibrancy, these initiatives will build on existing events and activities in these key regional destinations. The goal is to enrich local communities, drawing in residents and visitors to engage with the unique offerings of each area.



ACTIVATION PLACES & EVENTS

Regional Tapestry

Strategic infrastructure upgrades across each centre and village are set to strengthen regional ties and create a vibrant series of experiences along the river. This initiative aims to weave together cultural stories and social interactions, enriching both community and visitor engagement, while preserving the unique character of each location.

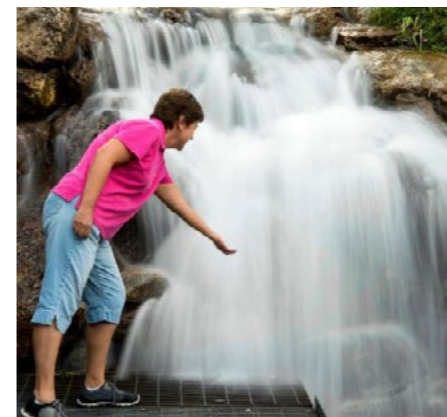


PHYSICAL & CULTURAL LANDSCAPE

Nature and Rivers Pulse



RIVER ACCESS - SENSITIVE ACCESSIBLE MOVEMENT WITH RECESSIVE NATURAL MATERIALS



RIVER INTERACTION - NATURALISED EDGES AND CONNECTIONS



RIVER STORIES- THROUGH ART, EDUCATION & PLAY

Activation Threads



WELCOMING - INVITING AND INCLUSIVE, APPROACHABLE SIGNAGE AND LAYOUTS



GUIDING - OFFERING CLEAR, INTUITIVE NAVIGATION TO EXPLORE KEY ATTRACTIONS



SEASONAL - ADAPTING SPACES TO CELEBRATE SEASONAL CHANGES AND ALIGNING WITH LOCAL EVENTS

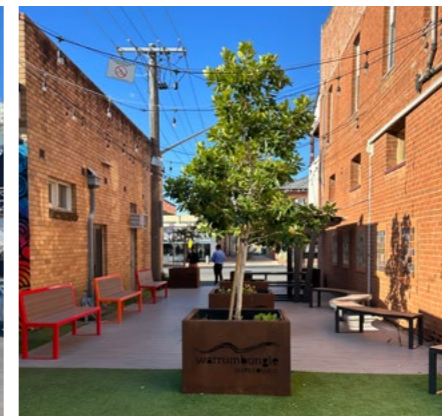
Regional Tapestry



CONNECTING TO COUNTRY - PAST, PRESENT & FUTURE STORIES



RIVER TO MOUNTAIN - ENHANCING & MAINTAINING CONNECTIONS



TOWN CENTRES & PEOPLE - ONGOING COMMUNITY CONSULTATION

12.4 / Coonamble

Coonamble town centre is well positioned to take advantage of its proximity to the Castlereagh River, sitting at the heart of the 'wishbone' created by the river and the Wareena Weir. This allows the town to be activated by nature-based infrastructure and water recreation activities along much of its perimeter. The Real Country project has established three key focus areas for investment to support local economic resilience and encourage repeat visitation across the seasons. Several strategic projects have been identified that align to tourism driven outcomes whilst also enhancing the amenity of Coonamble for its local population.

1 BUSINESS CASE PROJECT WARRENA WEIR RECREATION PRECINCT

Objective
Activate Warrena Creek, offering diverse recreational experiences to residents and visitors.

Approach
The masterplan encompasses a two-stage development, starting with public access enhancements, amenities upgrade, and water-based recreational infrastructure. Stage 2 envisions further expanding these offerings, adding eco-stay cabins, a landmark viewing tower, and extended walking trails.

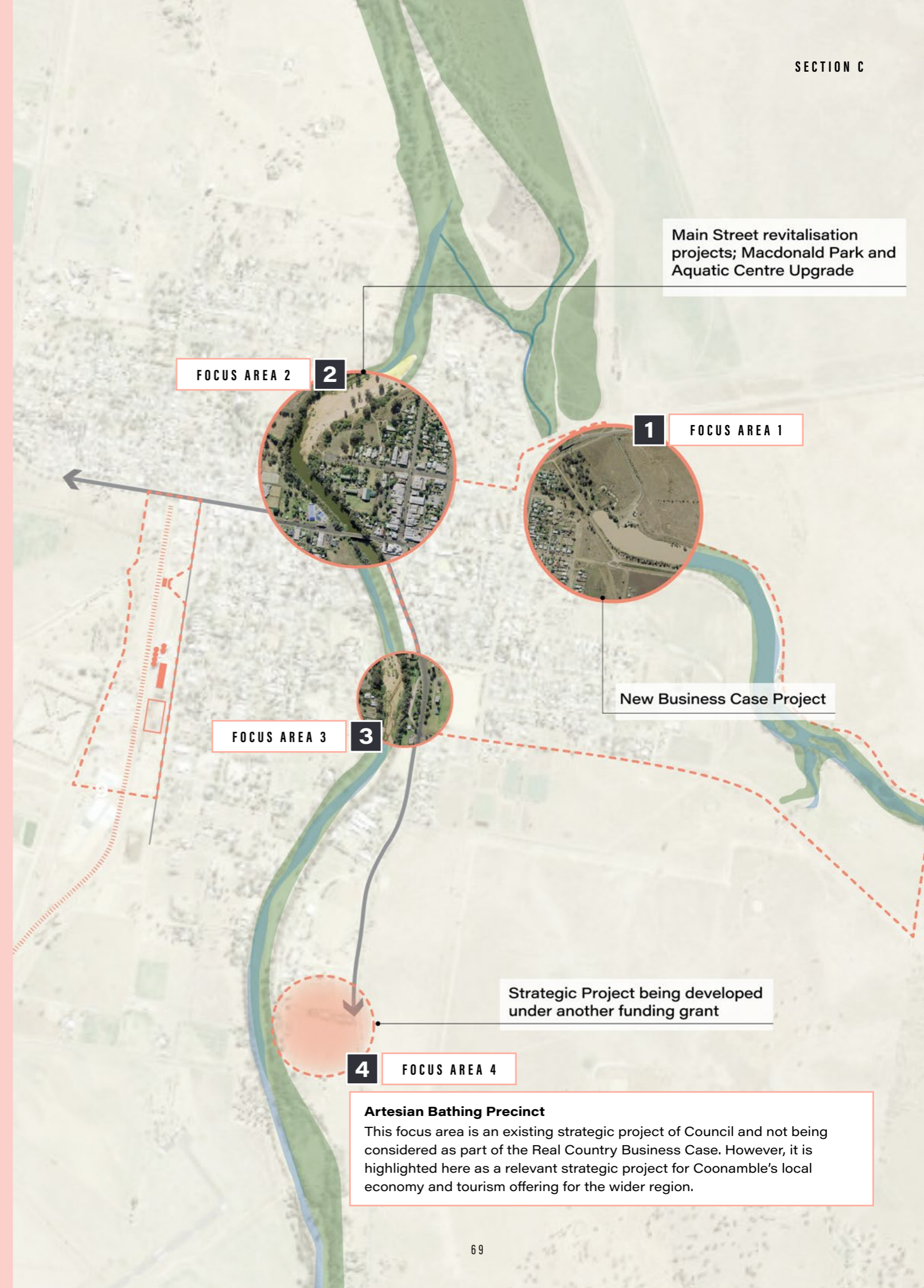
The intention for this business case project is to enable greater public accessibility to Warrena Creek and a broader diversity of recreational experiences for both Coonamble residents and visitors. The project seeks to renew the area adjacent the existing weir and install infrastructure to enable delivery of a safe and dedicated public swimming area. Other upgrades and activation opportunities proposed in Stage 1 of this project include a new amenities building, a café/kiosk, designated zone for RVs and overnight camping, picnic shelters and barbecue facilities, and two floating pontoons to allow swimming and the launching of kayaks and stand-up paddle boards. Stage 1 would also look to deliver an accessible path from Coonamble town centre out to the weir and along the eastern side of Warrena Creek, supporting walking and cycling and encouraging engagement with the natural landscape. The pathway would be complemented by additional planting, interpretations, and wayfinding to deepen people's knowledge of indigenous stories and practices while nurturing an appreciation for local flora and fauna. Stage 2 of the project would seek to further expand the activation opportunities for the precinct as a regional destination, including the potential for eco-stay cabins, a landmark viewing tower, and additional connections to broader walking trails.

KEY IMPROVEMENTS

Recreational Activation
Varied activities including swimming, kayaking, and stand-up paddleboarding.

Commercial Development
Facilities for RVs, camping, and eco-stays.

Cultural and Environmental Engagement
Enhanced pathways with educational elements about local indigenous culture and natural history.



Main Street revitalisation projects; Macdonald Park and Aquatic Centre Upgrade

FOCUS AREA 2 2

FOCUS AREA 1 1

New Business Case Project

FOCUS AREA 3 3

Strategic Project being developed under another funding grant

FOCUS AREA 4 4

Artesian Bathing Precinct
This focus area is an existing strategic project of Council and not being considered as part of the Real Country Business Case. However, it is highlighted here as a relevant strategic project for Coonamble's local economy and tourism offering for the wider region.

1 BUSINESS CASE PROJECT WARRENA WEIR RECREATION PRECINCT



A River Crossings
2 x creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve

B Footpath
2.5m x 7km concrete footpath through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town

C Daytime Carpark

D Amenities
New and larger combined amenities (toilets) and café building

E RV Camping Area
RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)

F Cabin Accommodation
10 x off-grid cabin accommodation with sealed pump-out septic systems

G Look out tower
Construction of a 100-150m public art/sculptural lookout tower

H Wayfinding
Wayfinding, plant ID, QR-code 'story' and usage signage

I Bush tucker
Bush tucker and bird-attracting plantings along eastern shoreline (following the path)

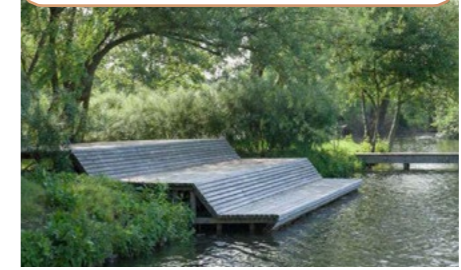


J Yarning Circle
Creation of a yarning circle along eastern shore of the reserve

K Children's play equipment

L Shaded picnic areas
Shaded picnic and barbecue facilities

M Floating T-pontoons
2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 5m frontage)



N Public Swimming Area
Demarcated boat-free public swimming area near weir wall

O Clearing of Debris
Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging)

1 BUSINESS CASE PROJECT **WARRENA WEIR RECREATION PRECINCT**



Art Impression: Coonamble View 1 - View looking east from the Warrena Weir with new public swimming zone with picnic shelters and pontoon

Prepared by Jasmax and PP&P for the Real Country Project

1 BUSINESS CASE PROJECT **WARRENA WEIR RECREATION PRECINCT**

2 



Art Impression: Coonamble View 2 - New river leisure craft activities area with pontoon and picnic shelters looking west along the eastern bank

Prepared by Jasmax and PP&P for the Real Country Project

2 STRATEGIC MASTERPLANNING PROJECTS THE "TOWN BEACH" PRECINCT

Objective
Elevate the town centre's connectivity and recreational appeal.

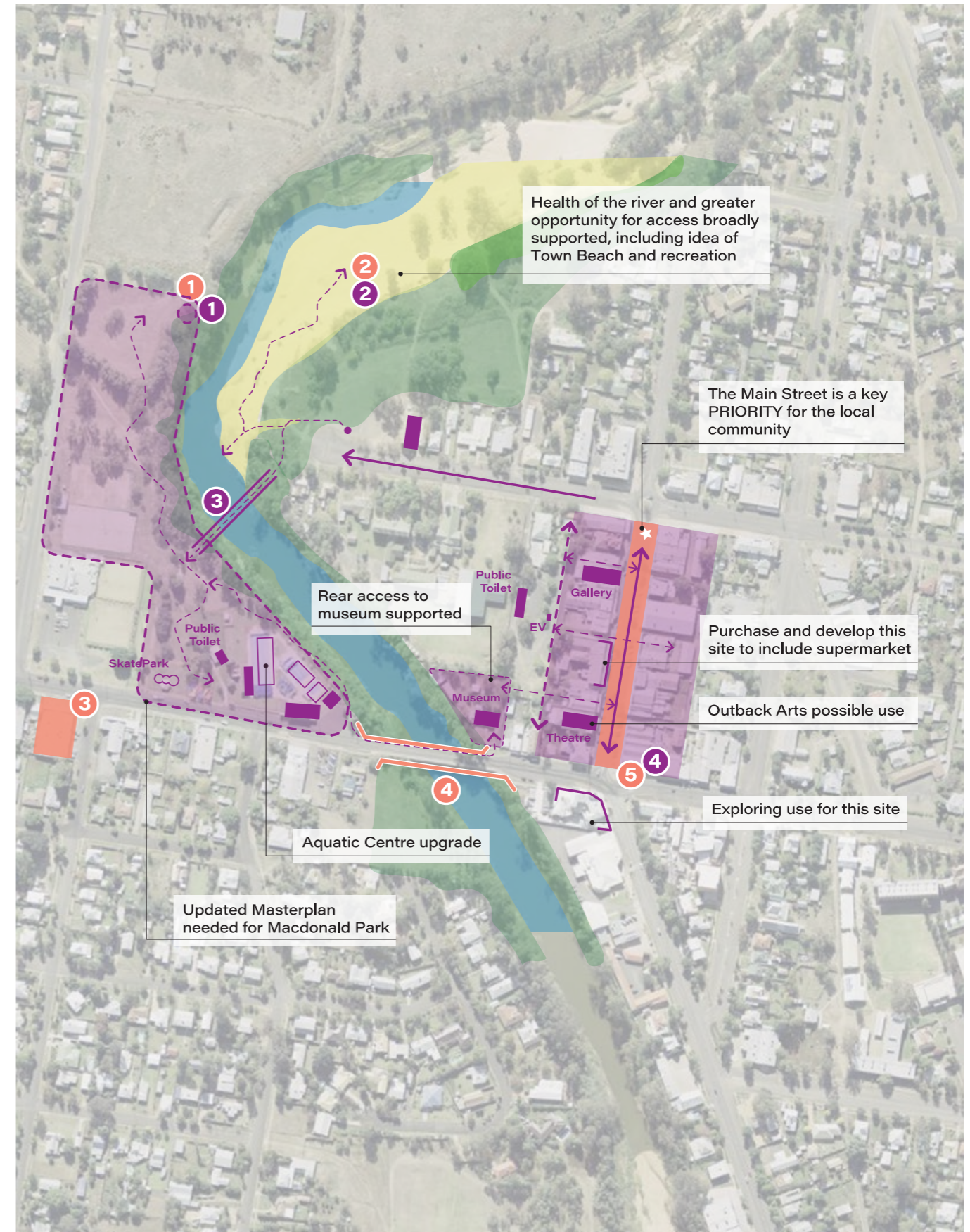
Approach
The strategy proposes creating physical and cultural links across the river, into the town centre and integrating heritage and natural beauty into the visitor experience.

This project centres around several infrastructure project opportunities Council is already actively pursuing, including catalyst projects to revitalise the main street and upgrades to public recreation facilities in MacDonald Park and the aquatic centre. Additionally, the Real Country project has identified the importance of promoting and caring for the natural ecology of the river. At the Town Beach (located at the end of Tooloon Street) there is an opportunity to allow locals and visitors to actively engage with the ecology of the river both physically and through education of river health through a first nations lens. The goal on this focus area is to capture all these projects and initiatives in a holistic vision through a strategic masterplan that sets a framework for the delivery of a vibrant town centre precinct that is connected to and celebrates its natural assets.

KEY IMPROVEMENTS

Enhanced Connectivity
Establishing stronger connections, including a pedestrian bridge.

Recreational and Cultural Integration
Focusing on the town's heritage and ecological preservation.



3 STRATEGIC MASTERPLANNING PROJECTS THE VISITOR CENTRE PRECINCT

Objective
Transform the precinct into a key destination for engagement and exploration.

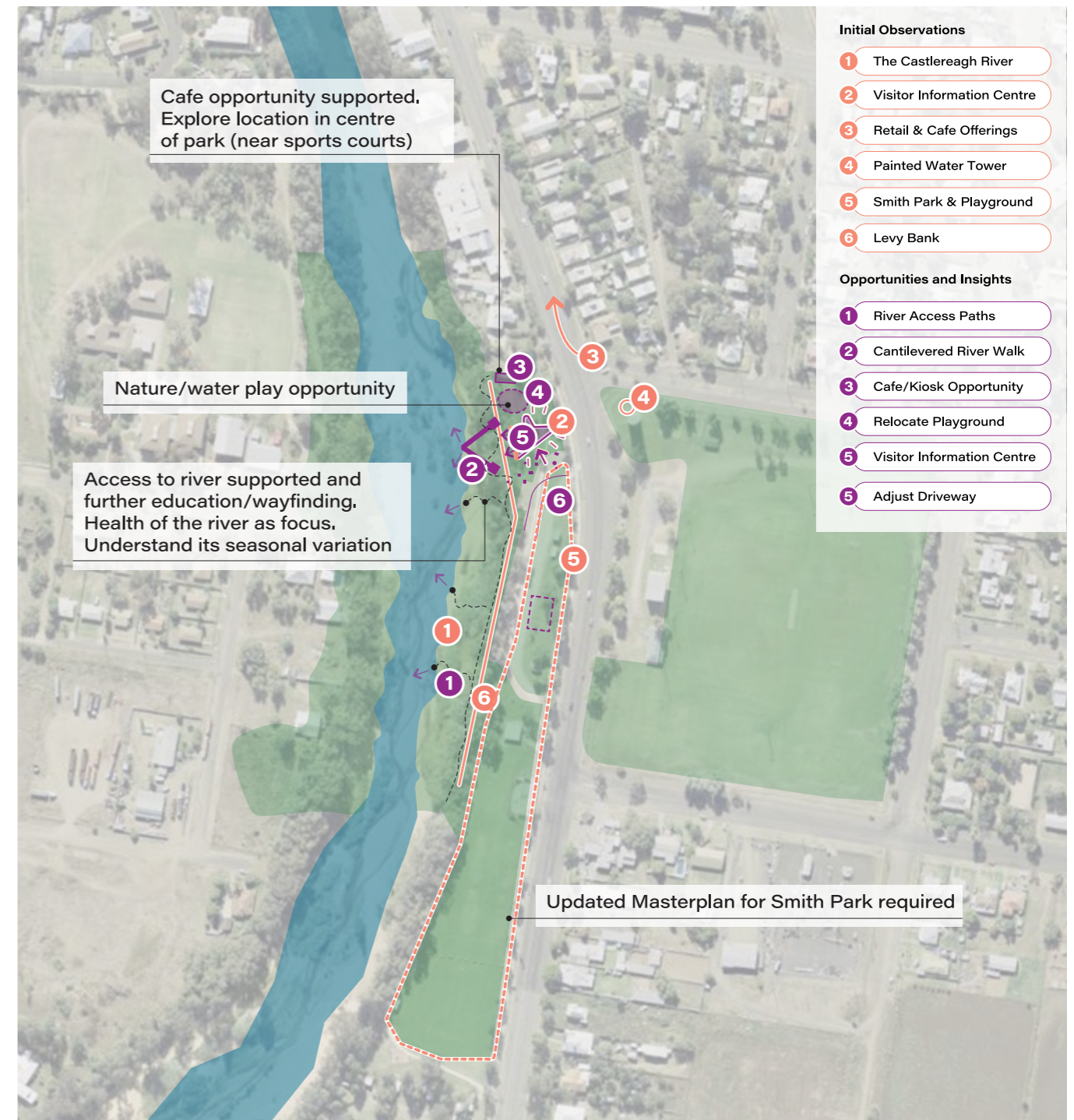
Approach
Develop facilities like playgrounds, cafes, and viewing platforms, complemented by interactive and educational elements, to enrich visitor experiences.

The recently developed Coonamble Visitor Centre at the northern end of Smith Park is the area for this catalyst project. Paired with the painted water tower, the two structures frame a recognisable gateway for locals and visitors. The visitor centre stands as a key destination and the ideal starting point for visitors to connect with the town, discover its unique charm, and explore local experiences. The Real Country project views this as a chance to enhance activation, adding infrastructure that promotes extended visits and deeper engagement. Various possibilities, including a river walk with interpretive elements, nature play areas, a café/kiosk, and an event space, have been contemplated for inclusion in a new masterplan for Smith Park.

KEY IMPROVEMENTS

Precinct Activation
A series of enhancements aimed at increasing visitor dwell time.

Immersive Experience
Nature play, interpretive wayfinding, and public art that narrate the town's story.



12.5 / Gilgandra

The town centre of Gilgandra is located on the elevated bend of the Castlereagh River, offering views over the water. To the south, the Coo-ee Heritage Centre and cultural precinct are connected to the town via the Windmill Walk, a formal path tracing the elevated riverbank between them. The town centre has begun implementing a strategy to connect public spaces and retail experiences from Miller Street (Castlereagh Highway) to the river. Building on this strategy's success, there's a chance to draw locals and visitors nearer to the river by extending the Windmill Walk, including pathways to the river's eastern bank, which is currently isolated from the town centre. A similar strategy to consolidate activities in and around the cultural precinct could create a more extensive 'connected loop' from north to south along both riverbanks.

1 FOCUS AREA 1

TOWN CENTRE PRECINCT

Objective

Strengthen the synergy between the main street businesses and the riverfront, enhancing public engagement.

Approach

Capitalising on the dual frontages of businesses towards the river, the strategy involves integrating key community assets - the new Gilgandra Library & Community Hub, its adjoining plaza, and the Windmill Walk - to improve river accessibility and engagement.

2 FOCUS AREA 2

CULTURAL & HERITAGE PRECINCT

Objective

Showcase Gilgandra's rich cultural and historical narrative.

Approach

Utilising the Coo-ee Heritage Centre and Gilgandra Museum as focal points, the project aims to create a high-quality cultural precinct that highlights the region's heritage.

The revitalisation of Gilgandra's main street, ongoing for the last 3 years, has included a key focus on businesses maximising their unique dual frontages. This strategic approach has been geared towards opening up towards the river, thereby creating new public engagement and activity opportunities. The recent unveiling of the Gil Library & Community Hub and its adjacent public plaza has greatly strengthened the connection between the main street and the river. The Real Country project plans to further this burgeoning relationship, aiming to integrate complementary infrastructure that connects key community assets - the library, plaza, and Windmill Walk. Additionally, Stage 2 presents an opportunity for a strategic masterplan focusing on CBD public domain upgrades. This initiative is aimed at improving accessibility, amenities, interaction with the river, seamlessly blending the town's natural beauty with its vibrant community and business life.

The recently refurbished and expanded Coo-ee Heritage Centre provides an in-the-round visitor destination within this precinct that offers a diversity of amenities and opportunities for obtaining knowledge of the region's natural features, cultural richness, and heritage fabric. This tapestry Gilgandra's legacy is further showcased in the adjacent Gilgandra Museum, with its grand collection of historical agricultural machinery and farming practices through the years. This precinct is also home to several popular local events and offers a relaxed high-amenity setting overlooking the Castlereagh River.

KEY IMPROVEMENTS

Business Frontage Enhancement

Encouraging businesses to utilise river-facing aspects.

Infrastructure Integration

Linking the library, plaza, and Windmill Walk for cohesive public space and a detailed masterplan for the CBD.

KEY IMPROVEMENTS

Cultural Centre and Open Space

Enhancing the Coo-ee Heritage Centre's role as an immersive visitor destination, with upgrades to the music rotunda, gardens, playground and connected pathways.

Museum Integration

Linking the museum's historical agricultural collection to the broader cultural narrative.



1 BUSINESS CASE PROJECT STAGE 1

Objective
Enhance recreational offerings and engagement with the Castlereagh River.

Approach
Implementing a new pathway along the eastern riverbank, connecting existing trails and creating a comprehensive loop. Additionally, developing recreational areas such as a beach and a timber boardwalk.

The Real Country project has identified a range of priority infrastructure elements to strengthen the activation and recreation offerings in Gilgandra to further encourage and support visitation and dwell time. The focus of these works is enabling greater engagement with the river – in particular enabling accessibility to the water’s edge. The project proposes a new section of pathway along the eastern bank of the river connecting to the existing Windmill Walk via the Jack Renshaw Bridge and a new level ford crossing to connect back to the Coo-ee Heritage Centre. This new pathway will close the loop on a 3km accessible walking and cycling trail with integrated lighting and interpretative wayfinding signage. Two other key activation nodes to be developed in the scope of this project are: a new designated beach area adjacent the existing caravan park on the eastern side of river to enable water recreation, and a new timber boardwalk and viewing platform overlooking the river on the western bank connecting back to the town centre and terminating to align with the new public plaza of the Gil Library and Community Hub, so as to draw people across the street to the water’s edge and allow them to engage with the natural ecology of the Castlereagh River.

KEY IMPROVEMENTS

Pathway Expansion
Completing a 3km accessible walking and cycling trail.

Recreational and Activation Nodes
Establishing a beach area and a viewing platform to facilitate river interaction.



Art Impression: Gilgandra View 1 - New viewing platform opposite the Gil Hub overlooking river towards the Jack Renshaw Bridge

2 STRATEGIC MASTERPLANNING PROJECT STAGE 2

Objective
Diversify and enrich the offerings around the Cultural & Heritage Precinct.

Approach
Developing a masterplan to harmonise the Coo-ee Heritage Centre and Gilgandra Museum with the surrounding landscape, incorporating additional amenities, interactive playground and artistic elements.

Gilgandra Shire Council has ambitions to further enhance the diversity of offerings and activation opportunities in and around its established Cultural & Heritage Precinct. This is proposed to be explored through the development of a new masterplan for the precinct. The Coo-ee Heritage Centre and the Gilgandra Museum sit as strong anchors in this park setting. However, the masterplan is an opportunity to better stitch these two cultural buildings together in their landscape and embed additional amenities within the precinct including an improved space for local events, a generous nature play installation that integrates artefacts of industry (eg. former agricultural machinery linking to museum), and additional landscaping and planting embedded with local artworks and interpretations.

KEY IMPROVEMENTS

Landscape Integration
Enhancing the precinct's setting with landscaping, nature play installations and local artworks.

Amenity Enhancement
Upgrading event spaces and integrating cultural and historical narratives.

These strategic initiatives in Gilgandra aim to not only improve infrastructure but also to deepen the connection between the community and its natural and cultural heritage, aligning with the overarching goal of enhancing the town's charm and visitor appeal.

1 BUSINESS CASE PROJECT & STRATEGIC MASTERPLANNING PROJECT **STAGE 1 & 2**



A Windmill Walk extension
Windmill Walk extension from memorial precinct behind Miller Street shops to Court Street (return loop down Miller Street, 'figure 8' walk)

Reference Image

B Static signage
Static signage along the accessible pathways

Reference Image

C Digital signage
Digital signage in GIL plaza accessible pathways

Reference Image

D Viewing area extension
Viewing area extension over Castlereagh river from the GIL plaza

Reference Image

F Artwork under bridge
G Walk Connection
Walk connection to Gilgandra Caravan Park

Reference Image

I Accessible cycle/walkway loop
Accessible cycle/walkway loop from CHC river crossing to Jack Renshaw Bridge (underneath)

Reference Image

E Boardwalk in this area
Boardwalk in this area (mix accessible – timber look/mesh – core concrete)

Reference Image

H Town Beach Activation Area
Town Beach activation area - including picnic tables and carparking near Jack Renshaw Bridge

Reference Image

J Solar Lighting
Solar lighting on southern cycle/walkway

L River Crossing
CHC River crossing - pedestrian, accessible, concrete

M Ground levelling, turf and irrigation
N Adventure Playground
Adventure playground connection with Gilgandra Museum

K Walk Connection
Walk connection to Golf Club and Racecourse

O Viewing Platform

P Sound Shell
Sound shell – 32amp three-way phase power access

1 BUSINESS CASE PROJECT STAGE 1



Art Impression: Gilgandra View 2 - New town beach below the existing Jack Renshaw Bridge

Prepared by Jasmx and PP&P for the Real Country Project

1 BUSINESS CASE PROJECT STAGE 1

3



Art Impression: Gilgandra View 3 - View of new Castlereagh River crossing looking towards the Coo-ee Heritage Centre

Prepared by Jasmx and PP&P for the Real Country Project

12.6 / Warrumbungle

Coonabarabran sits as the primary gateway to the Warrumbungle National Park, famous for its unique rugged landscape and expansive dark skies. This adventurer's playground caters to visitors from the region, as well as domestic and international travellers who come specifically to immerse themselves in the natural wonders of this special place. The town centre of Coonabarabran sits to the south of the Castlereagh River, with the Oxley Highway forming its main street. This presents a challenge, as the town's spine is a high traffic corridor for vehicles moving through the region. At the southern end of the main street sits the existing visitor centre and aquatic centre, while the northern edge of town is framed by the river and parklands to both sides of the bank (including a sports precinct to the northern side).

1 2 BUSINESS CASE PROJECT THE ADVENTURE PRECINCT

Objective
Create a nature-based adventure park showcasing the region's natural wonders.

Approach
Building upon existing path networks and community infrastructure, the vision involves developing activation nodes within the park.

The intention for this business case project is to build on the work Council have already undertaken in delivering upgraded path networks and community infrastructure within the park areas south of the river. There is an opportunity through the Real Country project to explore the masterplanning of this precinct as a nature-based adventure park, offering a taste of the possibilities that await visitors to the Warrumbungle National Park. The vision for this precinct is to develop (in stages) a number of key activation nodes within the park that support walking, cycling, mountain biking, a treetop adventure circuit, and river experiences. Stage 1 of this project incorporates a series of new feature elements, such as an amphitheatre by the river, interactive public art and play installations, and bank stabilisation landscaping works to enable greater accessibility to and enjoyment at the water's edge. Additional pathways to allow walking and cycling across the park, including new connections across the river to stitch to the railway line and the sports precinct have also been integrated into the project scope. The project explores the repurposing of the existing rail bridge and creation of an adventure rail trail, helping to unlock activation opportunities north of the river in future stages. A cohesive interpretation and wayfinding strategy will be developed with this masterplan, providing an intuitive and enriching experience for visitors that embeds knowledge of Country and understanding of the natural ecologies.

KEY IMPROVEMENTS

New Recreational Features
Introducing elements such as access to the rivers edge, an amphitheatre, interactive art, play installations and landscaping for improved river access.

Pathway Expansion
Enhancing connectivity across the park, including new river crossings and repurposing the existing rail bridge for future activation opportunities.

Interpretation and Wayfinding
Implementing a strategy to enrich visitor experience with local knowledge and environmental understanding through a series of wayfinding and interpretive signage.



1 2 BUSINESS CASE PROJECT THE ADVENTURE PRECINCT



A Outdoor Amphitheatre
A dedicated space for performances and community gatherings.

B Night time Experience
Initiatives to leverage the unique dark sky fortnight time activities and celebrations.

C River Access Solutions
Infrastructure to improve public accessibility to the river.

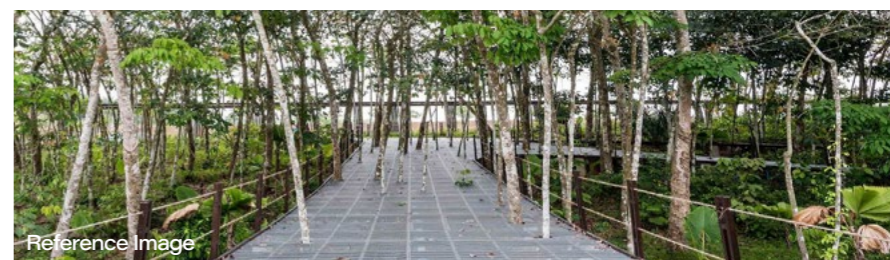
D Connecting Pathways to Visitor Information Centre
Walkways and signs that link the Visitor Information Centre to the Main Park seamlessly.

E Wayfinding Elements
Comprehensive signage to guide residents and visitors.



F Neilson Park Connectivity
Introduction of a new crossing to enhance accessibility within the park.

G Additional Pathways and Signage Across Neilson Park
Expansion of pathways and informational signage on the opposite side of the river.



H Gateway to Warrumbungles Art/Wayfinding
Creative installations that are both artistic and functional for public use.

I Rail Trail & Sports Precinct Bridge Connection
Detailing the specific location and extent of this rail trail to connect to existing sports facilities.
- 1.2km Mesh Walkway
- 10m Concrete connection
- 60m bridge
- 320m Mesh walkway

J Acoustic Infrastructure
Installation of noise-reduction measures near the main bridge or proposed amphitheatre.



K Adventure playground approximate location

L 30m of new concrete ramp to Woolworths carpark

1 2

BUSINESS CASE PROJECT

THE ADVENTURE PRECINCT



Art Impression: Coonabarabran View 1 - New riverfront amphitheatre looking towards the Mary Jane Cain Bridge

Prepared by Jasmx and PP&P for the Real Country Project

1 2

BUSINESS CASE PROJECT

THE ADVENTURE PRECINCT



Art Impression: Coonabarabran View 2 - New river's edge activation adjacent to the Mary Jane Cain Bridge with new acoustic treatments

Prepared by Jasmx and PP&P for the Real Country Project

3 STRATEGIC MASTERPLANNING PROJECTS THE VISITOR CENTRE PRECINCT

Objective
Strengthen Coonabarabran's tourism trail, to include the local main street, the natural landscapes alongside the cultural and heritage narrative.

Approach
Revisiting the mainsheet upgrade works and more broadly future plans for the visitor centre precinct to connect this asset more cohesively with the town centre and the river, possibly through a cultural heritage walk.

Located at the southern gateway to Coonabarabran, the existing visitor information centre sits at the high end of the main street but is situated a short walk down the main street to the river. There is an opportunity through the Real Country project to revisit mainstreet beautification works to explore stitching the information centre with the town centre and the river via a cultural heritage walk. Strengthening this connection provides an opportunity to engage directly with existing local businesses and some of the significant cultural and heritage building fabric along the main street, creating new pockets of activation, and telling a cohesive narrative of Coonabarabran's rich local character. This project should also examine opportunities for night-time activation, including a potential viewing tower within the precinct.

KEY IMPROVEMENTS

Enhanced Cultural Connection
Creating wayfinding and interpretation signage creating new activation points along the main street, integrating the town's cultural and historical essence.

Night-Time Activation
Exploring potential features like lighting (sensitive to the policy requirements) as well as a viewing tower for the "Dark Sky" to enrich the precinct's appeal.



4 FOCUS AREA 4 THE VILLAGES OF BINNAWAY AND MENDOORAN

Objective
Enhance tourism infrastructure in Binnaway and Mendooran, aligning with regional development goals.

Approach
Delivering a strategic response focusing on connecting Binnaway and Mendooran villages to the Castlereagh River and enhancing recreational access and opportunities.

This project seeks to develop a strategic masterplan for delivering additional tourism infrastructure to the villages of Binnaway and Mendooran. These initiatives would align with the objectives of the Real Country project, focusing on connecting to the Castlereagh River and providing opportunities for residents and visitors to engage with and obtain a greater appreciation for the unique natural assets of the region. The works would seek to deliver on ideas for upgraded walking and cycling pathways, interpretations and wayfinding, and opportunities for on water recreation.

KEY IMPROVEMENTS

Infrastructure Development
Upgrading walking and cycling paths along the rivers edge, wayfinding signage, adding interpretative elements, and creating opportunities for water-based access and recreation.

5 FOCUS AREA 5 NANDI CREEK RESERVE

Objective
Increase the capacity and amenity of visitation to this area.

Approach
Nandi Creek Reserve holds strategic and cultural importance and is considered a future project opportunity. The potential includes future infrastructure development to improve accessibility and engagement with the river.

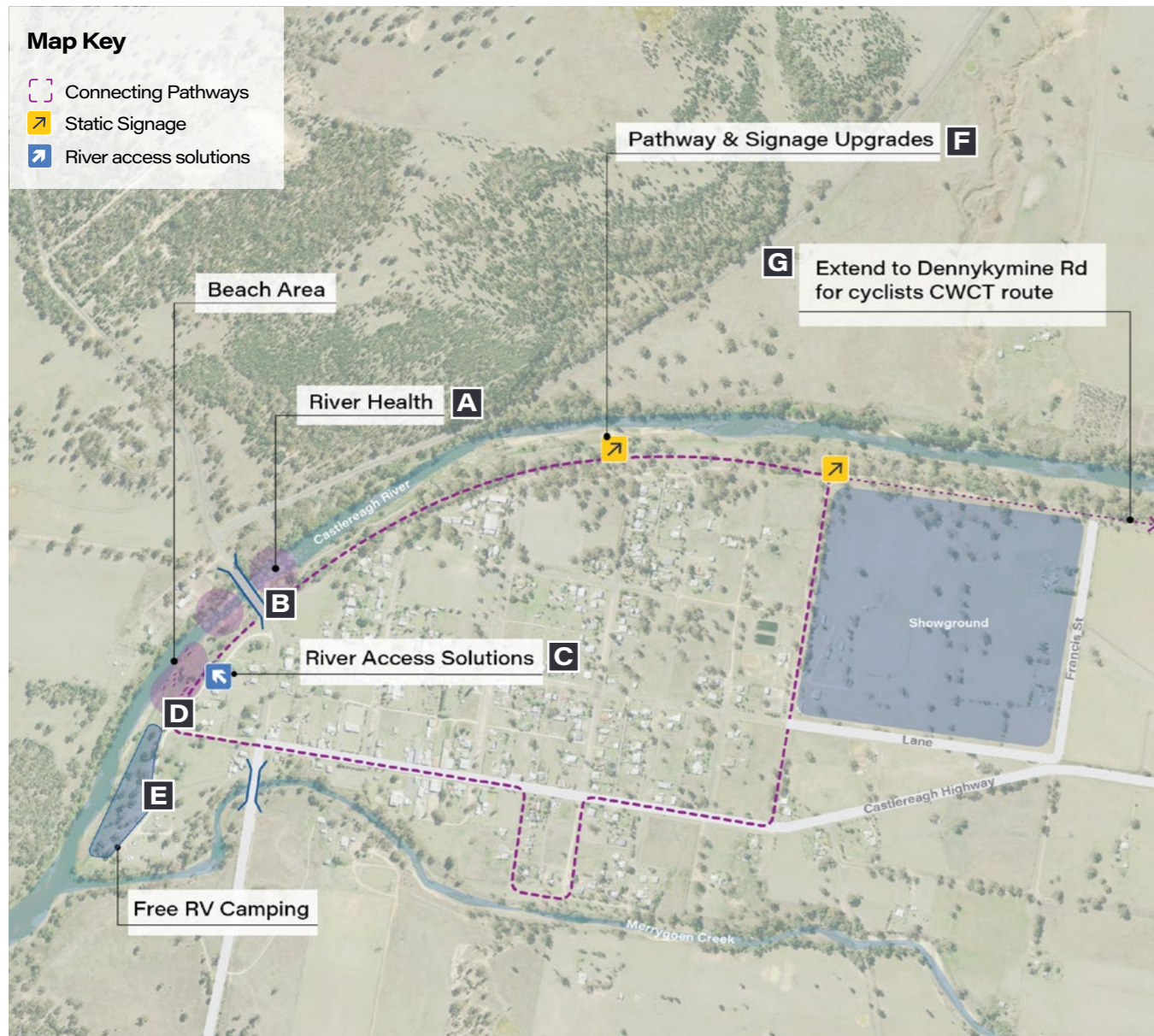
Nandi Creek Reserve, which is located west of Coonabarabran's town centre, has an opportunity to be integrated into the Coonabarabran town centre projects. The area is of strategic and cultural significance, particularly in regard to increasing the capacity and amenity of visitation to the region. The area currently operates as a local camping ground and sits adjacent to the river, offering opportunities to provide future infrastructure to enable accessibility too and engagement with the water and create awareness of its natural ecologies.

KEY IMPROVEMENTS

Recreational Enhancement
In the future developing the reserve to offer more camping and water engagement opportunities, coupled with environmental awareness.

These strategic initiatives for Warrumbungle aim to seamlessly integrate the centres within Coonabarabran, Binnaway and Mendooran with the natural environment, enriching the local and visitor experience while celebrating the region's unique character and ecological diversity.

4 FOCUS AREA 4 THE VILLAGE OF MENDOORAN



A Environmental Initiatives for River Health
Programs or installations to monitor and improve the health of local rivers.

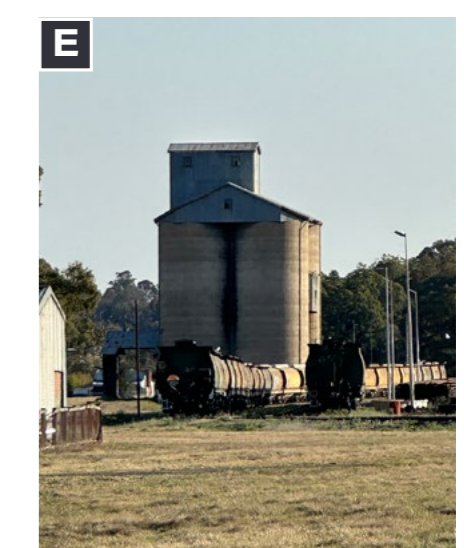
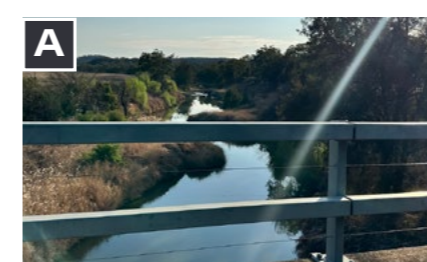
C River Access Solutions for all River centres/ Villages
Infrastructure to improve public accessibility to the river.



F Pathway & Signage Upgrades
Improvement of existing pathways and informative signage.

G Cycleway

4 FOCUS AREA 4 THE VILLAGE OF BINNWAY



13.0 / CATALYST PROJECTS

DESTINATION AND MARKETING

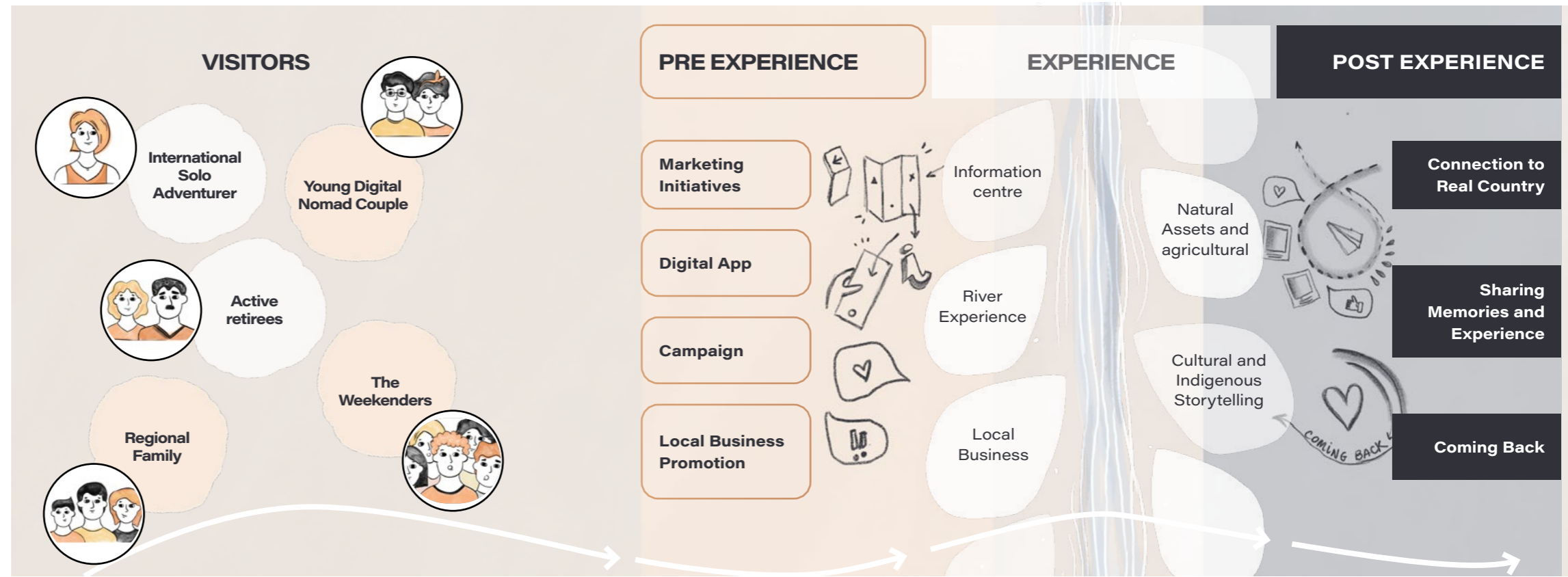
13.1 / Catalyst Marketing Initiatives Introduction

In the dynamic landscape of destination marketing, the art of storytelling is pivotal to the Real Country's strategy. Gone are the days when traditional advertising alone could draw visitors. Today, the narrative we weave, rooted in the authenticity of experiences and told through the lens of local colour, is what sparks genuine word-of-mouth promotion and social sharing. Our task is to curate and share the Real Country's tales, creating a tapestry of stories that resonate deeply with our visitors, fostering an emotional bond with the region.

Real Country's narrative is rich with rugged landscapes, star-filled skies, and the spirit of the bush. These stories, when shared, have the power to transport visitors into the heart of our community, inviting them to not just observe but to participate in the region's living heritage.

Real Country's marketing initiatives aim to harness the power of storytelling, utilising various channels to develop and communicate experiences that captivate our target markets. Our visitor centres are more than just information hubs; they are the stages where first impressions are crafted, and the region's narrative begins for our guests. Here, the local people become the storytellers, and through their knowledge and warmth, they offer a personal connection to Real Country, enriching the visitor experience with authenticity.

The strategy visualised in the diagram underscores this flow from developing experiences to communicating them effectively, ensuring that each visitor's journey through Real Country becomes a story in itself, one they are eager to share and relive.



13.2 / Visitor Experience

Real Country Visitor Experience approach is our comprehensive way to guiding visitors from dreaming to sharing their adventures. Our strategy encompasses not just the physical aspects of their journey but also the narratives and memories they carry back.

Dreaming, Planning & Booking:

At the heart of Real Country's Visitor Experience Plan is a story-centric approach where residents become ambassadors, or "hosts", creating a warm and welcoming atmosphere for visitors. We extend this hospitality through a range of unmanned information points, including photo and selfie spots, that encourage post-trip interactivity. Our aim is to not only educate and inform our hosts but also to shift mindsets and behaviours, instilling a strong sense of civic pride.

Engagement & Sharing:

From the initial dreaming phase to the booking and planning, our digital strategy includes a comprehensive range of services like the Real Country visitor guide, maps, and toolkits. This is supported by rural and wayfinding signage that directs visitors throughout their journey in Real Country, whether they're staying in local accommodation, finding their way along scenic routes, or exploring our quaint town centres or villages and local points of interest.

Integrated Digital Strategy:

Our online presence is reinforced by a solid digital strategy, featuring our own website and extending to national and third-party sites, effectively reaching both domestic and international visitors. Our engagement is specifically tailored to a variety of visitor groups, including digital nomads, regional families, active retirees, along with outdoor adventurers, eco-travellers, and those seeking cultural experiences.

Welcome & Information Centres:

Upon arrival, visitors are welcomed by face-to-face services at our visitor information centres, where the human connection is celebrated and nurtured. Throughout their stay, visitors are encouraged to engage with and share experiences through our social media strategy and to take home a piece of Real Country with our carefully curated local products.

Destination Marketing:

Our destination marketing is characterised by impactful media coverage and campaign exposure that transcends the usual. We see destination management as an integrated system of visitor information and servicing, delivering timely and relevant touch-points that accompany the visitor throughout their journey — as they dream, research, select, plan, book, travel to and through our destination, return home, and become storytellers of their Real Country experience.

13.3 / 5 Key Projects for the Marketing Catalysts Projects

1 ENHANCED DIGITAL PRESENCE AND MARKETING

Rationale

Enhancing our digital presence and marketing efforts is paramount in an increasingly interconnected world. Real Country boasts a treasure trove of unique regional events and attractions that deserve the spotlight. As we continue to witness the evolving landscape of consumer behaviour, it's evident that an updated website, active social media engagement, and targeted digital advertising are key to reaching a broader audience. Furthermore, our community's express need for promoting these regional gems cannot be ignored. A robust digital strategy is the vehicle to deliver our message effectively and elevate our presence on a bigger scale.

Community Connections

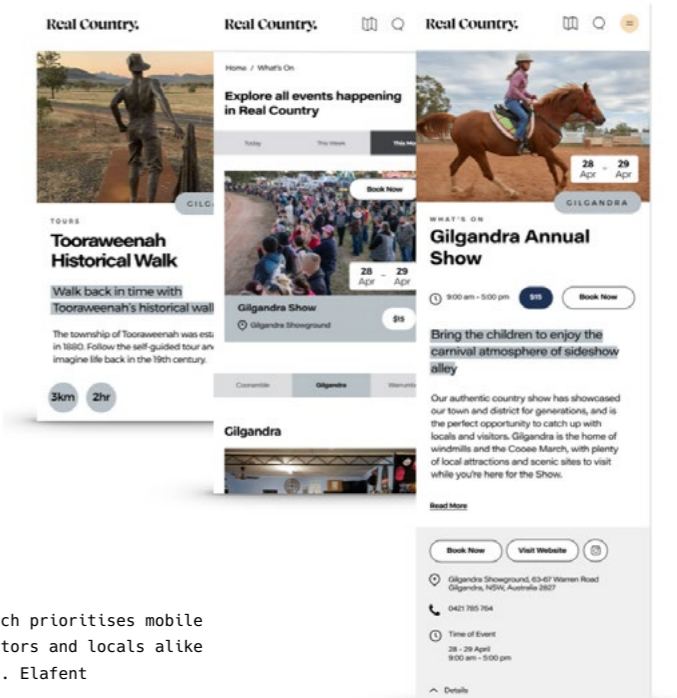
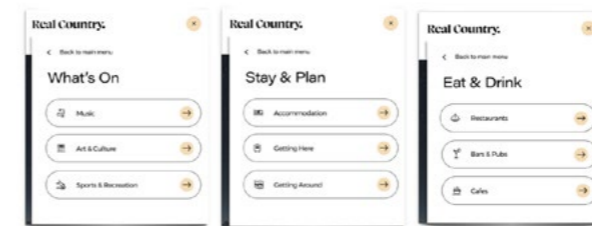
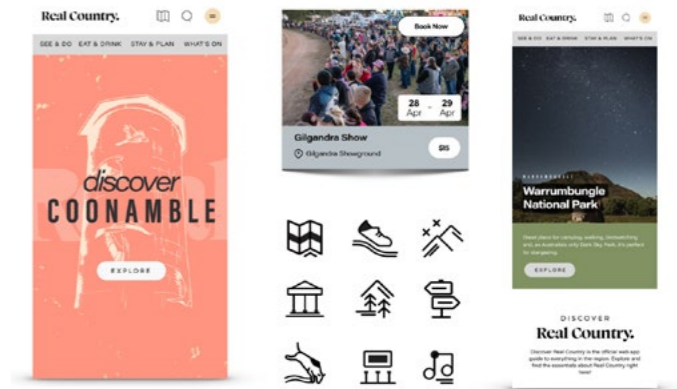
This initiative closely aligns with the community's desire to actively promote regional events and leverage online platforms for strategic marketing purposes.

Estimated Budget

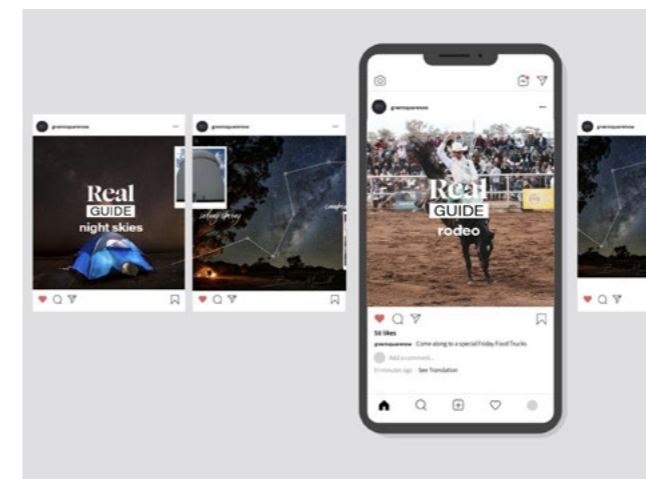
\$100,000 - \$150,000

Initiatives

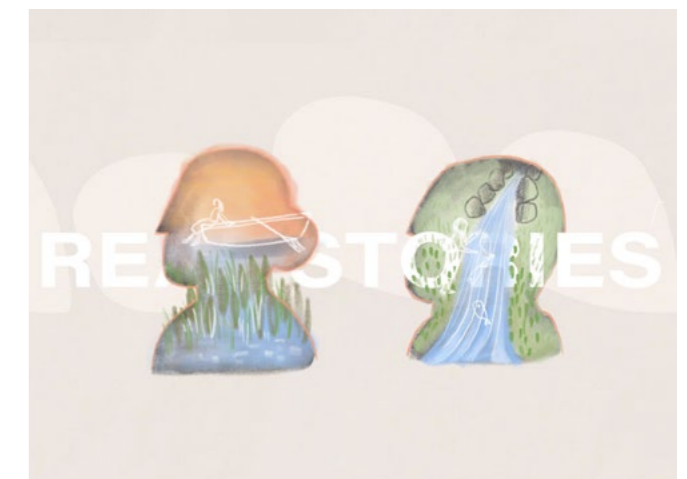
- Develop a user-friendly upgrade to the Real Country website that not only showcases all the towns and villages in Real Country but also highlights key attractions while providing up-to-date information on events that can adapt to various devices.
- Integrating into the Real Country Website a do-it-yourself travel itinerary utilising the Elafent Technology Platform that provides engaging content formats, including a range of map views of galleries, museums, and regional attractions, streamlined booking functionality and adding more interactivity to previous static resources.
- Create on the Real Country Website a blog or news section for storytelling, updates, and feature articles on local businesses, events, and attractions.
- Promoting events in an integrated approach, aligned with packaged itineraries and in a map view form so visitors can plan their stay around events they are attending.
- Building on the social media campaigns for Real Country to engage with potential visitors, fostering a sense of community and excitement.
- Implement targeted advertising campaigns to capture the attention of potential visitors actively seeking unique experiences.
- Use data analytics to track user engagement and tailor content to the interests of visitors.



Example of Digital Mockups of the Real Country website upgrade, which prioritises mobile use to showcase local attractions, events calendar and provide visitors and locals alike all the information to make the most of the Real Country experience. Elafent



Example of social media posts which are coined by authenticity, genuine love for the region, and local stories. Followers can not only stay updated about events, activities and latest Real Country news, but get a digital glimpse of what the Real Country Experience is all about.



Example of video content that shares local stories, promoting local businesses and local personalities alike so that viewers can start creating deep connection with the Real Country region and its people even before their journey begins.

2 IMPROVEMENT OF SIGNAGE AND WAYFINDING

Rationale

Signage and wayfinding might seem like functional elements, but they play a pivotal role in shaping the first impression of Real Country. Upgrading our physical signage and infusing artistic elements at strategic entry points and town centres is more than just aesthetics; it's about creating an inviting and memorable experience. Visitors should feel not just welcomed but also inspired by the distinctiveness of our region. As we aim to foster a sense of identity, aesthetics, town character, and improved infrastructure become crucial factors in achieving this vision.

Community Connections

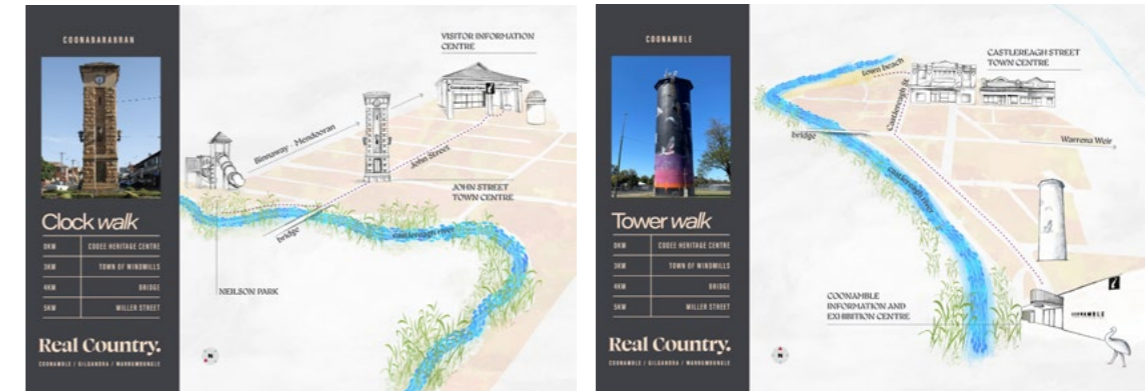
This initiative directly addresses the community's feedback concerning the importance of wayfinding, directional signage, aesthetics, town character, and the necessity for improved accessibility.

Estimated Budget

Identified in each Council's Infrastructure delivery projects

Initiatives

- Launch a comprehensive region-wide signage strategy to standardise and enhance wayfinding, including clear directions from all major roads to key attractions, towns and villages, tourist attractions and essential amenities.
- Consider interactive digital signage in each centre of Coonamble, Coonabarabran and Gilgandra that can provide coordinated real-time information and multilingual support to cater to a diverse audience.
- Infuse local art and cultural elements into wayfinding and interpretive signage designs to reflect the uniqueness and vibrancy of the community, ultimately attracting attention and fostering a sense of identity.
- Explore partnerships with local artists to create gateway distinctive, Instagram-worthy large interactive installations that encourage visitors to share their experiences online.



Example of information centre collateral that aligns with the Real Country identity and branding, maximising information transfer and brand recognition.



Example of wayfinding facilities that are infused with the Real Country's essence and not only deepen the connection to place, but reinforce recognition and minimise feelings of confusion, resulting in longer stays and happier visitors. These are example mockups that would undergo further research and development including an in-depth analysis of location considerations, primary, secondary and tertiary levels of information and material studies.



Travel badge mockup examples that could be delivered in local businesses, attractions and hidden gems to further strengthen the regional tapestry concept by leading visitors in their own journey of finding the Real Country's various threads and stories.



Example of information centre collateral that aligns with the Real Country identity and branding, maximising information transfer and brand recognition.



Example of large Instagramable gateway signage to be installed on major roads entering into Real Country Region

3

RIVERFRONT ACTIVATION AND EVENTS

Rationale

Our river is not just a geographical feature; is a significant asset for Real Country. Its potential to serve as a magnet for visitors and a hub for community gatherings is immense. Developing and activating our riverfront areas for recreation and events is a core strategic direction. It aligns with our commitment to offer unique experiences and showcases the natural beauty that defines our region. By collaborating with each local council and communities, we are not only enhancing our tourism offerings but also ensuring that our riverfront remains a sustainable and accessible resource for generations to come.

Community Connections

This initiative harmonises with the community's emphasis on maximising the river's potential for recreational activities and events.

Estimated Budget

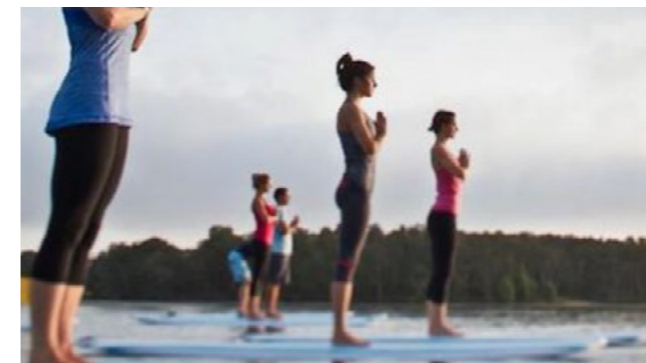
\$50,000 - \$150,000

Initiatives

- Forge collaborative partnerships with local organisations and communities to co-create inviting riverfront spaces designed for public enjoyment.
- Organise a diverse range of events along the riverfront, spanning cultural festivals to outdoor activities, thereby catering to various visitor interests.
- Develop a signature annual event that highlights the riverfront and becomes an annual drawcard for visitors.
- Introduce eco-friendly and sustainable practices in all development and activation of riverfront areas to align with environmental conservation goals.



Example of interactive art installation, The Big Picture, that people can interact and share their moments with



Example of interactive on-water activation events



Example of community engagement activation for drought periods



Example of Real Country event lineup poster



Example of art installations

4

**REAL EXPERIENCE
VISITOR EXPERIENCE -
PROMOTION OF LOCAL
BUSINESSES AND
PRODUCTS**

Rationale

At the heart of every thriving community are its local businesses. Supporting and promoting these enterprises, particularly those intertwined with tourism, agriculture, and the arts, is not just an economic imperative but a cultural one. Our local businesses are the backbone of Real Country, embodying the essence of our region in their products and services. By strengthening the local economy through collaborative marketing initiatives, we create a ripple effect, fostering a vibrant community that resonates with both residents and visitors. This initiative isn't just about business; it's about nurturing our community's identity and shared prosperity.

Community Connections

This initiative underscores the community's collective aspiration to support small businesses and promote the distinctive products that define our region.

Estimated Budget
\$50,000 - \$80,000

Initiatives

- Develop an all-encompassing local business directory to provide visitors with comprehensive information about the diverse array of local products and services available.
- Create engaging promotional materials that effectively showcase the unique offerings of our local businesses, tourist attractions, accommodation options, events and tourism experiences.
- Encourage collaboration among local businesses to undertake joint marketing initiatives that amplify our collective impact.
- Create experiential packages that combine offerings from various local businesses to provide a holistic experience, such as agri-farm tours, local arts, and crafts workshops.
- Implement a Real Country loyalty program to encourage repeat visitation and foster a sense of community among visitors and residents.



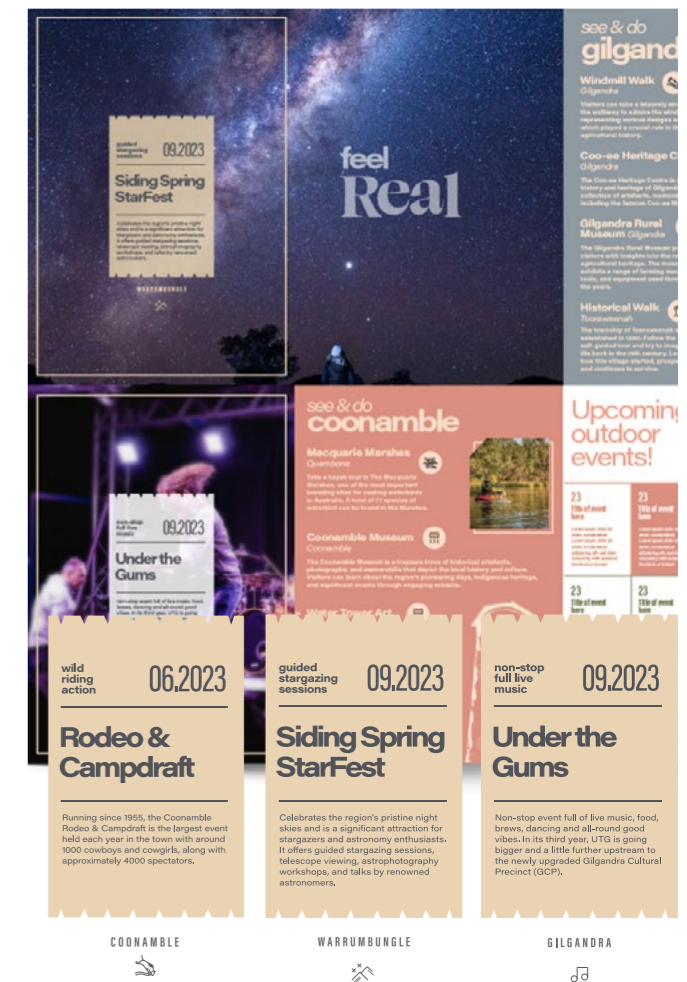
Example of communication collateral for local stories campaign to be used during the pre-visit phase of the visitor journey



Example of communication collateral to be used around the region to be leveraged through events and digital presence



Example of video content that shares local stories, promoting local businesses and local personalities alike so that viewers can start creating deep connection with the Real Country region and its people even before their journey begins.



Example of Real Country tourist attractions brochure
Example of Real Country loyalty program

5

RIVER HEALTH, CULTURAL AND HISTORICAL STORYTELLING

Rationale

Real Country is not just a place on the map; it's a living tapestry of stories, cultures, and histories. Showcasing the depth of our cultural and historical heritage isn't merely an option; it's a unique selling point that sets us apart. As visitors explore our region, they should be immersed in a narrative that enriches their experience. Our commitment to river health, biodiversity preservation, and cultural engagement is at the core of this initiative. By proactively overseeing the health of the river ecosystems while inviting local Aboriginal groups to share their stories and traditions, we are ensuring that Real Country remains not just a destination but an unforgettable journey through time and culture. This is about more than tourism; it's about preserving our legacy for future generations to cherish and learn from.

Community Connections

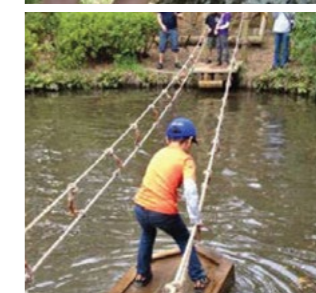
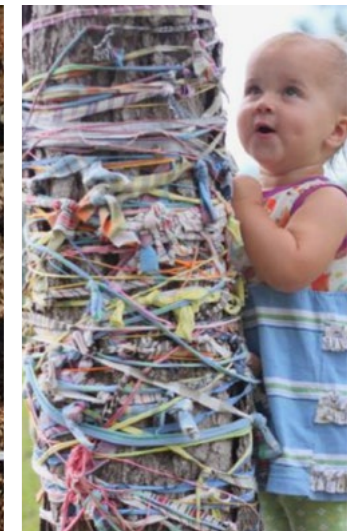
This initiative directly addresses the community's desire to ensure the health of the Castlereagh River while actively involving local Aboriginal groups in the promotion of natural and cultural tourism, preserving our rich heritage for generations to come.

Estimated Budget

\$60,000 - \$100,000

Initiatives

- Collaborate closely with the Coonamble, Gilgandra, and Warrumbungle Councils to develop a comprehensive River Health Action Plan. This collaborative effort aims to proactively oversee the health of the river ecosystems while promoting tourism and preserving local flora and fauna.
- Engage with local Aboriginal Land Councils and community groups to create immersive cultural trails, captivating storytelling installations, and guided tours.
- Seamlessly integrate these cultural elements into our overarching marketing strategy to showcase our commitment to natural and cultural tourism.
- Develop augmented reality experiences that bring to life the stories and histories of the First Nations and the local heritage for visitors as they explore.
- Set up QR codes at points of interest that lead to multimedia content, including videos, recordings and/or interviews with local elders, historians, and cultural narratives.



Example of River activation that highlights the leading role of First Nations in river health and regeneration, artistic connection to place and storytelling

Example of small scale kids activation initiatives for River storytelling

Interactive augmented reality experiences

14.0 / GOVERNANCE AND DELIVERY PRIORITIES

14.1 / Governance Approach

The governance model for the Real Country Destination Strategic Plan, particularly in relation to the collaboration between the three councils, is centred around a structured, cooperative approach that leverages the strengths and resources of each council to achieve common goals. This model is crucial for ensuring that the strategy is implemented effectively and benefits the broader region. A breakdown of the governance model and the inter-council relationship is provided below:

Joint Strategic Framework

At the heart of the governance model is a jointly agreed-upon strategic framework by the three councils. This framework sets out the shared vision, objectives, and key focus areas, forming the backbone of all collaborative efforts and ensuring alignment towards common goals.

Collaborative Decision-Making

A key feature of the model is collaborative decision-making, involving regular meetings, joint planning sessions, and collective problem-solving. By pooling their knowledge and expertise, the councils make informed decisions that benefit the broader region.

Resource and Information Sharing

A crucial part of the governance approach is the sharing of resources and information. This includes exchanging data, research findings, best practices, and pooling resources for specific projects, leading to more efficient use of resources and fostering innovation.

Integrated Project Implementation

The councils work together closely in implementing projects under the strategy. This integrated approach ensures that projects not only benefit individual council areas but contribute to the overall regional development, sharing responsibilities and risks fairly.

Regular Communication and Reporting

Transparency is a key element of the model, requiring regular communication and transparent reporting among the councils. This ensures updates on project progress, challenges, and milestones achieved are shared, fostering trust and accountability.

Community Engagement and Feedback Incorporation

Actively engaging community members across the councils' areas is vital. The governance model ensures that community feedback is actively sought and incorporated into planning and implementation, reflecting local needs and aspirations.

Adaptive Governance

The model is inherently adaptive, allowing for adjustments based on ongoing evaluations, changes in circumstances, or new opportunities. This flexibility is key to effectively responding to regional dynamics and evolving community needs.

Efficient Resource Sharing and Procurement Efficiencies

The governance model focuses on efficient resource sharing and procurement efficiencies. This includes strategic resource allocation, joint procurement strategies, shared expertise and capacity building, coordinated investment planning, and performance monitoring with shared accountability. These measures ensure maximised efficiency, cost savings, and high-quality outcomes.

Strategic Resource Allocation

The councils strategically allocate resources such as funding, manpower, and equipment to maximise efficiency and minimise duplication. Pooling resources allows for more impactful and larger scale projects.

Joint Procurement Strategies

By combining purchasing power, the councils can negotiate better terms with suppliers, leading to cost savings and higher quality resources. This approach also aids in standardising equipment and services across the region.

Shared Expertise and Capacity Building

The model encourages sharing of expertise and capacity building among the councils, leveraging each other's strengths for enhanced capability and fostering a culture of continuous learning and improvement.

Coordinated Investment Planning

Coordinated investment planning aligns budgeting and investment decisions to support shared priorities and avoid conflicting investments, ensuring individual budgets contribute to broader regional objectives.

Performance Monitoring and Shared Accountability

Regular reviews of resource allocation and usage ensure effective utilisation for intended purposes. Shared accountability fosters a sense of ownership and commitment to the collective initiatives.

This comprehensive governance model, characterised by collaboration, shared responsibility, and adaptive planning, is integral to the effective and sustainable implementation of the Real Country Destination Strategic Plan, optimising resource use and reinforcing the cooperative spirit crucial for successful regional development.



14.2 / Summary of Delivery Priorities

This summary outlines the key delivery priorities for catalyst infrastructure projects across each of the local councils, aimed at enriching the tourism appeal of river towns and villages, and details the marketing catalyst projects designed to elevate the profile of Real Country's unique experiences.

INFRASTRUCTURE CATALYST PROJECTS

Coonamble / Warrena Weir Recreation Precinct

Gilgandra / River Precinct Upgrade Town Centre to Coo-ee Centre

Warrumbungle / River Precinct Upgrades to Coonabarabran, Binnaway and Mendooran

DESTINATION MARKETING CATALYST PROJECTS

Enhanced digital presence and marketing

Improvement of signage and wayfinding

Riverfront activation and events

Real experience visitor experience through local business and product promotion

River health, cultural and historical storytelling

The Real Country Destination Strategic Plan outlines several governance and delivery priorities across different areas, each reflecting the unique needs and aspirations of the local communities.

A summary of the priority actions for each Council area:

Coonamble

- 1. River Restoration and Conservation:**
Prioritising the repair and conservation of the river, addressing carp and weed infestations, and improving access to riverbanks.
- 2. Weir Enhancement and Family-Friendly Spaces:**
Enhancing the weir area for family recreation, including water activities and nature engagement for children.
- 3. Main Street Revitalisation and Accommodation:**
Increasing accommodation options for tourism and events, and revitalising the main street, including preserving historical assets and supporting businesses.
- 4. Community Engagement and Unity:**
Emphasising community engagement and collaboration among shires to create a strong regional identity.

Gilgandra

- 1. Town Centre and River Crossing Design:**
Reevaluating the town centre design and the potential for a new river crossing.
- 2. River Health and Conservation:**
Emphasising the maintenance of river health and relocating the town beach to a more accessible location.
- 3. Cultural Inclusivity and First Nations Identity:**
Promoting cultural inclusivity and celebrating First Nations contributions.
- 4. Promotion of Primary Industries and Rural Strength:**
Highlighting Gilgandra's rural strength and heritage.
- 5. Enhancement of Public Spaces:**
Developing public spaces for greater community engagement and recreation, and advocating for regional collaboration.



Coonabarabran, Binnaway, Mendooran

- 1. Amphitheatre Design and Seasonal Considerations:**
Acknowledging climate seasonality and rethinking amphitheatre design.
- 2. River Health and Ecological Preservation:**
Prioritising river health and ecological balance across the region.
- 3. First Nations Engagement and Cultural Identity:**
Recognising the significance of First Nations communities and their contributions to cultural identity.
- 4. Promotion of Arts and Vibrancy:**
Emphasising art and creativity to infuse vibrancy into town and river precincts.
- 5. Dark Sky and Unique Celestial Views:**
Celebrating unique celestial views for nighttime events and stargazing experiences.
- 6. Community-Driven Maintenance and Tourism:**
Focusing on community engagement, promoting local businesses, and enhancing river access and health.

Ongoing engagement with stakeholders: the priorities:

Emphasis on tourism efforts focusing on cultural, historic, seasonal, and nature-based activities.

Exploration of niche opportunities like nature-based adventures, agri-tourism, dark sky observation and leveraging technology as a communication, engagement and place interaction.

Need for improved accessibility and connectivity, particularly for town connections and river accessibility.

Priority on business support to ensure diverse accommodation offerings and a vibrant local economy.

These stakeholder priorities reflect an ongoing opportunity for dialogue and collaborative approach to enhancing the Real Country's appeal as a destination. Working alongside local stakeholders will seek to preserve and enhance the natural environment, cultural heritage and fostering community involvement and economic growth in tourism activities for the region.

14.3 / Measuring for Success

Evaluating success and monitoring key performance indicators are crucial components in ensuring the effectiveness of our strategic plan. These metrics provide valuable insights, enabling us to assess and refine our actions across various initiatives to facilitate the best outcomes.

1. Google Analytics
Purpose
<ul style="list-style-type: none"> Understand visitor interaction with the website Identify the most popular content Measure the effectiveness of the website Identify where visitors are coming from Gauge visitor engagement with the website
Data to Collect
<ul style="list-style-type: none"> Website traffic www.realcountry.com.au User behavior Conversion rates Referral sources Engagement metrics

2. Social Media Analytics
Purpose
<ul style="list-style-type: none"> Assess social media campaign effectiveness Monitor growth of social media following Understand audience preferences on social media Gain insights into the social media audience
Data to Collect
<ul style="list-style-type: none"> Engagement rates for Instagram and Facebook Follower growth Most popular content Demographic information

3. Customer Satisfaction Surveys
Purpose
<ul style="list-style-type: none"> Gather direct feedback from visitors Identify areas for enhancing the visitor experience Measure visitors' willingness to recommend the destination
Data to Collect
<ul style="list-style-type: none"> Visitor satisfaction Areas for improvement Likelihood to recommend

4. Tourism Visitor Surveys
Purpose
<ul style="list-style-type: none"> Understand visitor characteristics Assess the duration of visitors' visits Identify popular tourist activities Gauge visitors' overall satisfaction with the destination
Data to Collect
<ul style="list-style-type: none"> Demographics Length of stay Activities participated in Overall experience

5. Online Reviews and Ratings
Purpose
<ul style="list-style-type: none"> Monitor feedback and reviews on online platforms Assess destination's performance based on ratings Identify specific areas for improvement
Data to Collect
<ul style="list-style-type: none"> Visitor reviews Ratings Feedback on attractions/services

6. Local Economic Indicators
Purpose
<ul style="list-style-type: none"> Measure the volume of visitors Measure economic impact
Data to Collect
<ul style="list-style-type: none"> Visitor numbers Revenue from tourism-related activities

7. Economic Impact Studies
Purpose
<ul style="list-style-type: none"> Understand the economic contributions of tourism Assess the impact on job opportunities and growth in the region
Data to Collect
<ul style="list-style-type: none"> Visitor expenditure Job creation

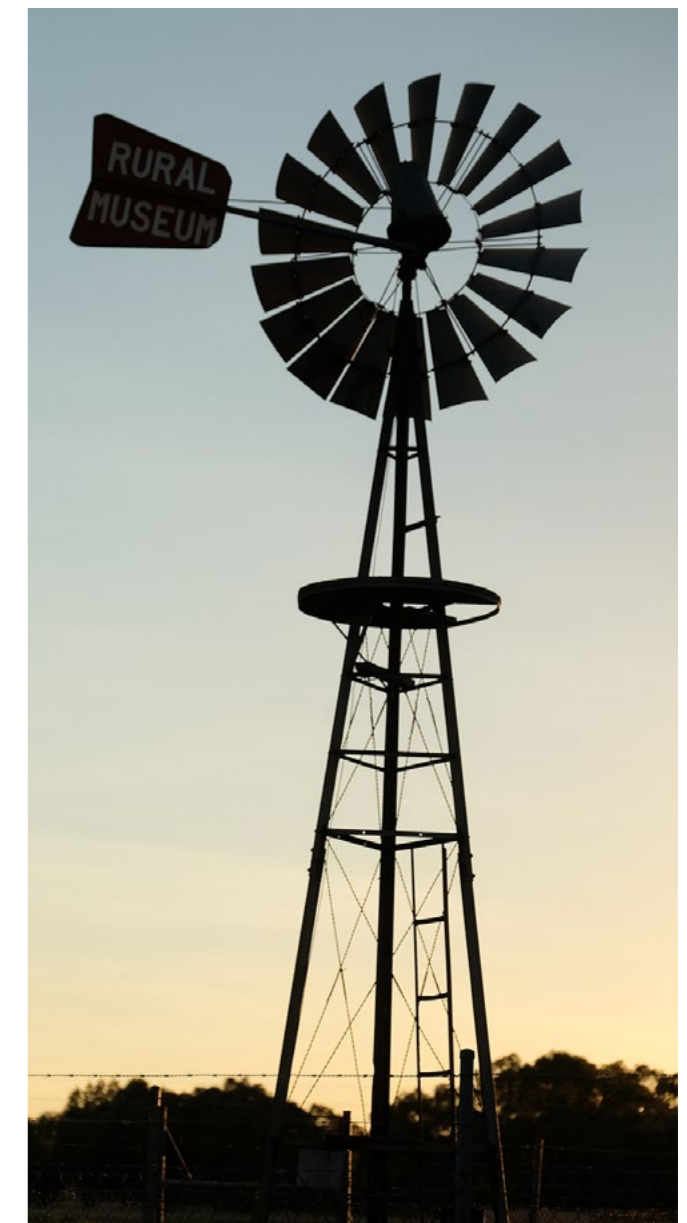
8. Media Coverage Tracking
Purpose
<ul style="list-style-type: none"> Evaluate PR efforts Understand how the destination is portrayed in the media Measure the reach of media coverage
Data to Collect
<ul style="list-style-type: none"> Quantity and quality of media coverage Key messages conveyed Audience reached

9. Event Attendance and Feedback
Purpose
<ul style="list-style-type: none"> Assess event success and popularity Gather insights for event improvement Measure media attention and promotion of events
Data to Collect
<ul style="list-style-type: none"> Number of attendees Participant feedback Media coverage

10. Competitor Analysis
Purpose
<ul style="list-style-type: none"> Benchmark performance against competitors Identify competitive advantages Understand market dynamics
Data to Collect
<ul style="list-style-type: none"> Marketing strategies Promotions Visitor numbers of competitors

11. Investment Tracking
Purpose
<ul style="list-style-type: none"> Track investments attracted to the region Measure infrastructure development
Data to Collect
<ul style="list-style-type: none"> Private and public investment Investment in tourism-related infrastructure

12. Business Growth and Development
Purpose
<ul style="list-style-type: none"> Assess the impact of destination marketing on new businesses Measure growth of businesses in tourism and hospitality sectors
Data to Collect
<ul style="list-style-type: none"> New businesses established Growth of existing businesses



Performance Indicators

13. Employment Statistics
Purpose
<ul style="list-style-type: none"> Understand the impact of tourism on employment and livelihoods Understand the impact of tourism on employment and livelihoods
Data to Collect
<ul style="list-style-type: none"> Jobs created primary tourism industry Jobs created secondary tourism industry

14. Event Impact Assessment
Purpose
<ul style="list-style-type: none"> Quantify the economic benefits of events and festivals Assess the frequency and impact of events Measure event participation and popularity Understand the financial impact of events Assess local business participation in events
Data to Collect
<ul style="list-style-type: none"> Economic impact of events Number of events held Attendance figures Revenue generated Local business involvement

15. Tourism Expenditure Tracking
Purpose
<ul style="list-style-type: none"> Understand visitor spending patterns Assess visitor spending habits Identify where visitors are spending money in the region
Data to Collect
<ul style="list-style-type: none"> Total expenditure by tourists Average spend per visitor Spending patterns

16. Hotel and Accommodation Stats
Purpose
<ul style="list-style-type: none"> Measure hotel and accommodation performance Assess room pricing and revenue generation Understand the efficiency of accommodation facilities Track growth in accommodation options
Data to Collect
<ul style="list-style-type: none"> Occupancy rates Average daily rates Revenue per available room New accommodation developments

17. Transportation and Connectivity Metrics
Purpose
<ul style="list-style-type: none"> Assess transport visitation Evaluate connectivity and whether visitors travelled to 1, 2 or 3 of the Real Country Destinations Measure accessibility to key destinations
Data to Collect
<ul style="list-style-type: none"> Vehicle, caravan, motorbike plate readings from outside regions Improvements in wayfinding signage infrastructure Connectivity to key attractions

18. Property Development and Real Estate Values
Purpose
<ul style="list-style-type: none"> Growth in property development Changes in real estate values in commercial and residential
Data to Collect
<ul style="list-style-type: none"> Assess the impact of tourism on property markets Understand property value fluctuations

19. Retail Sales and Commercial Activity
Purpose
<ul style="list-style-type: none"> Assess impact on businesses annually and trends year on year Understand the performance of tourist-oriented businesses
Data to Collect
<ul style="list-style-type: none"> Sales figures from retail and commercial businesses based on a range Tourism Attractions Visitation Numbers

20. Visitor Impact Monitoring
Purpose
<ul style="list-style-type: none"> To understand how tourism is impacting the river environment and identify areas where management actions may be needed to mitigate negative impacts.
Data to Collect
<ul style="list-style-type: none"> Number of visitors to river-based attractions, impacts on vegetation, wildlife disturbance.

Regularly collecting and analysing data from these tools will provide valuable insights into the effectiveness of the Real Country Destination Strategic Plan, allowing for data-driven decisions and continuous improvement.



COONAMBLE
SHIRE COUNCIL

GSC
GILGANDRA
SHIRE COUNCIL


warrumbungle
SHIRE COUNCIL

Real Country.

COONAMBLE / GILGANDRA / WARRUMBUNGLE

WWW.VISITREALCOUNTRY.COM.AU

Real Country **BUSINESS CASE**

DRAFT FOR CLIENT REVIEW

PREPARED BY
IPA Partners & People, Place and Partnership

PREPARED FOR Gilgandra, Coonamble &
Warrumbungle Shire Councils

Version B
23rd November 2023

KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal name	Real Country Business Case
Lead organisation (e.g. XYZ Council)	Gilgandra Shire Council
Lead organisation ABN	
Proposal partners	<i>Coonamble Shire Council Warrumbungle Shire Council</i>
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PROPOSAL SCOPE	
Proposal summary for publication <i>Please provide 150 words or less</i>	<p>The Real Country Project, a joint venture of Coonamble, Gilgandra, and Warrumbungle Shire Councils, is set to transform Central West NSW into a leading destination for authentic Australian “real” experiences. This ambitious strategy aims to integrate the region’s rich cultural heritage and natural beauty into a comprehensive tourism and marketing destination plan.</p> <p>Focusing on the Castlereagh River, the strategy envisages transforming river areas and town centres into vibrant hubs for cultural exchange and economic growth. It includes cultivating the local river’s health, honouring First Nations’ heritage, and promoting environmental stewardship.</p> <p>Infrastructure enhancements and marketing initiatives play a pivotal role, aiming to weave the river into community life and create an interconnected, dynamic visitor experience. This includes leveraging digital marketing to enhance the region’s portrayal and engaging visitors with the true essence of Real Country.</p> <p>Overall, this strategy represents a forward-looking approach to creating a sustainable, vibrant, and prosperous future for the region.</p>
PROPOSAL LOCATION	
Proposal address	<i>Various along the Castlereagh River and the town centres of Gilgandra, Coonamble, Warrumbungle, Binnaway and Mendooran</i>
Local government area	<i>Gilgandra Shire Council Coonamble Shire Council Warrumbungle Shire Council</i>
NSW electorate	<i>Gilgandra LGA and Coonamble LGA :State Electorate: Barwon Warrumbungle LGA: State Electorate: Upper Hunter</i>
Federal electorate	<i>Parkes</i>

SUPPORTING INFORMATION

Attachments

Please list out all supporting information provided

Appendix A - Travel to Outback NSW Regional Tourism
Appendix B - Cost Plan (November 2023)
Appendix C - Tourism Impact Report (November 2023)
Appendix D - NPV and BCR Worksheet (November 2023)
Appendix E - 10 year cashflow (November 2023)

Attachment A - Real Country Issues Paper (June 2023)
Attachment B - Real Country Review of NSW Strategic Documents (June 2023)
Attachment C - Real Country Destination Strategic Plan (November 2023)
Attachment D - Real Country Engagement Reports (November 2023)

DOCUMENT INFORMATION

Document Summary Information

Version	B
Version Release Date	23.11.23
Document Security	Commercial In Confidence

Document History

Version	Amendment	Amendment Date	Amended by
A	Real Country Business Case	21.11.23	Tim Gavan
B	Real Country Business Case	23.11.23	Jo Kelly

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Acknowledgement of Country

Real Country is home to three Aboriginal nations - Wiradjuri, Kamilaroi and Wailwan. We are proudly a meeting place for family, friends, locals and visitors alike. We acknowledge the traditional custodians of the land on which we live, work and play and pay respects to our Elders past, present and emerging.

Footnote

This document frequently references the other source documents which go to make up the Real Country Business Case. The reader should read this document in conjunction with those documents. The detail (research, data, strategy alignment, project descriptions and scope) are largely contained in these documents.

The other source documents are:

- Real Country Issues Paper (June 2023)
- Real Country Destination Strategic Plan (November 2023)
- Real Country Engagement Reports (November 2023)
- Real Country Cost Plan (November 2023)

1. EXECUTIVE SUMMARY

The "Real Country" initiative, pioneered by the collaborative efforts of the Coonamble, Gilgandra, and Warrumbungle Shire Councils, represents a strategic and innovative approach to enhancing tourism and regional development in Central West New South Wales. The initiative is distinguished by its focus on leveraging the area's natural beauty and cultural heritage, with notable highlights including the Warrumbungle National Park, Pilliga Forest, Castlereagh River, Macquarie Marshes, and artesian bore baths. This collaborative effort over the past year has led to several infrastructure projects deeply rooted in community engagement, reflecting the collective aspirations and insights of the local populace. These projects align with the strategic objectives outlined in the Real Country Destination Strategy and contribute to the overarching goals of enhancing local tourism, preserving cultural heritage, and fostering sustainable economic development.

The strategy places significant emphasis on the economic and cultural revitalisation of local towns and villages, such as Coonamble, Coonabarabran, Gilgandra, Mendooran, and Binnaway. The planned outcomes of this revitalisation are comprehensive, spanning economic, social, environmental, and cultural areas. The strategy aims to invigorate local economies, create diverse revenue streams, and achieve long-term financial sustainability. Socially, it seeks to foster community engagement and development, improve quality of life, and bolster resilience against natural disasters. Environmentally, the focus is on sustainable development and ecological balance, while culturally, it emphasises preserving and promoting local identity and revitalising towns and villages.

The Business Case for the Real Country project measures and reports on the impact of planned tourism infrastructure, with the aim of making the Real Country tourism experience a reality that enhances the natural assets of the region and improves the regional economy. There are significant benefits in diversifying employment and providing opportunities away from the main sectors of Health Care, Agriculture, Education, and Retail. In the Orana Region, located in Central West and North West NSW tourism employment represents only 4.5% of the total jobs, a ranking of ninth, indicating substantial room for growth in this sector.

From a social investment perspective, the project is designed to enhance community cohesion and identity. Infrastructure projects, particularly those enhancing the Castlereagh River, aim to foster a stronger sense of community belonging and pride, which is critical for social resilience. Environmentally, the project emphasises sustainable tourism infrastructure, aiming for ecological balance and preservation of natural heritage. Culturally, the initiative focuses on preserving and promoting the region's unique history and identity, contributing to its cultural vibrancy.

The Real Country project is set to build upon its burgeoning relationship with local communities and natural assets, aiming to integrate complementary infrastructure that links key community assets in each of the councils. This initiative is designed to enhance accessibility and interaction with the river, weaving together each town and villages natural beauty with its thriving community life.

Real Country Region overview

The Real Country Strategy closely examines the demographics and economic characteristics of the Local Government Areas (LGAs) of Coonamble, Gilgandra, and Warrumbungle. This analysis is pivotal in understanding the potential impacts and opportunities presented by the proposed tourism infrastructure project. By delving into the unique population makeup, labour force participation rates, and predominant industries in these regions, the strategy aims to identify how the project can best align with and enhance the local economic and social fabric.

Implications for Tourism Infrastructure

The information presented in the below table provides a nuanced picture of each region's economic and tourism position. Coonamble, with a population of 2,666 and a notable 39.5% Indigenous demographic, shows a moderate labour force participation and a significant part-time employment sector, suggesting economic diversity. Its tourism sector, though modest, indicates potential for growth in Accommodation & Food Services. Gilgandra, with a population size of 4,295 has slightly an older population (median age 46) and a balanced gender distribution, demonstrates a stronger labour force engagement and a more significant contribution of tourism to employment (4.1%), again led by Accommodation & Food Services.

Warrumbungle stands out with its larger population (9,225) and higher median age (50 years), reflecting a mature community. Its tourism sector, contributing 5.7% to total employment, is the most developed among the three, highlighting a well-established Accommodation & Food Services sub-sector. Across these councils, the presence of a significant Indigenous population, especially in Coonamble, adds a unique dimension to the regional demographics, potentially influencing cultural and tourism activities.

Category	Coonamble	Gilgandra	Warrumbungle
Population	2,666 individuals	4,295 individuals	9,225 individuals
Gender Distribution	49.3% male, 50.7% female	Nearly equal gender split	Even gender distribution
Median Age	38 years	46 years	50 years
Indigenous Population	39.5% Indigenous	14.5% Indigenous	10.7% Indigenous
Labour Force Participation Rate	47.3%	54.2%	47.2%
Full-Time Employment Rate	56.2%	58.2%	55.9%
Part-Time Employment Rate	28.7%	N/A	N/A
Key Occupations	Community and personal service workers, Managers, Professionals	Managers	Managers, Labourers
Median Personal Income	\$641	\$632	\$559
Median Household Income	\$1,206	\$1,149	\$1,068
Key Industries	Primary education, Local government administration	Local government administration, Farming (grain, sheep, beef cattle)	Beef cattle farming, Local government administration
Tourism Employment	35 jobs (2.5%)	62 jobs (4.1%)	178 jobs (5.7%)
Largest Tourism Sub-Sector	Accommodation & Food Services (26 jobs)	Accommodation & Food Services (48 jobs)	Accommodation & Food Services (143 jobs)

The demographic and economic profiles of Coonamble, Gilgandra, and Warrumbungle Shire present a nuanced picture. A significant Indigenous population across the regions highlights the potential for cultural tourism. The presence of a managerial and professional workforce suggests a receptive environment for new projects. Lower median incomes, especially in Warrumbungle Shire, indicate potential economic benefits from tourism-related employment. The predominance of agriculture and local government sectors suggests opportunities for agri-tourism and partnerships with local authorities.

The Strategy Document provides strong detail and analysis of tourism infrastructure for the region, along with significant other analysis. The Issues Paper also provides in-depth analysis, observations and gap analysis which has significantly informed this Business Case.

The strong data analysis has led to observation of opportunity and growth in the tourism sector. These are;

1. Potential for increased profitability through higher visitor spend through targeted high quality authentic infrastructure based on strong community consultation and gap analysis; and
2. Employment growth coming from a low base relative to the rest of Regional NSW.

The detailed insights provided in the table above inform the Real Country project's development of impactful infrastructure plans and concepts. These initiatives are strategically designed to enhance the quadruple bottom line, targeting crucial opportunity areas highlighted in the demographic and economic profiles of Coonamble, Gilgandra, and Warrumbungle. This approach is integral to driving significant improvements across these regions.

The Catalyst Projects

The vision of the project seeks to grow the Real Country region into an experience destination, provide economic support outside of the agricultural industry, engage with communities, enhance natural assets, drive community and visitor access, increase visitation and overnight stays, increase education, provide cultural experience and wellbeing opportunities, improve space for events, and leverage natural assets with initiatives of activities, art and scapes.

Over the past 12 months, a series of infrastructure projects have been developed for each of the three Councils, underpinned by collaborative discussions and engagement with each local community. These projects, created with the aspirations and insights gathered from these communities, reflect a series of strategic directions for the future. This collaborative approach has ensured that the projects not only address the unique needs and characteristics of each area but also align seamlessly with the strategic objectives of the Real Country Destination Strategic Plan.

Coonamble

Business Case Project - Warrena Weir Recreation Precinct

- **Objective** - Activate Warrena Creek, offering diverse recreational experiences to residents and visitors.
- **Approach** - The masterplan encompasses a two-stage development, starting with public access enhancements, amenities upgrade, and water-based recreational infrastructure. Stage 2 envisions further expanding these offerings, adding eco-stay cabins, a landmark viewing tower, and extended walking trails.

Gilgandra

Business Case Stage 1: Town Centre Precinct

- **Objective** - Enhance recreational offerings and engagement with the Castlereagh River.
- **Approach** - Implementing a new pathway along the eastern riverbank, connecting existing trails and creating a comprehensive loop. Additionally, developing recreational areas such as a beach and a timber boardwalk.

Business Case Focus Area 2: Cultural and Heritage Precinct

- **Objective** - Showcase Gilgandra's rich cultural and historical narrative.
- **Approach** - Utilising the Coo-ee Heritage Centre and Gilgandra Museum as focal points, the project aims to create a high-quality cultural precinct that highlights the region's heritage.

Warrumbungle

Business Case Project: Coonabarabran Adventure Precinct and Villages of Binnaway and Mendooran

- **Objective** - Create a nature-based experience along the Castlereagh River, and
- **Approach** - Building upon existing path networks and community infrastructure, the vision involves developing activation nodes within the Coonabarabran, Binnaway and Mendooran.

The Financial analysis

The estimated total cost for the project stands at \$15.8 million, with a detailed breakdown of these costs provided for each Local Government Area (LGA) as illustrated in the section below.

The comprehensive cost plan for the Business Case has been meticulously developed by the registered Quantity Surveying firm T-Cubed. This plan has been tailored to provide insights into the financial dimensions of the project from various perspectives.

In order to ensure a thorough financial evaluation, costs have been reported in two formats: escalated costs, which are crucial for assessing funding requirements and overall project affordability, and unescalated costs, which serve as the basis for a rigorous cost-benefit analysis. This approach is outlined in the below table and facilitates a more nuanced understanding of the project's financial implications.

Project Location	Total Cost \$000	Total Cost Escalated \$000
Coonamble	5,043	5,151
Gilgandra	5,671	5,870
Warrumbungle	5,110	5,219
Total	15,824	16,240

The cost structure for the projects encompasses several key components, ensuring a comprehensive financial plan. Firstly, preliminaries are set at 15% of the Net Construction Cost. This is complemented by a margin calculated at 5% of both the Net Construction Cost and Preliminaries. Professional fees are accounted for at 10% of the Gross Construction Cost. Additionally, authority fees are levied at 2% of the Gross Construction Cost, inclusive of Professional fees. A significant contingency is factored in at 20% of the Gross Construction Cost. The sizeable contingency is a direct reflection of the high-level nature of the project designs, and it accounts for potential uncertainties such as ground conditions, final surveys, and similar exclusions.

With respect to the project schedule, every project is designed to be developed over a duration of three years. The project's upfront phase includes expenses for planning, early works, Development Application (DA), and refined design. These expenses build up gradually to the building costs, which take centre stage in the project's last phases. This staged method guarantees a planned and strategic financial investment in line with the project's advancement.

Projected ongoing costs

To facilitate thorough financial planning and enhance the accuracy of the cost-benefit analysis, a detailed long-term maintenance cost plan has been developed. This plan extends beyond the initial capital expenditures to encompass a comprehensive range of ongoing expenses. It includes operating costs, routine maintenance and repairs, as well as costs associated with the renewal and replacement of infrastructure. These costs are itemised for each Council within Section 3 of the Business Case and provide a clear and structured financial outlook for the long-term sustainability of the project.

Cost Benefit Analysis

The project's total capital cost stands at \$15.82 million, offering a diverse range of benefits, both tangible and intangible, to the communities of each Council and the broader Real Country region. The subsequent tables in Section 3.5 provide a comprehensive overview of these benefits, encompassing various project components, beneficiaries, and timelines. This detailed representation substantiates the assumptions underlying the project's favourable cost-benefit analysis. A key financial highlight is the projected growth in visitor numbers and spending. The Real Country Issue Paper's Gap Analysis pinpoints a specific group of higher-spending visitors likely to be drawn by the new tourist infrastructure. The table below offers a concise forecast of the anticipated increase in visitor numbers and overnight stays, directly attributable to the new infrastructure initiatives.

Project Location	Additional Visitors p.a	Additional nights p.a.
Coonamble	5,110	748
Gilgandra	12,045	1,588
Warrumbungle	7,450	933
Total	24,605	3,269

Source: Issues Paper, REMPLAN, TRA 2022

The forecasting approach for this project has been meticulously segmented into Domestic, Domestic Overnight, and International Overnight visitor categories. This detailed breakdown leverages the insights from the TRA 2022 Tourism Profile and the REMPLAN Tourism Analysis Model. The resultant analysis yields a comprehensive estimate of total visitor expenditure.

The projections indicate that attracting an additional 24,605 visitors to the region is expected to generate a significant economic impact. The total estimated expenditure resulting from this influx is calculated to be \$4.05 million. This activity further translates into a value-added impact of \$3.4 million, underpinned by a Type 1 Multiplier of 1.284 and a Type 2 Multiplier of 1.612. These figures underscore the substantial economic contribution that the project is poised to deliver.

In terms of regional economic growth, the Gross Regional Product (GRP) is projected to see an increment of \$3.344 million, a rise of 0.03%, reaching \$10.822 million. This increase is attributed to several key factors. Directly, there's an expected rise in output by \$4.052 million, the creation of 23 new jobs, an addition of \$1.126 million in wages and salaries, and an enhancement in value-added value by \$2.074 million. These figures reflect the direct economic benefits stemming from the project.

Furthermore, the expansion of the local economy is set to initiate a ripple effect through the supply chain. This is anticipated to arise from increased local procurement of goods and services. Indirect impacts from this economic stimulation include an additional \$1.435 million in output, the creation of 4 additional jobs, an increment of \$0.288 million in wages and salaries, and a further \$0.589 million gain in value-added. These indirect effects are crucial in understanding the comprehensive economic uplift that the project is expected to yield.

Projected Impacts from Forecast Visitor Numbers

The Real Country Strategy entails a substantial investment in new construction, totalling \$15.82 million. To comprehensively assess the economic impact of this project within the Orana region, the REMPLAN software was employed. This analysis specifically evaluated the effects of channeling the \$15.82 million investment into the construction of Stage 1 works.

The economic significance of the project is further highlighted by the total value-added, which is a noteworthy \$10.11 million. This figure is underpinned by a Type 1 Multiplier of 1.667 and a Type 2 Multiplier of 2.101, indicating the project's robust potential to amplify economic benefits within the region.

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$15.82	\$8.93	\$3.59	\$28.35	1.558	1.792
Employment (Jobs)	\$25.00	\$23.00	\$12.00	\$60.00	1.765	2.176
Wages and Salaries (\$M)	\$2.41	\$1.88	\$0.77	\$5.06	1.721	2.032
Value-added (\$M)	\$4.75	\$3.30	\$2.06	\$10.11	1.667	2.101
Source:	REMPPLAN Economy					

Summary of the results

Net Present Value (NPV)

The project's financial viability is underscored by a positive Net Present Value (NPV) of \$8.2 million, set against an initial project cost of \$15.8 million, excluding long-term repairs and maintenance. This is especially impressive considering the project's remote location and ambitious scope.

In the Benefit-Cost-Ratio (BCR) Analysis, the project exhibits a BCR of 0.47. While a BCR below 1 typically raises questions about a project's feasibility, the unique context of this project paints a different picture. The substantial initial investments, reflected in the BCR, are foundational for establishing the necessary infrastructure that will drive long-term financial benefits, contributing to the project's positive NPV.

Additionally, the application of a 5% discount rate, as recommended by the NSW Treasury, significantly influences the BCR. This is particularly pertinent in the context of the project's considerable upfront costs

Indirect Benefits and QBL

Considering the wide range of indirect benefits and the significant positive Net Present Value (NPV), the Real Country project extends beyond the confines of conventional financial metrics. Although it exhibits a Benefit-Cost-Ratio (BCR) of 0.47, the project compellingly justifies investment by aligning with broader economic, social, environmental, and cultural goals. This alignment underscores the project's overall viability and establishes its strong case for funding, reinforcing its potential to deliver multifaceted returns.

Financial Appraisal

The project's financial appraisal reveals that the total annual liability is projected to fluctuate between \$583,000 and \$1,041,490 during years 4-10. It's important to note that currently, there is no revenue generation accounted for in the financial appraisal or the cost-benefit analysis calculations. Future commercial activities possible for the Focus Area Projects encompass opportunities for water-based ventures, potential retail offerings such as a cafe/tavern (specifically at the Warrena Weir in Coonamble), diverse culinary experiences, accommodation and eco-tourism, adventure and recreational activities, along with strategic partnerships and sponsorships. By proactively establishing these commercial revenue streams, we not only enhance the project's value but also unlock the potential for generating significant additional revenue.

Project Governance

The Real Country project is poised to adopt a comprehensive governance structure, emphasising shared responsibilities, collaborative decision-making, and strict adherence to regulatory standards. This approach aims to efficiently manage the project while meticulously integrating the diverse needs and visions of the Coonamble, Gilgandra, and Warrumbungle Shire Councils. It's crucial to recognise that, as funding for the projects has not yet been secured, specific management roles remain to be designated. The following is a proposed structure and accompanying commentary, intended to be operationalised upon securing the next stage of funding. This framework is designed to ensure that the project's execution aligns with its overarching goals and the collective interests of the involved councils.

Project Risks

The primary risks categorised as 'High' in this project encompass areas such as construction, financing and procurement, planning and approvals, cultural heritage, and environmental compliance – especially relevant to activities along the river – as well as the overarching economic viability. The councils involved are well-equipped in risk management, backed by comprehensive structures and processes. This expertise is essential in effectively managing and mitigating the risks associated with such significant projects.

Conclusion

The Business Case for the Real Country project clearly illustrates the dedication of the councils to revitalise the regional economy and community through strategic development in tourism, infrastructure projects, and community engagement. This initiative not only strengthens local economies and preserves the unique cultural and natural heritage of the region but also aligns with broader objectives of regional and state development strategies. It signifies a unified and progressive approach towards sustainable regional growth and development.

2. CASE FOR CHANGE

2.1. BACKGROUND

The "Real Country" initiative, spearheaded by the collaborative efforts of Coonamble, Gilgandra, and Warrumbungle Shire Councils, represents a strategic and innovative approach to tourism and regional development in central west New South Wales. Spanning an area of 27,142 square kilometres, the project aims to elevate the visitor experience by leveraging the area's natural beauty and cultural heritage, with key highlights including Warrumbungle National Park, Pilliga Forest, Castlereagh River, Macquarie Marshes, and artesian bore baths.

Over the past year, this collaboration has given rise to a series of infrastructure projects, deeply rooted in community engagement and reflective of the collective aspirations and insights of the local populace. These projects are not only tailored to the distinctive characteristics of each council area but also align with the strategic objectives outlined in the Real Country Place Strategy.

The strategic integration of various projects under the Real Country initiative is evident through their alignment with the Real Country Destination Strategy Goals. Each project is meticulously designed to align with and contribute to the overarching objectives of the region. These objectives include enhancing local tourism, preserving cultural heritage, and fostering sustainable economic development. This alignment ensures that each project not only meets specific local needs but also contributes to the broader goals of the region, creating a cohesive and comprehensive approach to development.

Furthermore, every project undertaken as part of the Real Country initiative plays a crucial role in contributing to the Regional Real Country Vision. This vision encompasses amplifying opportunities for residents and visitors to explore and celebrate the unique natural and cultural identity of the region. The projects are instrumental in bringing this vision to life, enabling people to connect with and appreciate the distinctiveness of the area's natural beauty and rich cultural heritage. This concerted effort ensures that the development initiatives resonate deeply with the region's identity and aspirations.

The implementation goals include:

- **Local Facility Enhancement:** Directly benefiting visitors and local communities, these projects focus on improving river experiences, introducing new amenities, or enhancing existing facilities.
- **Economic Development:** Aiming to stimulate local economies, these projects focus on job creation, tourism attraction, and local business growth.
- **Sustainability and Environment:** With an emphasis on sustainable practices, the projects aim to preserve the environment and maintain ecological balance.

The strategic pillars and vision encompass:

- **Community Engagement:** Ensuring that projects reflect the desires and aspirations of local residents.
- **Cultural and Heritage Preservation:** A central focus on celebrating and preserving the region's cultural and historical assets.
- **Innovative and Sustainable Solutions:** Projects are designed with innovation and sustainability in mind, supporting a forward-thinking, resilient regional vision.

The projects are categorised into two stages:

- **Business Case Approach (Stage 1):** Selected for their potential transformative impact, these projects represent the region's aspirations and focus on economic revitalisation, community development, and environmental sustainability. They include detailed cost-benefit analyses for financial feasibility.
- **Masterplan Approach (Stage 2):** These projects, crucial for the long-term vision, focus on spatial planning and aesthetic design (not part of this Business Plan).

The Real Country project objectives is focused on the strategic development of natural assets, with the primary objective of transforming the region into a premier tourist destination. This transformation is centred around enhancing and integrating natural assets, such as the Castlereagh River, into the fabric of

community life. By doing so, the initiative aims to create a unique and compelling destination that attracts visitors not only for its natural beauty but also for its integration with the local lifestyle and community. This approach ensures that tourism development is not just about attracting visitors, but also about enriching the experience of the region for both tourists and residents alike, fostering a deeper connection with the natural environment.

In addition to the development of natural assets, the Real Country project places a strong emphasis on the economic and cultural revitalisation of local towns and villages, including Coonamble, Coonabarabran, Gilgandra, Mendooran, and Binnaway. This aspect of the project seeks to reinvigorate these areas, promoting economic growth through increased visitor engagement. The revitalisation efforts focus not only on economic development but also on enhancing the cultural vibrancy of these towns and villages. By doing so, the project aims to create a more dynamic and prosperous region, where increased tourism drives economic growth while also celebrating and preserving the unique cultural identity of each locality.

The planned outcomes are delineated across four key areas:

- **Economic Outcomes:** Invigorating local economies, creating diverse revenue streams, and achieving long-term financial sustainability.
- **Social Outcomes:** Fostering community engagement and development, improving quality of life, and bolstering resilience against natural disasters.
- **Environmental Outcomes:** Prioritising sustainable development and ecological balance, and enhancing the region's natural assets.
- **Cultural Outcomes:** Emphasising cultural and heritage preservation, promoting local identity, and revitalising local towns and villages.

An integral part of the success of the Real Country Project is the dedication to the process and delivery prioritisation of resources by the three Council's. The Councils' delivery priorities are provided below.

Delivery Priorities

The document Real Country Destination Strategy (November 2023) outlines several governance and delivery priorities across different areas, each reflecting the unique needs and aspirations of the local communities.

Coonamble

- **River Restoration and Conservation:** Prioritising the repair and conservation of the river, addressing carp and weed infestations, and improving access to riverbanks.
- **Weir Enhancement and Family-Friendly Spaces:** Enhancing the weir area for family recreation, including water activities and nature engagement for children.
- **Main Street Revitalisation and Accommodation:** Increasing accommodation options for tourism and events, and revitalising the main street, including preserving historical assets and supporting businesses.
- **Community Engagement:** Emphasising community engagement and collaboration among the councils to create a strong regional identity.

Gilgandra

- **Town Centre and River Crossing Design:** Reevaluating the town centre design and the potential for a new river crossing.
- **River Health and Conservation:** Emphasising the maintenance of river health and relocating the town beach to a more accessible location.
- **Cultural Inclusivity and First Nations Identity:** Promoting cultural inclusivity and celebrating First Nations contributions.
- **Promotion of Primary Industries and Rural Strength:** Highlighting Gilgandra's rural strength and heritage.

- **Enhancement of Public Spaces:** Developing public spaces for greater community engagement and recreation, and advocating for regional collaboration.

Coonabarabran, Binnaway, Mendooran

- **Amphitheatre Design and Seasonal Considerations:** Acknowledging climate seasonality and rethinking amphitheatre design.
- **River Health and Ecological Preservation:** Prioritising river health and ecological balance across the region.
- **First Nations Engagement and Cultural Identity:** Recognising the significance of First Nations communities and their contributions to cultural identity.
- **Promotion of Arts and Vibrancy:** Emphasising art and creativity to infuse vibrancy into town and river precincts.
- **Dark Sky and Unique Celestial Views:** Celebrating unique celestial views for nighttime events and stargazing experiences.
- **Community-Driven Maintenance and Tourism:** Focusing on community engagement, promoting local businesses, and enhancing river access and health.

These priorities reflect a comprehensive and collaborative approach to enhancing the Real Country's appeal as a destination, while preserving its natural and cultural heritage and fostering community involvement and economic growth.

In summary, the Real Country Tourism Experience Business Case and Strategy seeks to redefine the visitor experience in central west NSW through a balanced approach incorporating economic, environmental, social, and cultural aspects. The strategy is underpinned by extensive research, community and stakeholder engagement, and alignment with strategic council and state documents. This Business Case, informed by these elements, articulates a clear, strategically aligned vision for the region.

Strong alignment with strategy documents and a solid research base of the tourism market and gap analysis has enabled the Real Country team to understand where the opportunities lie which in turn leads to a compelling rationale for investment.

2.2. RATIONALE FOR INVESTMENT

“Build it and they will come”

In this section, we present a financial and strategic rationale for investing in the Real Country project, a pivotal initiative aimed at transforming central west New South Wales' economy through strategic tourism development. This proposal is meticulously aligned with a quadruple bottom line (QBL) approach, addressing economic, social, environmental, and cultural impacts.

Economic Justification: Central to this investment case is the economic imperative to diversify the Real Country region's economy, which currently has an over reliance on agriculture. This sector's vulnerability to natural disasters such as droughts, floods, and bushfires poses a significant risk. Data from REMPLAN indicates that tourism employment in the Real Country Local Government Areas (LGAs) is below the Orana Region average, signalling a substantial opportunity for growth. Targeting this gap, the project aims to elevate visitor expenditure by 10%, a pragmatic and attainable target. Strategic focus is placed on attracting higher spending visitors and enhancing town centre activities to increase stay durations and spending.

The latest REMPLAN data, as detailed in Table 2.2.1 below, reveals that, relative to the broader Orana Region, the three Real Country LGAs exhibit a lower average percentage of employment in the tourism sector. This discrepancy highlights a significant opportunity for growth. Consequently, tourism, and more specifically tourism infrastructure, has been pinpointed as a pivotal driver of growth and forms the central focus of this Project.

	Coonamble	Gilgandra	Warrumbungle	Orana
Total Jobs	1408	1524	3123	54,887
Agriculture	414	506	944	6,393
Tourism	35	62	178	2,475
% total	2.49%	4.07%	5.70%	4.51%

Table 2.2.1: Real Country Tourism jobs relative to Orana Region

This Business Case measures and reports on the impact of planned tourism infrastructure across the Real Country region to make the Real Country tourism experience a reality, enhancing the natural assets of the Real Country region and improving the regional economy as a result. There are significant benefits in all of the QBL segments in providing diversification of employment and opportunity away from the main sectors of Health Care, Agriculture, Education and Retail. In the Orana Region Tourism employment represents only 4.5% of the total Jobs in Orana, a ranking of ninth.

Understanding the nature and drivers of tourism as well as the target market visitor is crucial for designing effective place making and superior tourism infrastructure to attract those markets. The infrastructure needs to resonate with the desires and preferences of potential visitors. The LGAs of The Real Country - Gilgandra, Coonamble and Warrumbungle- appeal to a diverse range of travellers seeking an authentic country experience, nature-based activities, cultural exploration, and affordable yet memorable adventures.

Financial Analysis and Gap Identification: An Issues Paper was prepared in the development of The Real Country project (June 2023) which explores the current state of tourism, target markets and the gaps which exist in the tourism industries across the region. The Issues Paper identifies specific visitor segments with a propensity for higher spending, essential for directing marketing and infrastructure efforts. These are categorised in the Figure 2.2.1 Tourism Visitors and Expenditure.

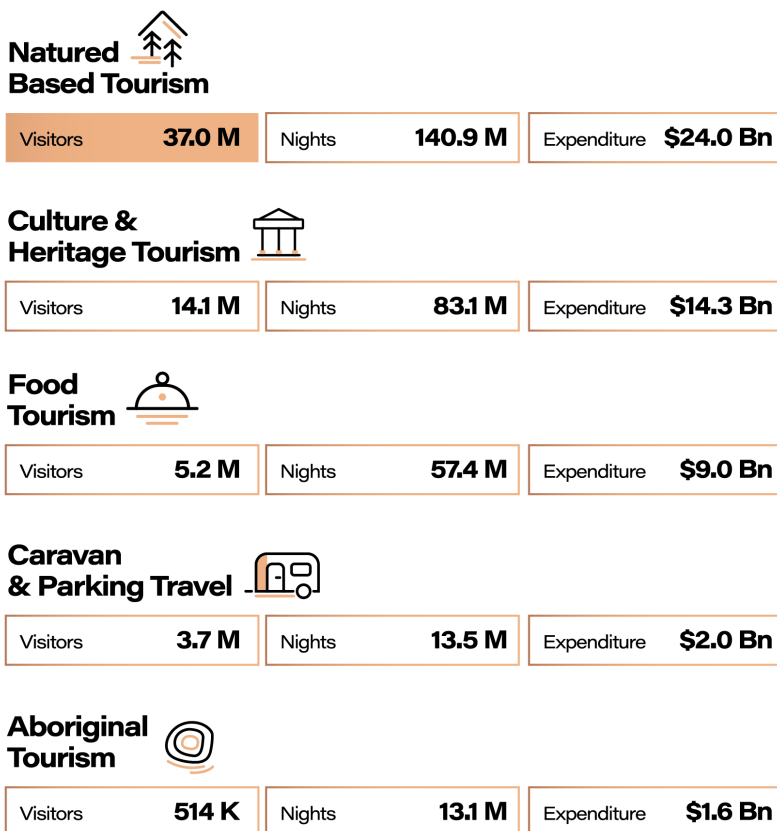


Figure 2.2.1 Tourism Visitors and Expenditure

In summary, the research indicates that in key metrics like tourism employment, output, wages, and value-added (economic margin), the three LGAs match the averages observed in the Orana region, as well as across broader NSW and Australian tourism sectors. However, the area where the region lags behind these

This detailed review provides crucial insights into the current visitor demographics, behaviours, and motivations while identifying areas of untapped potential. The Issues Paper lays the groundwork for the partially data-driven approach to this business case.

Further data was provided from REMPLAN Economy model which provides insights into the performance of key sectors of the Real Country region’s economy. Underpinned by the latest data from the Australian Bureau of Statistics (ABS), REMPLAN Economy delivers estimates of employment, output, wages & salaries, imports, exports and gross regional product for tourism and related industries. A modest increase in visitor numbers, facilitated by small-scale tourism infrastructure, is projected to result in a \$1.433 million increase in Gross Regional Product. This projection includes a direct increase in output of \$1.736 million, the creation of 10 additional jobs, and an increase in wages and salaries by \$0.483 million.

comparative study areas is in the average daily and per night spend by both domestic and international visitors across all segments.


				
REMPLAN is a registered trademark of Compelling Economics Pty Ltd.				
<h2>Visitor Expenditure Snapshot</h2>				
	Domestic Day	Domestic Overnight	International	
Average Stay (Nights)				
	-	3	12	Gilgandra
	-	4	3	Coonamble
	-	2	11	Warrumbungle
	-	3	8	Orana RDA
	-	3	30	New South Wales
	-	4	39	Australia
Average Spend Per Trip				
	\$177	\$599	\$770	Gilgandra
	\$108	\$728	\$681	Coonamble
	\$135	\$291	\$538	Warrumbungle
	\$184	\$559	\$802	Orana RDA
	\$132	\$742	\$3,334	New South Wales
	\$131	\$851	\$6,096	Australia
Average Spend Per Night				
	-	\$199	\$67	Gilgandra
	-	\$192	\$259	Coonamble
	-	\$135	\$51	Warrumbungle
	-	\$211	\$158	Orana RDA
	-	\$221	\$110	New South Wales
	-	\$225	\$155	Australia
Disclaimer:	<p>This data is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. Any inference or decision to pursue any action in any way related to the figures, data and commentary presented in this data is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.</p>			

Table 2.2.2: Visitor Expenditure Snapshot

Social Investment Perspective: From a social investment standpoint, the project is designed to enhance community cohesion and identity. Infrastructure projects, particularly those enhancing the Castlereagh River, aim to foster a stronger sense of community belonging and pride, critical for social resilience.

Environmental and Cultural Investment: Environmentally, the project emphasises sustainable tourism infrastructure, aiming for ecological balance and preservation of natural heritage. Culturally, the initiative focuses on preserving and promoting the region's unique history and identity, contributing to its cultural vibrancy.

Quantitative Assessment of Current Challenges:

- **Agricultural Dependence:** The region's dependency on agriculture for economic stability is a significant risk factor, particularly considering the unpredictability of climate-related events.
- **Tourism Sector Underperformance:** Current levels of tourism employment and spending are significantly below regional averages, indicating untapped potential.
- **Visitor Expenditure Deficiency:** The region currently falls behind in average visitor expenditure when compared to peer regions, negatively impacting the local tourism economy.
- **Business Profitability and Employment Issues:** The lower profitability in the tourism sector translates to limited employment opportunities and increased operational pressure on business owners.

Risk Analysis for Deferred Investment:

- **Economic Risks:** Continued dependence on agriculture increases the region's susceptibility to climate-induced economic shocks.
- **Lost Economic Opportunities:** Failure to develop the tourism sector could result in missed opportunities for economic diversification and job creation.
- **Social Risks:** A lack of new initiatives could lead to diminished community engagement and hindered social development.
- **Environmental Risks:** Inaction in developing sustainable tourism infrastructure could lead to the underutilisation of natural assets.
- **Cultural Risks:** Neglecting cultural and heritage preservation could erode the region's unique cultural identity.

Through meticulous analysis of our collected data, we have gained several valuable insights that informed the development of our target visitors (which we term 'Personas').

Key Insights from the data

- **Regional and Strategic Context:** Our personas are shaped by the regional context and strategic goals of the Real Country, guiding our tailored strategies.
- **Accommodation Preferences:** Insights into accommodation choices inform suggestions for sector improvements, aligning with visitor preferences.
- **Social Media Assessment:** Understanding visitors' online behaviour shapes our digital marketing, enhancing audience engagement.
- **Events Assessment:** Analysis of event popularity informs the types of experiences that resonate with our audience.
- **Visitor Data:** Comprehensive data on visitor demographics and preferences aid in developing diverse and representative personas.
- **Types of Tourism:** Recognising varied tourism interests (food, nature, Aboriginal, caravan & camping) allows us to fine-tune our offerings, enhancing the visitor experience in the Real Country.

In conclusion, the investment in the Real Country Tourism Experience Business Case is not only a response to current economic and social challenges but a strategic move to mitigate future risks and ensure sustainable growth and resilience of the central west NSW region. The financial metrics and strategic goals outlined in this case strongly advocate for timely investment to capitalise on the identified tourism potential and drive regional transformation.

2.3. STRATEGIC ALIGNMENT

The Real Country Business Case outlines a strategic vision that aligns seamlessly with a range of government strategies, plans, and priorities across multiple layers. This section provides a detailed exploration of how this key regional project fits into the larger context of regional and state objectives, underscoring its relevance and alignment with broader developmental goals.

Strategic Integration

The infrastructure projects are intricately aligned with the key goals of the Real Country Destination Strategy. This means each project contributes to overarching objectives such as enhancing local tourism opportunities, preserving and showcasing cultural heritage, and fostering sustainable economic development.

The various documents listed from Page 6 of the Issues Paper have been reviewed based on the relevance to the Councils.

Documents have been analysed by the team to further understand the context of the area, in particular:

- Understand the Real Country initiative as a collaborative project between the three Councils.
- Analyse how natural assets and the unique regional setting is acknowledged in existing strategies.
- Investigate the current strategies for the region and align their key directions to economic growth, employment context and key industries.

Recognise and analyse local resilience

In order to understand the current and future issues the following documents provide a framework that assists in delivering guidance for The Real Country vision and outline the engagement process. These documents have informed this Issues Paper and will further provide insights into the opportunity analysis and an initial draft of the vision as this project develops in the Business Case phases.

Alignment with NSW Government Strategies

- **Premier's Priorities:** The Real Country project aligns with the NSW Premier's Priorities, including the creation of new jobs and the delivery of key infrastructure projects, thereby contributing to the state's economic and social well-being.
- **State Infrastructure Strategy (SIS):** As a 20-year infrastructure investment plan, the SIS prioritises strategic fit and economic merit. The Real Country project aligns with these goals by addressing regional infrastructure needs, thereby enhancing the state's economy and community living standards. The strategy's emphasis on diversifying infrastructure investment and embedding resilience is particularly relevant to the Real Country project, which seeks to leverage digital technology and grow public-private partnerships.
- **Restart NSW/Rebuilding NSW:** This initiative focuses on funding high-priority infrastructure projects to enhance state economic growth and productivity. The Real Country project, by improving regional tourism infrastructure, aligns with these objectives. Notably, Restart NSW targets significant funding toward regional and rural areas, which includes the Western Districts of NSW where the Real Country project is situated.
- **NSW Government Agency Plans:** These plans emphasise the role of regional NSW in the state's economic prosperity, with investments in essential services and infrastructure. The Real Country project aligns with this by enhancing tourism infrastructure, an essential service that contributes to the economic and social well-being of the region. The plans also highlight the NSW Government's commitment to growing regional economies and communities, supporting projects that enhance economic growth, wellbeing, and community amenity.

Regional Plans and Economic Visions

- **20 Year Economic Vision for Regional NSW – Refresh:** This vision promotes the development of Functional Economic Regions (FERs), which is a central concept to the Real Country project. By focusing on enhancing regional economic development and tourism, the project aligns with this vision.
- **NSW Closing the Gap Priority Reform 5:** Although specific details were not retrieved, this reform emphasises employment, business growth, and economic prosperity, aligning with the Real Country project's objectives of creating job opportunities and fostering economic development.

Alignment with Regional Strategies

The below policy settings and background documents have undergone additional in-depth assessments in order ensure that the Business Case is feasible to execute and aligned with the strategic perspective of the local environment. The Castlereagh Regional Economic Development Strategy (REDS) 2018 – 2022

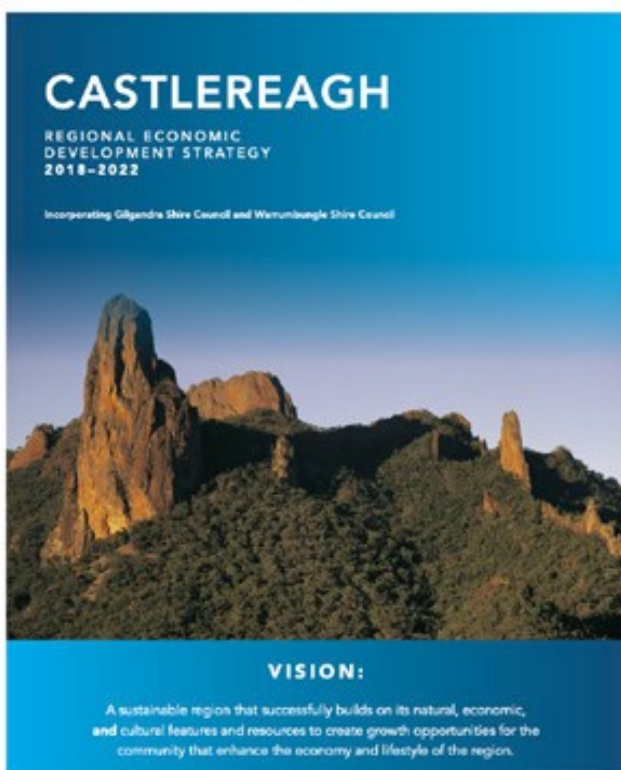
- Western Plains REDS – Regional Economic Development Strategy / 2023
- NSW Visitor Economy Strategy 2030
- Destination Country And Outback Destination Management Plan 2022-2030
- Community Strategy Plans for all 3 LGAs
- Other docs – i.e. Gilgandra Land Use Plan and Economic Development Strategy

Strategic Alignment with Regional Economic Development Strategies (REDS)

The Real Country project encompasses two pivotal Functional Economic Regions, focusing on enhancing regional economies through targeted strategic initiatives. This integration is underscored by our alignment with key strategies outlined in the Castlereagh and Western Plains REDS, demonstrating a commitment to regional growth and diversification.

Alignment with Castlereagh REDS Strategies

The project aligns with three core strategies of the Castlereagh REDS:



- Strategy 3: Focus on developing and enhancing the regional lifestyle to make it more attractive for work, leisure, and business.
- Strategy 4: Aim to develop and promote a diverse event and destination profile, increasing visitation and diversifying the economy.
- Strategy 5: Build robust support for local businesses, leveraging regional advantages to diversify the economy.

Key Takeaways from Castlereagh REDS

- The region's economy is deeply intertwined with its natural assets.
- Agriculture, as the primary sector, is the largest employer, exporter, and specialised industry in the region.
- Tourism emerges as a critical economic sector, benefitting accommodation, food services, retail trade, arts and recreation services.

Alignment with Western Plains REDS Strategies

The project also addresses three strategies within the Western Plains REDS:

Department of Regional NSW



Western Plains Regional Economic Development Strategy
– 2023 Update



- Strategy 2: Enhance economic activity across Agriculture, Mining, and Tourism by improving telecommunications and climate infrastructure to boost business certainty and resilience.
- Strategy 4: Grow Tourism to enrich and diversify the regional economy.
- Strategy 5: Improve the region's social and demographic fabric to foster growth in Mining, Tourism, and Agriculture.

Key Takeaways from Western Plains REDS

- Building resilience across industries is crucial for improving liveability and well-being in the face of increasing natural disasters.
- The tourism sector's investment in the Western Plains region is substantial, supporting 1,083 jobs in 2021 and generating \$88 million in visitor expenditure.
- The focus should remain on supporting continued investment, with a specific emphasis on Aboriginal culture and nature-based tourism initiatives, alongside infrastructure projects that support anticipated visitor growth.

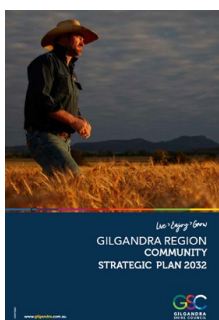
REDS Review and Strategic Outlook

The REDS are currently undergoing a review process, with feedback highlighting the importance of prioritising infrastructure projects in the Real Country region. This feedback underscores the role of the tourism strategy as a central pillar supporting this infrastructure development.

The Real Country project is strategically poised at the intersection of regional economic development and sustainable tourism. With its robust alignment with both the Castlereagh and Western Plains REDS, the project serves as a catalyst for economic diversification, leveraging the region's natural assets and agricultural strengths. This strategic alignment lays a solid foundation for the successful commencement and implementation of the Real Country initiative, heralding a new era of economic growth and community development in regional NSW.

Local Government Strategies

- **Community Strategic Plans for the Three LGAs:** These plans outline long-term visions and priorities for each community, significantly shaping the future of regional collaboration, marketing strategy, and event programming. The Real Country project's initiatives closely align with these plans, enhancing local tourism and cultural promotion, and engaging with community needs.



- **Asset Management Strategies:** The project complements local asset management strategies by investing in sustainable tourism infrastructure, adding value to community assets.
- **Local Economic Development Strategies:** The project aligns with these strategies by diversifying the local economy, reducing reliance on traditional sectors like agriculture, and enhancing regional tourism infrastructure.

The Real Country project represents a comprehensive integration of local, regional, and state objectives, harnessing the region's unique natural and cultural assets to create a sustainable, vibrant tourism industry. This strategic alignment ensures the project is not only viable and sustainable but also serves as a catalyst for broader economic and social benefits in the Western Districts of NSW. This multi-layered strategic fit positions the Real Country project as a transformative initiative for the region, aligning with a wide range of governmental strategies and plans, and enhancing the collective vision for regional development and prosperity.

The Real Country project, emblematic of innovative regional collaboration, is a pioneering initiative undertaken by three Local Government Areas (LGAs) in regional New South Wales. This ambitious project is not just a testament to inter-council cooperation but also garners support from an array of influential entities including the Great Western Plains group of Councils, Western Alliance of Councils, Regional Development Australia Orana, Destination NSW Country & Outback, and various NSW State Government health and education bodies.

One of the core visions of the Real Country project is to transcend traditional tourism paradigms, transforming the region into a dynamic and multifaceted destination. This involves a comprehensive approach to regional development, with objectives that extend beyond the conventional scope:

- **Capitalising on the Real Country Tourism Campaign:** This initiative aims to elevate the region's profile, making it synonymous with an unparalleled travel experience.
- **Regional Growth as a Destination:** The project seeks to position the Real Country region as a premier destination, fostering significant growth in the regional tourism sector of NSW.
- **Economic Diversification:** A key goal is to extend economic support beyond the agricultural backbone of the region, introducing new avenues of economic activity.
- **Enhancement of Natural Assets and Accessibility:** By augmenting and leveraging the region's natural beauty, the project aims to enhance accessibility, drawing a larger influx of visitors.
- **Community Engagement and Cultural Enrichment:** Engaging local communities and celebrating cultural heritage are pivotal in creating a more inclusive and vibrant tourism experience.
- **Infrastructure and Service Enhancement:** Upgrading visitor infrastructure and services is fundamental to improving the overall quality of the tourism experience.
- **Artistic and Creative Initiatives:** The project promotes art and cultural activation initiatives, enriching the regional cultural landscape.
- **Investment and Economic Opportunities:** Attracting investments and fostering the development of new experiences and operations, the project aims to catalyse regional economic growth.
- **Employment and Career Development:** A significant outcome of this project is the creation of diverse employment opportunities and career pathways within the region.

Strategic Impact Along the Castlereagh River

A focal point of the Real Country project is the strategic development along the Castlereagh River, envisaged as a series of transformational experiences. This development is not merely an enhancement of physical infrastructure but is designed to invigorate the regional economy and community. It encourages prolonged visitor stays and deeper exploration of the region, thereby significantly benefiting local communities and businesses.

In essence, the Real Country project is a visionary endeavour that seeks to redefine regional tourism in NSW. Through its multifaceted approach, it promises to deliver substantial benefits, ranging from economic diversification and community engagement to environmental stewardship and cultural enrichment. The

collaboration between the three LGAs and their partners epitomises a forward-thinking and strategic approach to regional development, poised to yield long-term benefits for the region and its inhabitants.

Strategic Alignment with NSW Government Strategies and Plans

The Real Country project demonstrates a robust alignment with key NSW Government strategies and plans, underscoring its strategic importance and potential impact on regional development. This alignment is pivotal in ensuring that the project's scope and planned infrastructure initiatives resonate with the broader objectives of state-wide economic and social development.

1. NSW Visitor Economy Strategy 2030



The NSW Visitor Economy Strategy 2030 underpins the Real Country project, with a focus on local resilience, economic growth, and sustainable development in the tourism sector.

Key Takeaways

- **Focus on Rebuilding Post-COVID:** Emphasis on assisting businesses and the industry to regain pre-COVID performance levels until 2024.
- **Importance of Local Resilience:** Adoption of flexible planning and agile market responses to achieve long-term goals.
- **Alignment with Guiding Principle 3:** The project's opportunity analysis aligns with the strategy's principle to 'Lead with our Strengths', forming the basis for developing business cases and campaigns for the Real Country.
- **Commitment to Facilitate Growth:** The NSW Government's dedication to fostering growth, which includes unlocking investment in infrastructure, promoting job creation, industry resilience, and future planning.

2. Destination Management Plan, Destination Country & Outback (DMP)



The DMP emphasises enhancing tourism in the Real Country region, focusing on increasing visitor engagement and experiences.

Key Takeaways

- **Enhancing Visitation:** Developing activities and capabilities based on supply and demand, including events and experiences, and strengthening demand through targeted marketing.
- **Building Industry Capacity:** The DMP outlines a comprehensive strategy for visitor data collection, analysis, industry engagement, and partnership facilitation, which the Real Country project should closely consider, particularly in advocating for key infrastructure needs.

3. 20 Year Economic Vision for Regional NSW

This vision aligns closely with the Real Country project, focusing on transformative infrastructure, job growth, vibrant towns, community support, and economic recovery.

Key Takeaways

- **Transformative Infrastructure:** Emphasis on developing infrastructure that catalyses regional development and economic recovery.
- **Job Growth and Vibrant Towns:** A focus on creating employment opportunities and enhancing the liability of regional towns.
- **Support for Regional Communities:** Efforts to bolster regional communities, leveraging the unique strengths of each area.

Additional Strategic Connections

The Real Country project also aligns with the Premier's Priorities, particularly in creating greener public spaces and enhancing cultural expression through Create NSW. Moreover, it supports Transport for NSW's objectives to develop and enhance walking and cycling paths, further promoting sustainable transportation and community health.

Alignment with Community Strategic Plans and Other Local Initiatives

Community Strategic Plans Overview

The Community Strategic Plans for Coonamble, Gilgandra, and Warrumbungle Shire Councils, which collectively form the Real Country region, serve as foundational elements in the strategic development of this project. These plans offer a detailed and long-term perspective, encompassing the vision, values, priorities, and actionable steps for each community.

Impact on Marketing Strategy and Event Programming

The insights derived from these Community Strategic Plans are instrumental in shaping the future direction of the Real Country project, particularly in terms of marketing strategy and event programming. These strategies are geared towards fostering regional collaboration, enhancing the region's appeal, and ensuring that the proposed initiatives resonate deeply with the local communities.

Other Plans Examined

In addition to the Community Strategic Plans, a comprehensive review of several other local plans and strategies has been undertaken to ensure a holistic approach to regional development:

- **Gilgandra Activation Blueprint:** This plan focuses on activating key areas within Gilgandra, aiming to enhance community engagement and local economic activity.
- **Gilgandra Cultural Precinct Strategic Plan:** A strategy dedicated to developing the cultural precinct in Gilgandra, emphasising the enhancement of cultural assets and heritage.
- **Local Environmental Plan (LEP) (to be reviewed):** An upcoming review of the LEP will provide further guidance on environmental management and land use within the region.
- **Gilgandra Region Destination Management Plan (in progress):** This developing plan aims to strategically manage and promote the Gilgandra region as a key destination.
- **Under the Gums Gilgandra Marketing Plan:** A marketing initiative designed to showcase Gilgandra's unique attributes and attract visitors.
- **River Beautification Masterplan:** A plan to enhance the aesthetic and ecological value of the region's riverine environments.
- **Coonamble Masterplan:** A comprehensive plan focusing on the overall development and improvement of Coonamble.
- **Economic Development Strategy - Coonamble and Warrumbungle:** A strategy aimed at bolstering economic growth and diversification in Coonamble and Warrumbungle.

- **Community Action Plans - WSC:** Action plans developed by the Warrumbungle Shire Council to address specific community needs and priorities.
- **Artesian Bathing Precinct:** A project dedicated to the development and promotion of artesian bore baths as a regional attraction.

Local Policy Integration

The integration of the Community Strategic Plans with these additional local plans and strategies ensures that the Real Country project is not only aligned with the broader vision and goals of the region but also deeply rooted in the specific needs and aspirations of the local communities. This alignment positions the project to effectively contribute to the sustainable development, cultural enrichment, and economic prosperity of the Real Country region.

The strategic alignment of the Real Country project with these key NSW Government strategies and plans reinforces its potential to significantly contribute to regional development, tourism, and community well-being. This alignment ensures that the project not only meets regional needs but also aligns with broader state objectives, paving the way for a more vibrant, resilient, and prosperous regional NSW.

2.4. EXPECTED OUTCOMES

2.4.1 Introduction to the Integrated Methodology

In enhancing the expected outcomes for the Real Country Tourism Experience Business Case, we integrate the detailed SMART methodology with the Quadruple Bottom Line (QBL) approach. This combination offers a nuanced perspective, ensuring each objective is specific, measurable, achievable, relevant, and time-bound, while also contributing to economic, environmental, social, and cultural sustainability. This comprehensive framework enables a holistic evaluation and implementation strategy, ensuring balanced and sustainable outcomes.

1. Enhanced Visitor Experience

- **SMART Objective:** Implement infrastructure upgrades, such as modernising visitor facilities in Warrumbungle National Park, and cultural projects like interactive local history exhibits, aiming for a 15% increase in visitor satisfaction within a 3-year period.
- **Economic Analysis:** Boosts tourism spending, leading to higher revenue for local businesses and job creation in the hospitality and service sectors.
- **Environmental Sustainability:** Upgrades will be eco-friendly, using sustainable materials and designs to minimise ecological impacts.
- **Social Impact:** Enhanced facilities and cultural offerings improve the quality of life for residents and promote social well-being.
- **Cultural Preservation:** Focuses on celebrating and educating visitors about local heritage, ensuring cultural traditions are maintained and shared.

2. Increased Regional Visitation

- **SMART Objective:** Attract a portion of the 1.7M visitors from the Greater Western Plains through strategic marketing and travel partnerships, targeting a 15% increase in visitation over 5 years.
- **Economic Analysis:** Higher visitor numbers translate to increased economic activity, stimulating growth in the tourism sector and allied industries.
- **Environmental Sustainability:** Effective management of increased tourist numbers with sustainable practices to mitigate environmental stress.
- **Social Impact:** Creates employment opportunities and fosters community pride in being a renowned tourist destination.
- **Cultural Preservation:** Enhances cultural exchange, promoting understanding and appreciation of the local culture among visitors.

3. Economic Uplift

- **SMART Objective:** Leverage increased visitation to boost local spending, aiming for a \$7M annual increase in tourism-related expenditure based on an average overnight spend of \$180, monitored through local business revenues.
- **Economic Analysis:** Directly enhances the regional economy, supporting existing businesses and encouraging new ventures.
- **Environmental Sustainability:** Encourages investment in green businesses and sustainable practices within the tourism industry.
- **Social Impact:** Economic growth leads to improved public services and infrastructure, enhancing community living standards.
- **Cultural Preservation:** Financial gains can be reinvested into cultural projects, ensuring ongoing preservation and promotion of local heritage.

4. Community Engagement and Collaboration

- **SMART Objective:** Deepen community involvement in tourism development through regular forums, feedback mechanisms, and capacity-building initiatives, aiming for sustained engagement and participation.
- **Economic Analysis:** Community-led tourism initiatives often lead to more sustainable economic outcomes.
- **Environmental Sustainability:** Involving the community ensures environmental conservation is a key priority in tourism projects.
- **Social Impact:** Promotes social cohesion, empowering residents to shape their tourism landscape, which enhances community welfare.
- **Cultural Preservation:** Community participation is vital for maintaining authentic cultural experiences and heritage.

5. Sustainable Tourism Development

- **SMART Objective:** Develop eco-friendly tourism practices and infrastructure, focusing on conservation and cultural preservation, with a long-term commitment to sustainability.
- **Economic Analysis:** Sustainable tourism models ensure long-term economic viability by protecting the very attractions that draw visitors.
- **Environmental Sustainability:** Prioritises the conservation of natural resources, reducing pollution and ecological footprint.
- **Social Impact:** Aims for an equitable distribution of tourism benefits, enhancing local quality of life.
- **Cultural Preservation:** Incorporates measures to protect and promote cultural heritage, ensuring its endurance for future generations.

This enriched SMART-QBL approach offers a robust and multifaceted framework for the Real Country Tourism Experience Business Case. It ensures that each outcome is not only strategically planned and measurable but also contributes positively to the region's comprehensive development, making a tangible impact on its economic, environmental, social, and cultural landscape.

Visitor Numbers and Growth Projections

The Strategy document's comprehensive tourism and related statistics offer a clear overview of the region's tourism industry's current state. Prior to the COVID-19 pandemic, the Central West statistical division welcomed 5.4 million visitors, which declined to 3.8 million during the two years of the pandemic. However, in 2022, the numbers rebounded to 4.9 million visitors. Targeting a 10% increase in visitor numbers, as compared to pre-COVID levels, presents a realistic and achievable goal for the Real Country project.

Economic Impact Analysis

Once operational, the project is expected to draw an additional 24,605 visitors. This increase is projected to yield significant economic benefits, including:

- An increase of \$3.344 million (0.3%) in Gross Regional Product.
- A direct rise in output by \$4.052 million.
- Creation of 23 new jobs.
- An additional \$1.126 million in wages and salaries.
- A \$2.074 million boost in value-added.

Moreover, the project’s direct impact on the economy is anticipated to generate positive supply-chain effects, particularly in local purchases of goods and services. These indirect impacts are estimated to further enhance the output by \$1.435 million, create 4 additional jobs, increase wages and salaries by \$0.288 million, and add \$0.589 million in terms of value-added.

Cultural Engagement Metrics

An essential metric for evaluating the success of the Real Country Strategy projects involves assessing the impact on key community and cultural events once a stable operational phase is reached. This measurement will be pivotal in gauging the projects' effectiveness in enhancing local cultural engagement and community participation.

Social Impact Metrics

A notable area of growth identified for the project is the increase in tourism employment numbers and enhanced profitability, driven by higher daily visitor spending. Current data highlights these as key potential growth areas. For instance, in the Orana area, tourism employment accounts for 4.5% of total jobs, ranking ninth. In comparison, the Real Country region's average is slightly lower, with tourism jobs comprising 4.1% of the total. Another metric where the region trails others, including the rest of Orana, is the average spend per visitor. The region's visitor spend lags by about 15% across all categories, including daily and overnight spends for both domestic and international visitors. This discrepancy suggests a less profitable tourism industry in the region, as employment levels are comparable to others. With similar staffing levels but lower revenue, businesses might be facing lower profitability or increased workload for owners. Addressing this spending gap presents a significant opportunity and forms a key objective of the Real Country Strategy.

Beneficiaries of the outcomes

The beneficiaries of the outcomes are diverse and span multiple sectors and groups. A breakdown of how each beneficiary stands to gain:

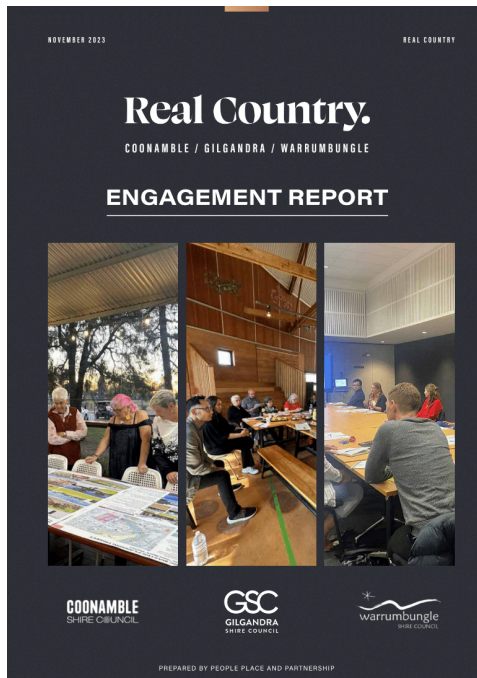
Beneficiary Group	Benefits
Local Councils	Increased revenue from tourism-related activities, enhanced regional reputation, fulfilment of strategic community and economic objectives.
Users/Recipients	Improved visitor experience due to enhanced infrastructure and cultural offerings, access to diverse attractions, increased understanding and appreciation of the region's natural beauty and cultural heritage.
Local Community	Job creation in tourism and related sectors, boosting local employment opportunities, strengthening community identity through the promotion and celebration of local heritage and culture, improved infrastructure and facilities.
Businesses	Economic uplift through increased tourism spending, new business opportunities, expansion of existing businesses, enhanced market visibility, business opportunities and collaborations.
Other Organisations (NGOs, Environmental & Cultural Groups)	Opportunity for collaborative projects with councils or businesses, aligned with their missions (e.g., conservation efforts, cultural preservation), increased awareness and support for their causes due to heightened regional attention.

Table 2.4.1 Overview of Outcomes for Key Beneficiaries

In summary, the Real Country Business Case is set to offer widespread benefits, playing a crucial role in driving economic growth, enhancing social and cultural vibrancy, supporting environmental sustainability, and contributing significantly to the overall development of both the region and the state.

2.5. STAKEHOLDER & COMMUNITY SUPPORT

The Real Country Team have conducted a lengthy series of multi-stakeholder engagement to support this project. Attachment D - Real Country Engagement Report November 2023.



The report outlines the following:

- Key stakeholders
- Key issues/concerns
- How the proposal has adapted to these issues/concerns
- Consultation activities undertaken
- Future communications activities proposed

The Engagement Report articulates a detailed account of the strategies and methodologies employed to involve stakeholders, gain insights, and collaboratively formulate an array of dynamic infrastructure initiatives, along with contributing to the unified Marketing Strategy for Real Country. The engagement framework, crafted to augment existing research, delved into the collective aspirations of the community, stakeholders, and industry associates. Utilising diverse approaches such as workshops, interviews, surveys, and other engagement techniques, the sentiments and ambitions of each local community were acknowledged and integrated into the strategic development process.

Key themes recurrent in these engagement sessions centred on the enhancement of tourism efforts. The focus is on promoting cultural and historical experiences, distinctive events, and activities tied to seasonal variations and the natural environment. Specialised opportunities, including agricultural tourism, astronomical observations, and regional narratives, were also examined, aiming for a multifaceted tourism strategy where technology plays a crucial role within the Real Country framework.

Another vital aspect discussed was the need for enhanced accessibility and connectivity, especially in relation to town interconnectivity and river access. Infrastructure and facilities should be developed to support growth, with a parallel emphasis on rejuvenating river ecosystems and conserving natural landscapes.

Feedback from engagement participants also underscored the community's eagerness to participate in the Real Country initiative and the importance of involving diverse age demographics. Additionally, supporting local businesses emerged as a critical element to ensure a varied range of offerings, adequate accommodation facilities, and a thriving local economy.

Implications and Considerations for the Infrastructure Project

Following is an overview of key findings from the engagement work carried out by the team. This should be read in conjunction with the full Engagement Report referenced above.

Environmental Design Considerations for each of the Focus Areas

In the Design Prioritisation for the project, a strong emphasis is placed on the natural environment. The approach adopted is one of a "light footprint", focusing on preserving and enhancing natural spaces and

significant ecological areas along the riverfront. This commitment extends to ensuring cultural awareness in each focus area of the project, with designs that are inclusive and accessible, catering to the diverse needs of both residents and visitors.

The project also includes specific initiatives to enhance river access and interaction. Plans are in place to develop varied and safe access points to the river, enabling users to fully appreciate its beauty. Efforts will be concentrated on maintaining and augmenting the scenic vistas around the river foreshore, enhancing natural views. This includes incorporating a variety of plant species and opportunities to engage with nature, thereby integrating natural features into the design. Additionally, there will be designated areas and viewpoints established along the river foreshore for water enjoyment, aimed at appreciating the Castlereagh River and contributing to its overall health.

Recreation Space Considerations for each of the Focus Areas

2. ACTIVITIES CONSIDERED FOR THE FOCUS AREA DESIGNS

The Recreation Spaces component of the project is centred around the development of diverse recreational facilities in each focus area, designed to be accessible and enjoyable for people of all ages and abilities. This commitment to inclusivity extends to the integration of business opportunities in town centres, where the design will look to boost year-round visitation by incorporating various concepts that harmonise with the local environment. Additionally, the project places a strong emphasis on water connection, with design elements that foster both visual and physical engagement with the water, carefully balancing safety with the diversity of user needs.

The project also aims to create inclusive play spaces, including universal play areas that cater to a broad range of ages and abilities. Enhanced walkability is a key focus, with the development of accessible, connected, and navigable trails and pathways along the Castlereagh River, augmented by clear way-finding measures. Moreover, the incorporation of active recreation areas, or "wild play" spaces, will blend play infrastructure seamlessly with the natural environment. Areas for rest and relaxation will be integrated throughout, featuring a variety of seating options and age-friendly designs. Safety enhancements, including improved lighting, visibility, and access, will be prioritised to ensure a secure environment along the river foreshore. The overarching theme of the project is a celebration of natural beauty, creating spaces that enable users to connect deeply with nature. Finally, the design aims to activate the river foreshore year-round, enhancing the overall experience across seasons and supporting both existing and new uses.



3. ANALYSIS OF THE PROPOSAL

3.1. OBJECTIVES & INDICATORS

Key problem/issue	Key proposal objective	Key success indicator
<p>Agricultural Dependence. The Real Country region has a significant dependence on agriculture to the economy. This sector's vulnerability to natural disasters such as droughts, floods, and bushfires poses a significant risk. Data from REMPLAN indicates that tourism employment in the Real Country Local Government Areas (LGAs) is below the Orana Region average, signalling a substantial opportunity for growth.</p>	<p>These objectives aim to reduce the region's economic dependence on agriculture by boosting tourism as a viable and sustainable economic sector.</p> <ul style="list-style-type: none"> • Economic Diversification through Tourism: Focus on developing the tourism sector as a complementary economic driver to agriculture, thus reducing the region's overall vulnerability to natural disasters affecting the agricultural sector. • Attracting Higher Spending Visitors: Implement targeted marketing and develop high-value tourism offerings designed to attract visitors who are likely to spend more during their stay. • Enhancing Town Centre Activities: Develop and promote activities in town centres that encourage longer stays, increasing the likelihood of visitors spending more in local businesses. • Tourism Employment Growth: Create new employment opportunities in the tourism sector, aiming to raise tourism employment levels in the Real Country LGAs to at least match, if not exceed, the Orana Region average. 	<p>These indicators provide a framework to assess the success of the project in reducing agricultural dependence by bolstering the tourism sector and enhancing economic resilience.</p> <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Diversity in Economic Activities: Assessment of the region's economic diversification through interviews and surveys with local businesses and community leaders. • Visitor Satisfaction: Feedback from tourists on the quality and appeal of town centre activities and overall experience. • Community Resilience Feedback: Local community perceptions of improved economic resilience against natural disasters. <p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Tourism-Related Employment: Measuring the growth in jobs within the tourism sector in the Real Country LGAs. • Tourism Revenue Growth: Tracking the increase in overall revenue generated from tourism, especially from high-spending visitors. • Length of Stay Metrics: Monitoring the average duration of visitor stays in the region, aiming for an increase in overnight and extended visits
<p>Changing nature of tourism. Traveller's purpose has shifted from an observer to a more engaged and interactive level.</p>	<p>These objectives aim to align the Real Country project with the evolving expectations of modern travellers, ensuring the region's offerings meet the demand for more interactive and engaging travel experiences.</p> <p>Transformational Experience Development:</p> <ul style="list-style-type: none"> • Utilise the collaboration between the Councils to transform key regional attractions into interactive and immersive experiences. • Focus on developing activities that allow travellers to actively participate and engage with the local environment, culture, and community. <p>Interactive and Engaging Tourism Offerings:</p> <ul style="list-style-type: none"> • Create tourism offerings that cater to the desire for hands-on experiences, such as workshops, guided tours, and cultural immersion programs. • Design experiences that enable visitors to contribute to or learn from the local environment and community. <p>Adaptive Marketing and Communication:</p> <ul style="list-style-type: none"> • Develop marketing strategies that highlight the interactive and engaging nature of the tourism experiences. • Use storytelling and social media to showcase the transformational aspects of the Real Country experience. 	<p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Visitor Engagement Levels: Feedback and reviews from visitors regarding the depth of their engagement and satisfaction with the interactive experiences. • Perceived Value of Experiences: Visitor assessments of the uniqueness and authenticity of their interactive experiences in the region. • Community Feedback: Local community opinions on the effectiveness of new tourism experiences in showcasing regional culture and heritage. <p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Visitor Numbers: Tracking the rise in tourist arrivals, particularly those engaging in new interactive experiences. • Growth in Tourism Revenue: Measuring the increase in revenue generated from tourism, specifically from interactive and engaging offerings. • Social Media Engagement: Analysing metrics such as shares, likes, and mentions related to interactive tourism experiences on various platforms.

Key problem/issue	Key proposal objective	Key success indicator
<p>Tourism Sector underperformance. The most recent REMPLAN data also shows when compared to the rest of the Orana Region the three Real Country LGAs have an on average lower percentage of employment in the tourism sector. This points to a growth opportunity. Thus tourism and specifically tourism infrastructure has been identified as a key driver of growth, and the focus of this Project.</p>	<p>The following objectives aim to address the underperformance in the tourism sector by aligning infrastructure development with the needs and preferences of potential visitors and enhancing employment opportunities in Gilgandra, Coonamble, and Coonabarabran.</p> <p>Target Market Analysis and Engagement:</p> <ul style="list-style-type: none"> • Conduct comprehensive research to understand the drivers and nature of tourism in the region. • Identify and profile target visitor segments, particularly those seeking authentic country experiences, nature-based activities, and cultural exploration. <p>Development of Resonant Tourism Infrastructure:</p> <ul style="list-style-type: none"> • Design and implement tourism infrastructure that aligns with the preferences and desires of identified target markets. • Focus on creating unique, memorable experiences that highlight the region's natural beauty and cultural heritage. <p>Promotion and Marketing:</p> <ul style="list-style-type: none"> • Develop targeted marketing campaigns to attract higher-spending visitor segments. • Utilise storytelling and digital marketing to showcase the region's attractions and differentiate the Real Country experience. <p>Strengthening Employment in Tourism:</p> <ul style="list-style-type: none"> • Create employment opportunities in the tourism sector through the development of new infrastructure and attractions. • Offer training and development programs to enhance local skill sets in tourism and hospitality. 	<p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Tourism Employment: The percentage increase in jobs within the tourism sector compared to baseline data. • Tourism Contribution to GRP: Growth in the tourism sector's contribution to the region's GRP. • Average Spend per Visitor: Increase in the average spend per visitor (both domestic and international) compared to baseline figures. • Revenue Growth in Tourism Businesses: Increase in average revenue for businesses in the tourism sector. <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Tourism Sector Vitality: Surveys and interviews with local tourism operators and stakeholders to assess changes in business conditions and market opportunities. • Visitor Satisfaction and Diversity: Feedback from visitors regarding the quality and variety of tourism offerings. • Visitor Experience Enhancement: Visitor feedback on the quality and value of their experience in the region. • Market Positioning: Assessment of the region's image and appeal in target markets through brand perception studies.
<p>Business Profitability and Employment Issues: The lower profitability in the tourism sector translates to limited employment opportunities and increased operational pressure on business owners.</p>	<p>The following objectives aim to address the challenges of low profitability and limited employment in the tourism sector, contributing to a more sustainable and thriving local economy.</p> <p>Enhancing Business Profitability:</p> <ul style="list-style-type: none"> • Attract higher-spending visitors through targeted marketing and premium tourism experiences. • Diversify tourism offerings to encourage longer stays and increased spending. • Improve operational efficiency in tourism businesses with training and resources. <p>Increasing Employment Opportunities:</p> <ul style="list-style-type: none"> • Create jobs through new tourism infrastructure projects. • Offer skills development and training programs in tourism-related fields. • Encourage entrepreneurship and support small businesses in the tourism sector. <p>Alleviating Operational Pressure on Business Owners:</p> <ul style="list-style-type: none"> • Provide access to funding and grants for business improvements. • Conduct business management training for efficiency and marketing. • Establish a supportive business network for knowledge sharing and cost reduction. 	<p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Tourism Business Profitability: Improvement in the profitability metrics of tourism-related businesses (e.g., net profit margins). • Employment Growth in Tourism Sector: Number of new jobs created in the tourism sector, including both direct and indirect employment. <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Business Owner Sentiment: Surveys and interviews with local business owners to assess changes in operational pressures and business outlook. • Workforce Development: Evaluation of new training and development programs for workers in the tourism sector, contributing to skill enhancement and career progression opportunities.

Key problem/issue	Key proposal objective	Key success indicator
<p>Agricultural Dependence. The Real Country region has a significant dependence on agriculture to the economy. This sector's vulnerability to natural disasters such as droughts, floods, and bushfires poses a significant risk. Data from REMPLAN indicates that tourism employment in the Real Country Local Government Areas (LGAs) is below the Orana Region average, signalling a substantial opportunity for growth.</p>	<p>These objectives aim to reduce the region's economic dependence on agriculture by boosting tourism as a viable and sustainable economic sector.</p> <ul style="list-style-type: none"> • Economic Diversification through Tourism: Focus on developing the tourism sector as a complementary economic driver to agriculture, thus reducing the region's overall vulnerability to natural disasters affecting the agricultural sector. • Attracting Higher Spending Visitors: Implement targeted marketing and develop high-value tourism offerings designed to attract visitors who are likely to spend more during their stay. • Enhancing Town Centre Activities: Develop and promote activities in town centres that encourage longer stays, increasing the likelihood of visitors spending more in local businesses. • Tourism Employment Growth: Create new employment opportunities in the tourism sector, aiming to raise tourism employment levels in the Real Country LGAs to at least match, if not exceed, the Orana Region average. 	<p>These indicators provide a framework to assess the success of the project in reducing agricultural dependence by bolstering the tourism sector and enhancing economic resilience.</p> <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Diversity in Economic Activities: Assessment of the region's economic diversification through interviews and surveys with local businesses and community leaders. • Visitor Satisfaction with Town Centre Activities: Feedback from tourists on the quality and appeal of town centre activities and overall experience. • Community Resilience Feedback: Local community perceptions of improved economic resilience against natural disasters. <p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Tourism-Related Employment: Measuring the growth in jobs within the tourism sector in the Real Country LGAs. • Tourism Revenue Growth: Tracking the increase in overall revenue generated from tourism, especially from high-spending visitors. • Length of Stay Metrics: Monitoring the average duration of visitor stays in the region, aiming for an increase in overnight and extended visits.
<p>Changing nature of tourism. Traveller's purpose has shifted from an observer to a more engaged and interactive level.</p>	<p>These objectives aim to align the Real Country project with the evolving expectations of modern travellers, ensuring the region's offerings meet the demand for more interactive and engaging travel experiences.</p> <p>Transformational Experience Development:</p> <ul style="list-style-type: none"> • Utilise the collaboration between the Councils to transform key regional attractions into interactive and immersive experiences. • Focus on developing activities that allow travellers to actively participate and engage with the local environment, culture, and community. <p>Interactive and Engaging Tourism Offerings:</p> <ul style="list-style-type: none"> • Create tourism offerings that cater to the desire for hands-on experiences, such as workshops, guided tours, and cultural immersion programs. • Design experiences that enable visitors to contribute to or learn from the local environment and community. <p>Adaptive Marketing and Communication:</p> <ul style="list-style-type: none"> • Develop marketing strategies that highlight the interactive and engaging nature of the tourism experiences. • Use storytelling and social media to showcase the transformational aspects of the Real Country experience. 	<p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Visitor Engagement Levels: Feedback and reviews from visitors regarding the depth of their engagement and satisfaction with the interactive experiences. • Perceived Value of Experiences: Visitor assessments of the uniqueness and authenticity of their interactive experiences in the region. • Community Feedback: Local community opinions on the effectiveness of new tourism experiences in showcasing regional culture and heritage. <p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Visitor Numbers: Tracking the rise in tourist arrivals, particularly those engaging in new interactive experiences. • Growth in Tourism Revenue: Measuring the increase in revenue generated from tourism, specifically from interactive and engaging offerings. • Social Media Engagement: Analysing metrics such as shares, likes, and mentions related to interactive tourism experiences on various platforms.

Key problem/issue	Key proposal objective	Key success indicator
<p>Tourism Sector underperformance. The most recent REMPLAN data also shows when compared to the rest of the Orana Region the three Real Country LGAs have an on average lower percentage of employment in the tourism sector. This points to a growth opportunity. Thus tourism and specifically tourism infrastructure has been identified as a key driver of growth, and the focus of this Project.</p>	<p>The following objectives aim to address the underperformance in the tourism sector by aligning infrastructure development with the needs and preferences of potential visitors and enhancing employment opportunities in Gilgandra, Coonamble, and Coonabarabran.</p> <p>Target Market Analysis and Engagement:</p> <ul style="list-style-type: none"> • Conduct comprehensive research to understand the drivers and nature of tourism in the region. • Identify and profile target visitor segments, particularly those seeking authentic country experiences, nature-based activities, and cultural exploration. <p>Development of Resonant Tourism Infrastructure:</p> <ul style="list-style-type: none"> • Design and implement tourism infrastructure that aligns with the preferences and desires of identified target markets. • Focus on creating unique, memorable experiences that highlight the region's natural beauty and cultural heritage. <p>Promotion and Marketing:</p> <ul style="list-style-type: none"> • Develop targeted marketing campaigns to attract higher-spending visitor segments. • Utilise storytelling and digital marketing to showcase the region's attractions and differentiate the Real Country experience. <p>Strengthening Employment in Tourism:</p> <ul style="list-style-type: none"> • Create employment opportunities in the tourism sector through the development of new infrastructure and attractions. • Offer training and development programs to enhance local skill sets in tourism and hospitality. 	<p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Increase in Tourism Employment: The percentage increase in jobs within the tourism sector compared to baseline data. • Tourism Contribution to GRP: Growth in the tourism sector's contribution to the region's GRP. • Average Spend per Visitor: Increase in the average spend per visitor (both domestic and international) compared to baseline figures. • Revenue Growth in Tourism Businesses: Increase in average revenue for businesses in the tourism sector. <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Tourism Sector Vitality: Surveys and interviews with local tourism operators and stakeholders to assess changes in business conditions and market opportunities. • Visitor Satisfaction and Diversity: Feedback from visitors regarding the quality and variety of tourism offerings. • Visitor Experience Enhancement: Visitor feedback on the quality and value of their experience in the region. • Market Positioning: Assessment of the region's image and appeal in target markets through brand perception studies.
<p>Business Profitability and Employment Issues: The lower profitability in the tourism sector translates to limited employment opportunities and increased operational pressure on business owners.</p>	<p>The following objectives aim to address the challenges of low profitability and limited employment in the tourism sector, contributing to a more sustainable and thriving local economy.</p> <p>Enhancing Business Profitability:</p> <ul style="list-style-type: none"> • Attract higher-spending visitors through targeted marketing and premium tourism experiences. • Diversify tourism offerings to encourage longer stays and increased spending. • Improve operational efficiency in tourism businesses with training and resources. <p>Increasing Employment Opportunities:</p> <ul style="list-style-type: none"> • Create jobs through new tourism infrastructure projects. • Offer skills development and training programs in tourism-related fields. • Encourage entrepreneurship and support small businesses in the tourism sector. <p>Alleviating Operational Pressure on Business Owners:</p> <ul style="list-style-type: none"> • Provide access to funding and grants for business improvements. • Conduct business management training for efficiency and marketing. • Establish a supportive business network for knowledge sharing and cost reduction. 	<p>Quantitative Indicators:</p> <ul style="list-style-type: none"> • Tourism Business Profitability: Improvement in the profitability metrics of tourism-related businesses (e.g., net profit margins). • Employment Growth in Tourism Sector: Number of new jobs created in the tourism sector, including both direct and indirect employment. <p>Qualitative Indicators:</p> <ul style="list-style-type: none"> • Business Owner Sentiment: Surveys and interviews with local business owners to assess changes in operational pressures and business outlook. • Workforce Development: Evaluation of new training and development programs for workers in the tourism sector, contributing to skill enhancement and career progression opportunities.

3.2. THE BASE CASE

3.2.1 Current Circumstances and Perceived Problems

Our research, both as a part of the Business Case and earlier in the Issues Paper, suggests that the Western and Outback NSW region has a growing and diverse tourism sector. The proposed infrastructure developments are critical to sustaining this growth and diversifying the region's appeal. Without these developments, the region risks losing its momentum in attracting and satisfying a broad spectrum of visitors.

Economic

The existing economic landscape in the Real Country region, encompassing Coonamble, Gilgandra, and Warrumbungle Shire Councils, is characterised by a slow decline in tourism numbers. This trend has led to stagnant employment in key sectors, including hospitality and retail. The region's heavy reliance on agriculture, while a cornerstone industry, presents vulnerability during times of drought, floods, or other agricultural downturns. This reliance underscores the need for diversification in economic drivers, particularly in the tourism sector. Current data show a gradual decline in visitors to the Western and Outback NSW regions. For example, the "Domestic Overnight Travel" data indicates a decline in visitor numbers, with a corresponding drop in nights spent and expenditure in these areas. This decline has a direct impact on job growth and economic vitality in the region.

Environmental

Environmental concerns are centred around the management of river health, particularly the Castlereagh River. Current budget allocations appear insufficient for addressing issues like river conservation, carp and weed infestations, and maintaining facilities along the river. The lack of adequate environmental stewardship poses a risk to the natural assets that form the basis of the region's appeal.

Social

Socially, some areas within Real Country continue to face challenges, including social disturbances. Our data lacks specific statistics on social disruption directly attributable to project locations. However, indicators such as low socio-economic use, vandalism, and graffiti highlight underlying social issues. These problems could potentially be alleviated through improved infrastructure and increased tourism activity.

Cultural

Culturally, engagement with First Nations and participation in local events remains a crucial area. The connection of Aboriginal communities with landmarks like the Castlereagh River is profound. Currently, there appears to be limited engagement and recognition in tourism activities. Strengthening this aspect could enhance the cultural richness of the visitor experience.

Base Case Analysis and observation from the data

Summary - Domestic Overnight Travel

- **Visitors** (000s): A noticeable fluctuation in visitor numbers has been observed over the years. For instance, the year ending June 2021 saw 607,000 visitors, an increase from 499,000 in 2020.
- **Nights** (000s): A substantial increase in nights spent, from 1,810,000 in 2020 to 2,846,000 in 2021.
- **Expenditure** (\$ million): Tourism expenditure showed an uptick, from \$239 million in 2020 to \$356 million in 2021.

Figure 3.2.1 Overview of Trends in Visitor Numbers

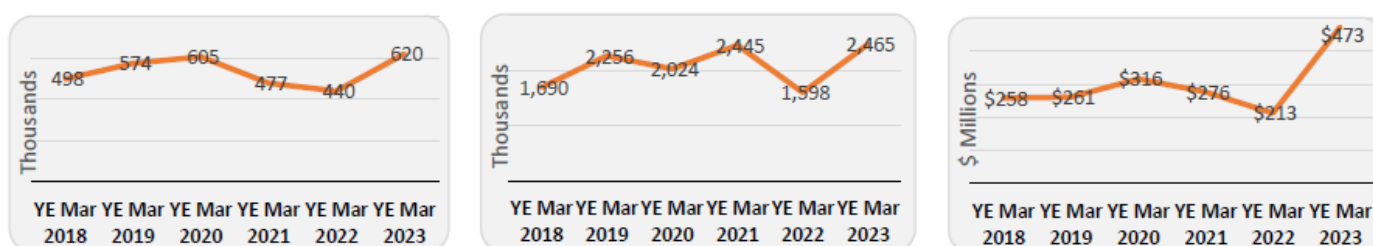


Figure 3.2.1 offers a graphical representation of the fluctuations in visitor numbers (measured in thousands) and tourism expenditure (in millions of dollars) from 2014 to 2023 in Western and Outback NSW. This visual aid effectively highlights the industry's volatility, with noticeable variations in both metrics over the years. Significantly, it depicts a robust post-COVID recovery, an opportunity that the Real Country Project intends to capitalise on. The graph serves as a succinct and informative overview of the economic dimensions of the tourism industry in the region, illustrating key trends and shifts.

Purpose of Visit

- **Holiday:** The primary reason for visits, with numbers rising from 204,000 in 2015 to 292,000 in 2023.
- **Business:** Showed a fluctuating trend with a peak of 178,000 visitors in 2023.
- **Visiting Friends & Relatives:** Steady growth with 116,000 visitors in 2023.

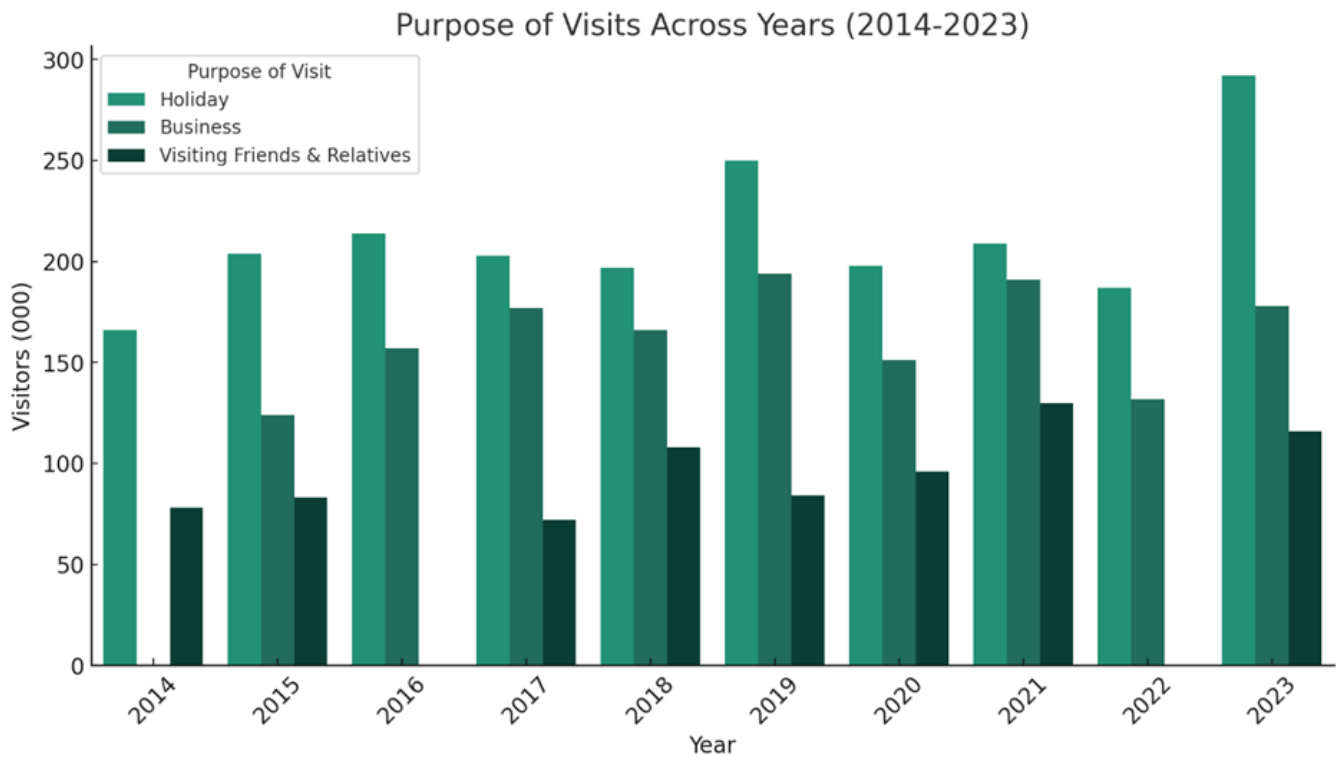
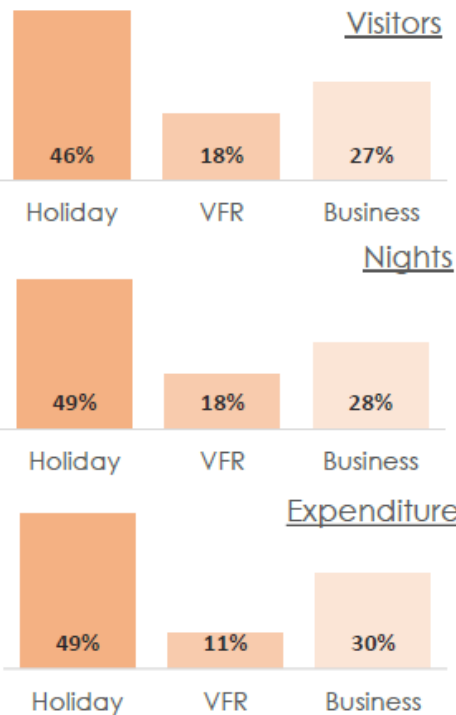


Figure 3.2.2 Overview of Purpose of Visits Across Years

Figure 3.3.2 presents a distinct visual breakdown of the various reasons for visits to Western and Outback NSW from 2014 to 2023, as previously mentioned. It distinctly categorises the visits into holidays, business, and visiting friends and relatives, illustrating the contribution of each category to the total annual tourism figures. This graph provides a clear and detailed understanding of the diverse motivations behind the region's tourism trends over the years.

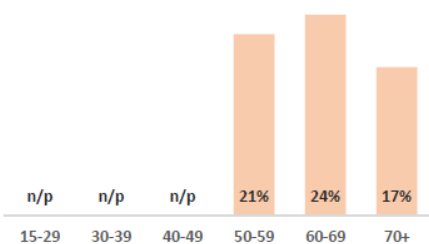
Purpose of visit



*Visitors may visit for more than one Purpose; VFR indicates Visiting Friends and/or Relatives.

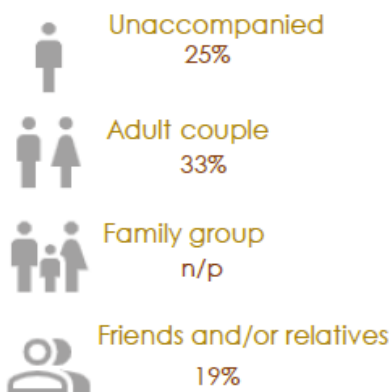
Age

'60-69 years' was the largest age group of the visitors to the region



Travel party

33% of the visitors were adult couple



Origin of Visitors:

- **Regional NSW:** Consistently the largest contributor, with 326,000 visitors in 2023.
- **Sydney:** Fluctuated with a significant number of visitors in some years, such as 86,000 in 2017, but none in others.
- **Demographics and Preferences**
- Understanding the demographic distribution and preferences of visitors is crucial:

Source: Destination NSW Travel to Outback NS Tourism Region y/2 2023

Age Distribution Figure:

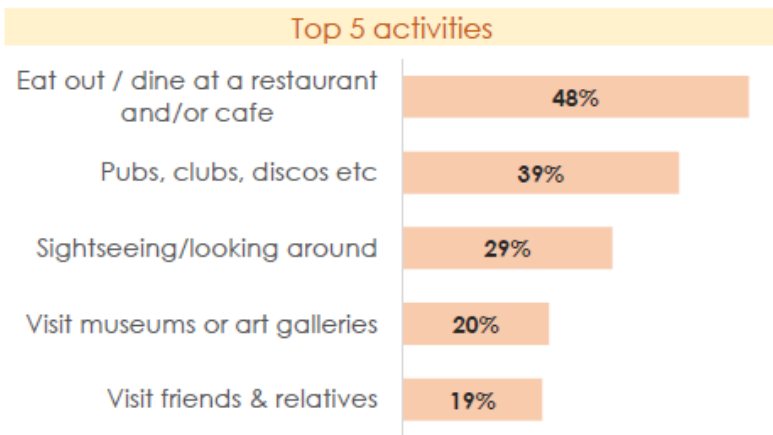
- **50-59 Years:** This group showed significant engagement, with numbers rising from 63,000 in 2014 to 151,000 in 2023.
- **60-69 Years:** Also a significant demographic, with an increase from 70,000 in 2014 to 99,000 in 2023.

Source: Destination NSW Travel to Outback NS Tourism Region y/2 2023

Travel Party Composition:

- **Solo Travellers:** A consistent portion of the visitor demographic.
- **Families and Groups:** Showed varying trends but remained a crucial segment of the travel market.

Source: Destination NSW Travel to Outback NS Tourism Region y/2 2023



Top Activities

- Activities such as local sightseeing, nature walks, and cultural tours were among the top choices for visitors.

Source: Destination NSW Travel to Outback NS Tourism Region y/2 2023

Accommodation and Transport:

- **Accommodation:** A diverse range, with motels and camping sites being popular.
- **Transport:** Personal vehicles remained the predominant mode of transportation.

Day Trip Dynamics

Day trips play a significant role in the tourism industry, with the number of visitors and their spending patterns on these trips offering valuable insights into the economic impact of short-duration travel. This data is particularly relevant to the economic components of the Base Case for the Real Country project. The observed increase in day trip visitor numbers and associated expenditure underscores the potential for economic growth through tourism. Additionally, understanding preferences in accommodation and visit purposes is instrumental in shaping infrastructure development and marketing strategies for the Real Country project.

The data points towards a tourism sector in Western and Outback NSW that is not only growing but also diversifying. The infrastructure projects proposed under the Real Country project are pivotal in supporting this growth. They aim to enhance the visitor experience and ensure the region remains attractive to a wide range of tourists. Without these developments, the region risks missing out on significant economic, social, and environmental benefits, potentially hindering the growth and resilience of its tourism sector.

Conclusion

The current state of the tourism industry in Western and Outback NSW, while showing some positive trends, clearly indicates the need for strategic intervention and development. The Real Country project's focus on enhancing the visitor experience, infrastructure, and engagement with the cultural heritage of the region is a timely and necessary step to elevate the region's tourism profile, ensure economic diversification, and address the social and environmental needs of the area. Without these initiatives, the region risks continued economic stagnation, underutilisation of its natural and cultural assets, and failure to address the evolving preferences and needs of its visitors.

2.3.2 Base Case Analysis Without New Infrastructure:

Given these insights, the consequences of not proceeding with the proposed infrastructure under the "Real Country Place Strategy" include:

- **Economic Opportunities:** The upward trend in visitor numbers and expenditure highlights a growing market. However, without new infrastructure, the region may not fully exploit this potential. The lack of additional accommodations and revitalised public spaces could limit growth in visitor numbers and spending, impacting local businesses and job creation.
- **Environmental Sustainability:** The projects focusing on river health and ecological balance align with the increasing eco-consciousness among tourists. Failure to implement these could lead to environmental degradation, reducing the region's attractiveness and long-term viability as a tourist destination.

- **Cultural and Social Impact:** The initiatives aimed at promoting First Nations engagement and cultural identity cater to a growing interest in culturally rich and authentic experiences. Without these, the region risks a cultural disconnect, impacting both the visitor experience and the local communities' sense of pride and identity.
- **Infrastructure and Accessibility:** The data shows an increase in longer stays (nights spent), suggesting that visitors are seeking immersive experiences. Without improved infrastructure, such as enhanced river access, amphitheatres, and town centres, the region may not meet these evolving visitor expectations, limiting its ability to attract a diverse range of tourists.

In conclusion, the absence of these new infrastructural developments could result in a missed opportunity to leverage the growing tourism trends, potentially leading to economic stagnation, environmental challenges, and a cultural disconnect. The proposed projects are critical in ensuring that the region's tourism sector continues to thrive and evolve in line with current trends and future expectations.

3.2.3 Strategic Recommendations

Sustainable Tourism Development

The strategy places a strong emphasis on eco-friendly and culturally respectful tourism practices. This involves actively engaging local communities in the planning process and ensuring they share in the benefits of tourism.

Infrastructure Development

Key to the strategy is the improvement of infrastructure to accommodate increasing visitor numbers, with a keen focus on preserving the environmental integrity of the region.

Cultural Promotion

There are dedicated initiatives to promote and respect the region's local cultural heritage, with a particular focus on Aboriginal history.

The Base Case analysis in conclusion for the Real Country Tourism Experience underscores the region's potential as a burgeoning tourism hub. It highlights the necessity of a balanced approach to development, prioritising economic growth while simultaneously upholding environmental sustainability and cultural respect. This analysis lays a crucial groundwork for future strategic decision-making in the Real Country project.

Appendix A provides an overview of the raw Travel to Outback NSW Tourism Region data to the Year Ended June 2023. Source National Visitor Survey, TRA.

3.3. OTHER OPTIONS CONSIDERED

The key document Engagement Report produced by the Real Country Team provides a comprehensive outline of the strategic activities and methodologies used to engage stakeholders, gather insights, and co-create a series of vibrant infrastructure projects which were considered as Real Country projects. These 'Other Options' were both variations on an original concept for each of the LGAs or concepts which were brought up during the engagement process and refined in the process.

Also as a part of the process was the influence by the delivery priorities by the three LGAs.

These are referenced in detail in the Real Country Destination Strategy and are summarised below for reference:

3.3.1 Coonamble

- **River Restoration and Conservation:** Prioritising the repair and conservation of the river, addressing carp and weed infestations, and improving access to riverbanks.
- **Weir Enhancement and Family-Friendly Spaces:** Enhancing the weir area for family recreation, including water activities and nature engagement for children.

- **Main Street Revitalisation and Accommodation:** Increasing accommodation options for tourism and events, and revitalising the main street, including preserving historical assets and supporting businesses.
- **Community Engagement:** Emphasising community engagement and collaboration among shires to create a strong regional identity.

3.3.2 Gilgandra

- **Town Centre and River Crossing Design:** Reevaluating the town centre design and the potential for a new river crossing.
- **River Health and Conservation:** Emphasising the maintenance of river health and relocating the town beach to a more accessible location.
- **Cultural Inclusivity and First Nations Identity:** Promoting cultural inclusivity and celebrating First Nations contributions.
- **Promotion of Primary Industries and Rural Strength:** Highlighting Gilgandra's rural strength and heritage.
- **Enhancement of Public Spaces:** Developing public spaces for greater community engagement and recreation, and advocating for regional collaboration.

3.3.3 Coonabarabran, Binnaway, Mendooran

- **Amphitheatre Design and Seasonal Considerations:** Acknowledging climate seasonality and rethinking amphitheatre design.
- **River Health and Ecological Preservation:** Prioritising river health and ecological balance across the region.
- **First Nations Engagement and Cultural Identity:** Recognising the significance of First Nations communities and their contributions to cultural identity.
- **Promotion of Arts and Vibrancy:** Emphasising art and creativity to infuse vibrancy into town and river precincts.
- **Dark Sky and Unique Celestial Views:** Celebrating unique celestial views for nighttime events and stargazing experiences.
- **Community-Driven Maintenance and Tourism:** Focusing on community engagement, promoting local businesses, and enhancing river access and health.

3.3.4 Refinement of options

The engagement process, designed to complement existing research, has explored the collective desires of the community, key stakeholders, and industry partners. Through a series of workshops, interviews, surveys, and engagement efforts, the voices and aspirations of each local community have been heard and incorporated into the strategic planning process.

During this process there were numerous iterations of the Focus Area projects. The projects were refined and re-designed by the Real Country Team and in turn a formal review process was undertaken by the Three Councils.

During the refinement process, along with the quantity surveyor engaged to produce the cost plan which assisted to determine if a project was suitable for the final business case or not.

Business Case vs. Masterplan Projects

The projects in each local government area are identified within a series of Focus Areas and further as either Business Case projects (Stage 1) or Masterplan and future delivery projects (Stage 2).

Business Case Approach:

The projects selected for their transformational impact are poised to drive economic revitalisation, community development, and environmental sustainability in the region. They exemplify the regional aspirations by manifesting commitments to innovation, community-centric development, and ecological stewardship. Accompanying these initiatives is a detailed Cost Benefit Analysis, which zeroes in on economic viability and the potential returns. This analysis is crucial for securing funding and demonstrating the financial feasibility of these projects, ensuring they not only embody regional ambitions but also stand on solid financial ground.

Masterplan Approach: These projects involve a deferred process suitable for planning in following stages:

- **Spatial Planning:** Focusing on spatial planning and aesthetic design, these projects are crucial for ensuring the long-term vision of the area's development.
- **Future engagement:** Comprehensive approaches to future infrastructure development, shaped by community input and aligned to the Real Country vision, sets a solid foundation for the sustainable and inclusive growth of tourism recreation across the region, reflecting its unique character and aspirations.

The cost plan was produced by the Quantity Surveyor after workshops with the project team to understand the scope of all of the projects. The refinement process was a product of the following:

1. Project team would design and workshop with Stakeholders and Community
2. Re-design would take into account feedback
3. QS would cost design and a series of project refinements by project to discern what category and time frame a project would fit into
4. Further feedback from Councils and their sector specialists (engineers etc) would assist in refinement of cost plans in light of local experience
5. Final agreement of project categories based on cost, scope development/design and timing.

The numerous projects which have undergone this well-defined and rigorous process can be seen in the comprehensive Engagement Report.

Economies of scale

While this is detailed in S3.5 Projected Costs, briefly the process was significantly improved by the holistic regional-based approach taken by the three Councils, Community and project team. From a cost perspective common design and construction methods and materials allow for a significant cost saving due to economies of scale. Items such as footpaths, walkways, recreation materials treatment and the like all benefit from both a common flowing, integrated, distinct Real Country Brand design across the whole region but the reduction in costs which will flow from this consolidated approach.

3.3.5 Alternate options

In terms of the traditional Business Case project categories such as; a do-nothing option, a do-minimum option and a do-later option the following may apply:

1. **Do nothing.** This is fully outlined in Base Case Section 3.2. in short this option is not viable for the economic, social, environmental and cultural benefit of the region.
2. **Do minimum.** This approach can be seen to be adopted but with an emphasis on not minimum but rather do the right amount to enable an equal spread of grant funds across the region while ensuring an integrated, cost effect design which meets the Economic, Social, Environmental and Cultural needs of the changing tourism sector and local community stakeholders.
3. **Do later.** This aspect has been adopted in the staging of projects as can be seen by the Business Case and Masterplan nature of the program. To this end no practical important but un-refined projects have been rejected but rather earmarked for future due diligence, design and funding.

3.4. INFORMATION ABOUT THE PROPOSAL

3.4.1. SCOPE OF WORKS

Over the past 12 months, a series of infrastructure projects have been developed for each of the three Councils, underpinned by collaborative discussions and engagement with each local community. These projects, created with the aspirations and insights gathered from these communities, reflect a series of strategic directions for the future. This collaborative approach has ensured that the projects not only address the unique needs and characteristics of each area but also align seamlessly with the strategic objectives of the Real Country Place Strategy.

Business Case vs. Masterplan Projects

The projects in each local government area are identified within a series of Focus Areas and further as either Business Case projects (Stage 1) or Masterplan and future delivery projects (Stage 2). Only the Business Case projects (Stage 1) are included for reference in this work. Masterplan projects will be subject to further due diligence and future business cases.

Detail Cost Benefit analysis

The Business Case has analysed the data (both in the Issues Paper, REMPLAN and other Tourism statistics) to understand what aspects of the Tourist Market in the whole Orana Region can benefit from the Real Country Strategy and projects. It has been shown that the quality, authentic and well-designed nature of the projects will attract a higher-spending visitor which in turn will improve tourism industry profitability, employment growth and numerous indirect other market segments.

3.4.2 Project Details

Following is the detailed overview of each project which is the subject of this Business Case. The detailed cost plan document fully outlines the size of each project, areas covered, building materials and quantities and should be read in connection with this Section.

3.4.2.1 Coonamble

Coonamble town centre is well positioned to take advantage of its proximity to the Castlereagh River, sitting at the heart of the 'wishbone' created by the river and the weir. This allows the town to be activated by nature-based infrastructure and water recreation activities along much of its perimeter. The Real Country project has established three key focus areas for investment to support local economic resilience and encourage repeat visitation across the seasons. Several strategic projects have been identified that align to tourism driven outcomes whilst also enhancing the amenity of Coonamble for its local population.

Business Case Project:

Focus Area 1 – Warrena Weir Recreation Precinct (Stage 1)

Objective: Activate Warrena Creek, offering diverse recreational experiences to residents and visitors.

Approach: The masterplan encompasses a two-stage development, starting with public access enhancements, amenities upgrade, and water-based recreational infrastructure. Stage 2 envisions further expanding these offerings, adding eco-stay cabins, a landmark viewing tower, and extended walking trails.

The intention for this business case project is to enable greater public accessibility to Warrena Creek and a broader diversity of recreational experiences for both Coonamble residents and visitors. The project seeks to renew the area adjacent the existing weir and install infrastructure to enable delivery of a safe and dedicated public swimming area. Other upgrades and activation opportunities proposed in Stage 1 of this project include a new amenities building, a café/kiosk, designated zone for RVs and overnight camping, picnic shelters and barbecue facilities, and two floating pontoons to allow swimming and the launching of kayaks and stand-up paddle boards. Stage 1 would also look to deliver an accessible path from Coonamble town centre out to the weir and along the eastern side of Warrena Creek, supporting walking and cycling and encouraging engagement with the natural landscape. The pathway would be complemented by additional planting, interpretations, and wayfinding to deepen people's knowledge of indigenous stories and practices while nurturing an appreciation for local flora and fauna. Stage 2 of the project would seek to

further expand the activation opportunities for the precinct as a regional destination, including the potential for eco-stay cabins, a landmark viewing tower, and additional connections to broader walking trails.

Key Improvements:

- **Recreational Activation:** Varied activities including swimming, kayaking, and stand-up paddleboarding.
- **Commercial Development:** Facilities for RVs, camping, and eco-stays.
- **Cultural and Environmental Engagement:** Enhanced pathways with educational elements about local indigenous culture and natural history.

Stage 1 scope:

1. Walkway connection through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town Stage 1 - allow for 1.25km walkway from CBD to Warrena Weir and one low level creek crossing.
2. Demarcated boat-free public swimming area near weir wall.
Note: 80m floating rope line
3. Clearing of debris from front of weir wall to allow use of flood gates
4. 2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 5m frontage)
5. New and larger combined amenities and café building
6. Daytime carpark
7. Shaded picnic and barbecues facilities
8. Children’s playground equipment
9. Creation of a Yarning Circle along eastern shore
10. RV camping area for 10 vehicles
11. Wayfinding, plant ID, QR code Story and usage signage

Stage 2 plan for the Warrena Weir Reserve is designed to be future works to complete this significant and important project. The design and planning has been done to ensure a seamless continuation of the Stage 1 work. These comprise, additional ecologically sensitive walkways, low level creek crossings, a 100-150m public art/sculptural lookout tower and ancillary works.

REAL COUNTRY / DESTINATION STRATEGIC PLAN

12.4 / Coonamble

Coonamble town centre is well positioned to take advantage of its proximity to the Castlereagh River, sitting at the heart of the 'wishbone' created by the river and the Warrena Weir. This allows the town to be activated by nature-based infrastructure and water recreation activities along much of its perimeter. The Real Country project has established three key focus areas for investment to support local economic resilience and encourage repeat visitation across the seasons. Several strategic projects have been identified that align to tourism driven outcomes whilst also enhancing the amenity of Coonamble for its local population.

1 BUSINESS CASE PROJECT

Objective
Activate Warrena Creek, offering diverse recreational experiences to residents and visitors.

WARRENA WEIR RECREATION PRECINCT

Approach
The masterplan encompasses a two-stage development, starting with public access enhancements, amenities upgrade, and water-based recreational infrastructure. Stage 2 envisions further expanding these offerings, adding eco-stay cabins, a landmark viewing tower, and extended walking trails.

The intention for this business case project is to enable greater public accessibility to Warrena Creek and a broader diversity of recreational experiences for both Coonamble residents and visitors. The project seeks to renew the area adjacent the existing weir and install infrastructure to enable delivery of a safe and dedicated public swimming area. Other upgrades and activation opportunities proposed in Stage 1 of this project include a new amenities building, a café/kiosk, designated zone for RVs and overnight camping, picnic shelters and barbecue facilities, and two floating pontoons to allow swimming and the launching of kayaks and stand-up paddle boards. Stage 1 would also look to deliver an accessible path from Coonamble town centre out to the weir and along the eastern side of Warrena Creek, supporting walking and cycling and encouraging engagement with the natural landscape. The pathway would be complemented by additional planting, interpretations, and wayfinding to deepen people’s knowledge of indigenous stories and practices while nurturing an appreciation for local flora and fauna. Stage 2 of the project would seek to further expand the activation opportunities for the precinct as a regional destination, including the potential for eco-stay cabins, a landmark viewing tower, and additional connections to broader walking trails.

KEY IMPROVEMENTS

Recreational Activation
Varied activities including swimming, kayaking, and stand-up paddleboarding.

Commercial Development
Facilities for RVs, camping, and eco-stays.

Cultural and Environmental Engagement
Enhanced pathways with educational elements about local indigenous culture and natural history.

SECTION C

The map shows the Warrena Weir Recreation Precinct with four focus areas highlighted in red circles. Focus Area 1 is the Main Street revitalisation projects, Macdonald Park and Aquatic Centre Upgrade. Focus Area 2 is the Business Case Project area. Focus Area 3 is the New Business Case Project area. Focus Area 4 is the Artesian Bathing Precinct. A dashed red line indicates a strategic project being developed under another funding grant.



A River Crossings
2 x creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve

B Footpath
2.5m x 7km concrete footpath through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town

C Daytime Carpark

D Amenities
New and larger combined amenities (toilets) and café building

E RV Camping Area
RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)

F Cabin Accommodation
10 x off-grid cabin accommodation with sealed pump-out septic systems

G Look out tower
Construction of a 100-150m public art/sculptural lookout tower

H Wayfinding
Wayfinding, plant ID, QR-code 'story' and usage signage

I Bush tucker
Bush tucker and bird-attracting plantings along eastern shoreline (following the path)



J Yarning Circle
Creation of a yarning circle along eastern shore of the reserve

K Children's play equipment

L Shaded picnic areas
Shaded picnic and barbecue facilities

M Floating T-pontoons
2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 5m frontage)



N Public Swimming Area
Demarcated boat-free public swimming area near weir wall

O Clearing of Debris
Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging)



Art Impression: Concomable View 1 - View looking east from the Warrena Weir with new public swimming zone with picnic shelters and pontoon

Prepared by Jasmax and PPLP for the Real Country Project

12.5 / Gilgandra

The town centre of Gilgandra is located on the elevated bend of the Castlereagh River, offering views over the water. To the south, the Coo-ee Heritage Centre and cultural precinct are connected to the town via the Windmill Walk, a formal path tracing the elevated riverbank between them. The town centre has begun implementing a strategy to connect public spaces and retail experiences from Miller Street (Castlereagh Highway) to the river. Building on this strategy's success, there's a chance to draw locals and visitors nearer to the river by extending the Windmill Walk, including pathways to the river's eastern bank, which is currently isolated from the town centre. A similar strategy to consolidate activities in and around the cultural precinct could create a more extensive 'connected loop' from north to south along both riverbanks.

1 FOCUS AREA 1

TOWN CENTRE PRECINCT

Objective
Strengthen the synergy between the main street businesses and the riverfront, enhancing public engagement.

Approach
Capitalising on the dual frontages of businesses towards the river, the strategy involves integrating key community assets - the new Gilgandra Library & Community Hub, its adjoining plaza, and the Windmill Walk - to improve river accessibility and engagement.

2 FOCUS AREA 2

CULTURAL & HERITAGE PRECINCT

Objective
Showcase Gilgandra's rich cultural and historical narrative.

Approach
Utilising the Coo-ee Heritage Centre and Gilgandra Museum as focal points, the project aims to create a high-quality cultural precinct that highlights the region's heritage.

The revitalisation of Gilgandra's main street, ongoing for the last 3 years, has included a key focus on businesses maximising their unique dual frontages. This strategic approach has been geared towards opening up towards the river, thereby creating new public engagement and activity opportunities. The recent unveiling of the Gil Library & Community Hub and its adjacent public plaza has greatly strengthened the connection between the main street and the river. The Real Country project plans to further this burgeoning relationship, aiming to integrate complementary infrastructure that connects key community assets - the library, plaza, and Windmill Walk. Additionally, Stage 2 presents an opportunity for a strategic masterplan focusing on CBD public domain upgrades. This initiative is aimed at improving accessibility, amenities, interaction with the river, seamlessly blending the town's natural beauty with its vibrant community and business life.

The recently refurbished and expanded Coo-ee Heritage Centre provides an in-the-round visitor destination within this precinct that offers a diversity of amenities and opportunities for obtaining knowledge of the region's natural features, cultural richness, and heritage fabric. This tapestry Gilgandra's legacy is further showcased in the adjacent Gilgandra Museum, with its grand collection of historical agricultural machinery and farming practices through the years. This precinct is also home to several popular local events and offers a relaxed high-amenity setting overlooking the Castlereagh River.

KEY IMPROVEMENTS

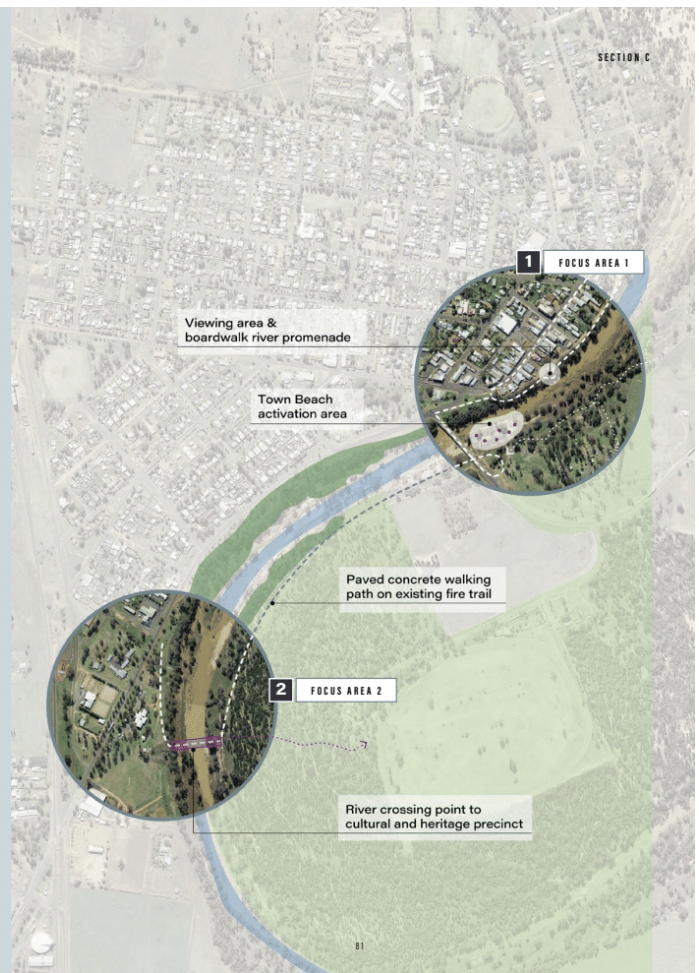
Business Frontage Enhancement
Encouraging businesses to utilise river-facing aspects.

Infrastructure Integration
Linking the library, plaza, and Windmill Walk for cohesive public space and a detailed masterplan for the CBD.

KEY IMPROVEMENTS

Cultural Centre and Open Space
Enhancing the Coo-ee Heritage Centre's role as an immersive visitor destination, with upgrades to the music rotunda, gardens, playground and connected pathways.

Museum Integration
Linking the museum's historical agricultural collection to the broader cultural narrative.



3.4.2.2 Gilgandra

The town centre of Gilgandra sits on the elevated bend of the Castlereagh River with opportunities look out and over the water. To the south lies the Coo-ee Heritage Centre and cultural precinct, which connects back to the town via the windmill walk, a formal path that follows the elevated riverbank between the two. The town centre has commenced a strategy of connecting public domain and retail experiences from Miller Street (Castlereagh Highway) through to the river. Building upon the success of this strategy there is an opportunity to bring locals and visitors closer to the river through a continuation of the windmill walk, including links across to the eastern bank of the river which is currently disconnected from the town centre. A similar strategy of consolidation of activation in and around the cultural precinct could enable a broader 'connected loop' from north to south following both sides on the riverbank.

Focus Area 1 – Town Centre Precinct

- **Objective:** Strengthen the synergy between the main street businesses and the riverfront, enhancing public engagement.
- **Approach:** Capitalising on the dual frontages of businesses towards the river, the strategy involves integrating key community assets - the new Gil Library & Community Hub, its adjoining plaza, and the Windmill Walk - to improve river accessibility and engagement.

The revitalisation of Gilgandra's main street has been underway for the last 3 years, and a key initiative has been focusing on encouraging businesses to capitalise on their unique dual frontages. This strategic approach involves opening up towards the river, creating fresh opportunities for public engagement and activity. The recent opening of the Gil Library & Community Hub, along with its adjacent public plaza, significantly reinforces the connection between the main street and the river. The Real Country project is set to build upon this burgeoning relationship, aiming to integrate complementary infrastructure that links key community assets the library, plaza, and Windmill Walk. This initiative is designed to enhance accessibility and interaction with the river, weaving together the town's natural beauty with its thriving community life.

Key Improvements:

- **Business Frontage Enhancement:** Encouraging businesses to utilise river-facing aspects.
- **Infrastructure Integration:** Linking the library, plaza, and Windmill Walk for cohesive public space.

Focus Area 2 – Cultural & Heritage Precinct

- **Objective:** Showcase Gilgandra's rich cultural and historical narrative.
- **Approach:** Utilising the Coo-ee Heritage Centre and Gilgandra Museum as focal points, the project aims to create a high-quality cultural precinct that highlights the region's heritage.

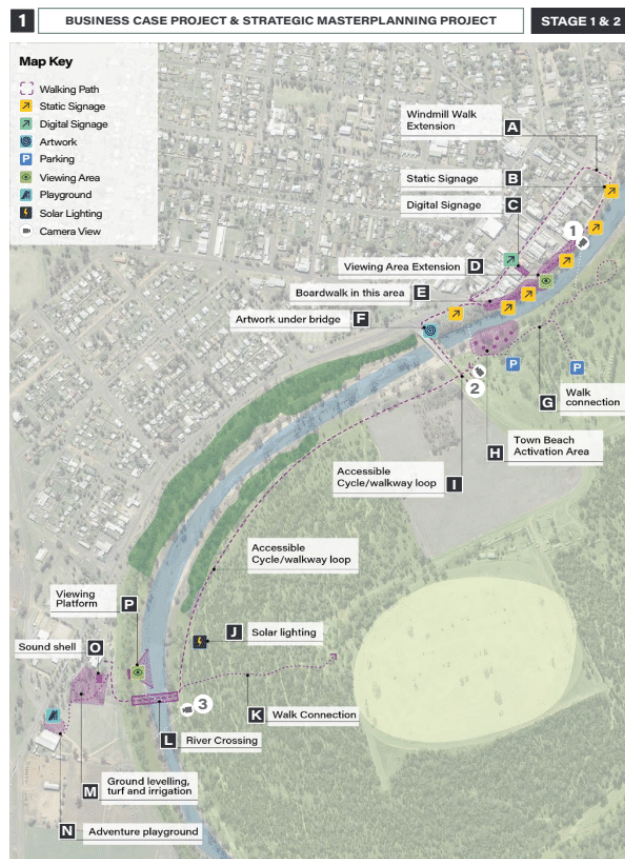
The recently refurbished and expanded Coo-ee Heritage Centre provides an in-the-round visitor destination within this precinct that offers a diversity of amenities and opportunities for obtaining knowledge of the region's natural features, cultural richness, and heritage fabric. This tapestry Gilgandra's legacy is further showcased in the adjacent Gilgandra Museum, with its grand collection of historical agricultural machinery and farming practices through the years. This precinct is also home to several popular local events and offers a relaxed high-amenity setting overlooking the Castlereagh River.

Key Improvements:

- **Cultural Centre and Open Space:** Enhancing the Coo-ee Heritage Centre's role as an immersive visitor destination, with upgrades to the music rotunda, gardens, playground and connected pathways.
- **Museum Integration:** Linking the museum's historical agricultural collection to the broader cultural narrative.

Business Case Project: Stage 1

- **Objective:** Enhance recreational offerings and engagement with the Castlereagh River.





Art Impression: Gilgandra View 1 - New viewing platform opposite the G11 Hub overlooking river towards the Jack Renshaw Bridge

Prepared by Jasmax and PPA&P for the Real Country Project

1 BUSINESS CASE PROJECT STAGE 1



Art Impression: Gilgandra View 2 - New town beach below the existing Jack Renshaw Bridge

Prepared by Jasmax and PPA&P for the Real Country Project

1 BUSINESS CASE PROJECT STAGE 1



Art Impression: Gilgandra View 3 - View of new Castleleigh River crossing looking towards the Coo-ee Heritage Centre

Prepared by Jasmax and PPA&P for the Real Country Project

- **Approach:** Implementing a new pathway along the eastern riverbank, connecting existing trails and creating a comprehensive loop. Additionally, developing recreational areas such as a beach and a timber boardwalk

The Real Country project has identified a range of priority infrastructure elements to strengthen the activation and recreation offerings in Gilgandra to further encourage and support visitation and dwell time. The focus of these works is enabling greater engagement with the river – in particular enabling accessibility to the water’s edge. The project proposes a new section of pathway along the eastern bank of the river connecting to the existing Windmill Walk via the Jack Renshaw Bridge and a new level ford crossing to connect back to the Coo-ee Heritage Centre. This new pathway will close the loop on a 3km accessible walking and cycling trail with integrated lighting and interpretative wayfinding signage. Two other key activation nodes to be developed in the scope of this project are: a new designated beach area adjacent the existing caravan park on the eastern side of river to enable water recreation, and a new timber boardwalk and viewing platform overlooking the river on the western bank connecting back to the town centre and terminating to align with the new public plaza of the library, so as to draw people across the street to the water’s edge and allow them to engage with the natural ecology of the Castlereagh River.

Key Improvements:

- **Pathway Expansion:** Completing a 3km accessible walking and cycling trail.
- **Recreational and Activation Nodes:** Establishing a beach area and a viewing platform to facilitate river interaction.

3.4.2.3 Warrumbungle

Coonabarabran sits as the primary gateway to the Warrumbungle National Park, famous for its unique rugged landscape and expansive dark skies. This adventurer’s playground caters to visitors from the region, as well as domestic and international travellers who come specifically to immerse themselves in the natural wonders of this special place. The town centre of Coonabarabran sits to the south of the Castlereagh River, with the Oxley Highway forming its main street. This presents a challenge, as the town’s spine is a high traffic corridor for vehicles moving through the region. At the southern end of the main street sits the existing visitor centre and aquatic centre, while the northern edge of town is framed by the river and parklands to both sides of the bank (including a sports precinct to the northern side).

Business Case Project:

Focus Area 1 & 2 – The Adventure Precinct

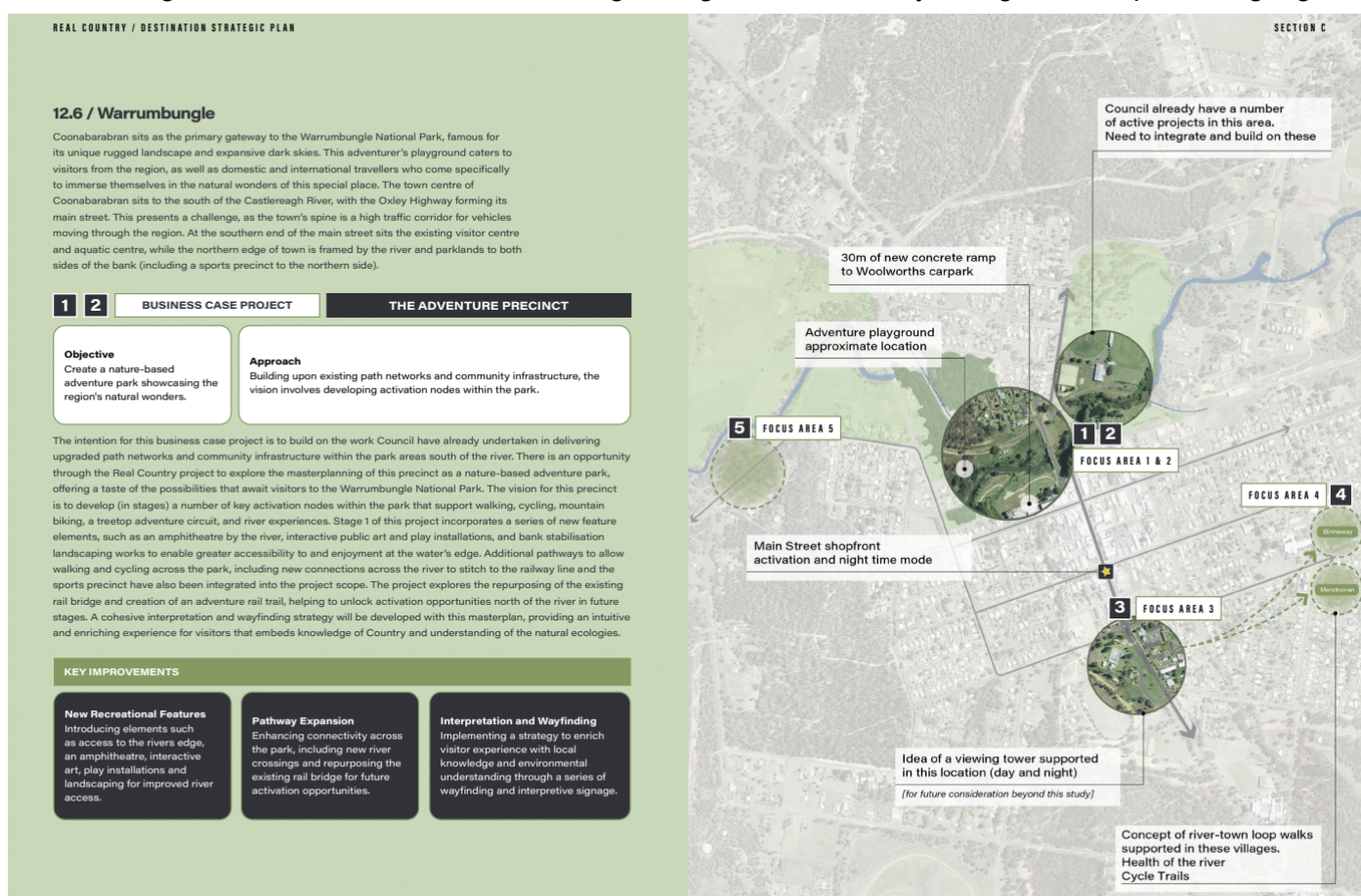
Objective: Create a nature-based adventure park showcasing the region's natural wonders.

Approach: Building upon existing path networks and community infrastructure, the vision involves developing activation nodes within the park.

The intention for this business case project is to build on the work Council have already undertaken in delivering upgraded path networks and community infrastructure within the park areas south of the river. There is an opportunity through the Real Country project to explore the masterplanning of this precinct as a nature-based adventure park, offering a taste of the possibilities that await visitors to the Warrumbungle National Park. The vision for this precinct is to develop (in stages) a number of key activation nodes within the park that support walking, cycling, mountain biking, a treetop adventure circuit, and river experiences. Stage 1 of this project incorporates a series of new feature elements, such as an informal amphitheatre by the river, interactive public art and play installations, and bank stabilisation landscaping works to enable greater accessibility to and enjoyment at the water's edge. Additional pathways to allow walking and cycling across the park, including new connections across the river to stitch to the railway line and the sports precinct have also been integrated into the project scope. The project explores the repurposing of the existing rail bridge and creation of an adventure rail trail, helping to unlock activation opportunities north of the river in future stages. A cohesive interpretation and wayfinding strategy will be developed with this masterplan, providing an intuitive and enriching experience for visitors that embeds knowledge of Country and understanding of the natural ecologies.

Key Improvements:

- **New Recreational Features:** Introducing elements such as access to the rivers edge, an amphitheatre, interactive art, play installations and landscaping for improved river access.
- **Pathway Expansion:** Enhancing connectivity across the park, including new river crossings and repurposing the existing rail bridge for future activation opportunities.
- **Interpretation and Wayfinding:** Implementing a strategy to enrich visitor experience with local knowledge and environmental understanding through a series of wayfinding and interpretive signage.





A Outdoor Amphitheatre
A dedicated space for performances and community gatherings.

B Night time Experience
Initiatives to leverage the unique dark sky fortnight time activities and celebrations.

C River Access Solutions
Infrastructure to improve public accessibility to the river.

D Connecting Pathways to Visitor Information Centre
Walkways and signs that link the Visitor Information Centre to the Main Park seamlessly.

E Wayfinding Elements
Comprehensive signage to guide residents and visitors.

F Neilson Park Connectivity
Introduction of a new crossing to enhance accessibility within the park.

G Additional Pathways and Signage Across Neilson Park
Expansion of pathways and informational signage on the opposite side of the river.

H Gateway to Warrumbungles Art/Wayfinding
Creative installations that are both artistic and functional for public use.

I Rail Trail & Sports Precinct Bridge Connection
Detailing the specific location and extent of this rail trail to connect to existing sports facilities.
- 1.2km Mesh Walkway
- 10m Concrete connection
- 60m bridge
- 320m Mesh walkway

J Acoustic Infrastructure
Installation of noise-reduction measures near the main bridge or proposed amphitheatre.

K Adventure playground approximate location

L 30m of new concrete ramp to Woolworths carpark

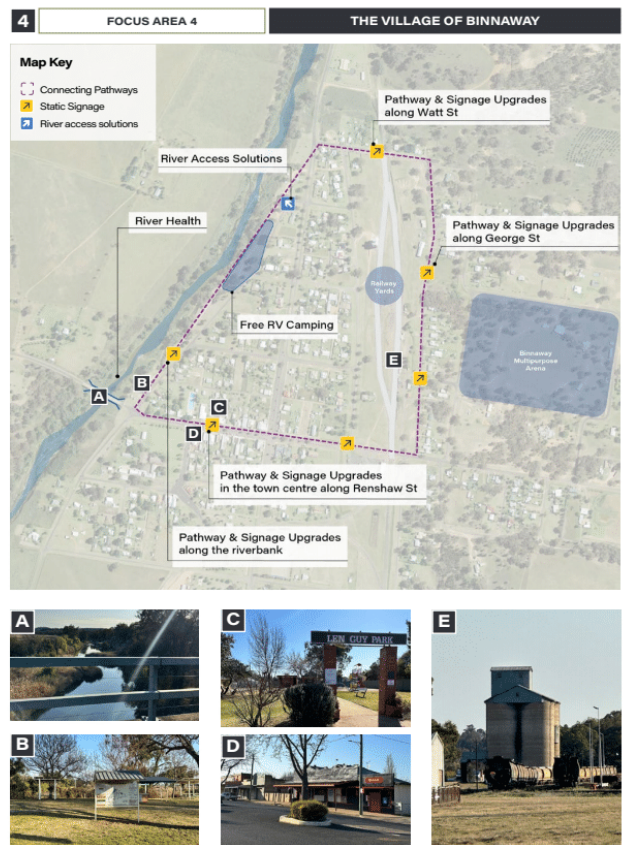


Art Impression: Coonabarabran View 2 - New river's edge activation adjacent to the Mary Jane Cain Bridge with new acoustic treatments

Prepared by Jassax and PPRP for the Real Country Project

Focus Area – The Villages of Binnaway and Mendooran

- **Objective:** Enhance tourism infrastructure in Binnaway and Mendooran, aligning with regional development goals.



- **Approach:** *Delivering a strategic response focusing on connecting Binnaway and Mendooran villages to the Castlereagh River and enhancing recreational access and opportunities.*

This project seeks to develop a strategic masterplan for delivering additional tourism infrastructure to the villages of Binnaway and Mendooran. These initiatives would align with the objectives of the Real Country project, focusing on connecting to the Castlereagh River and providing opportunities for residents and visitors to engage with and obtain a greater appreciation for the unique natural assets of the region. The works would seek to deliver on ideas for upgraded walking and cycling pathways, interpretations and wayfinding, and opportunities for on water recreation.

Key Improvements:

- **Infrastructure Development:** Upgrading walking and cycling paths along the rivers edge, wayfinding signage, adding interpretative elements, and creating opportunities for water-based access and recreation.

3.4.3 PROPOSAL EXCLUSIONS

The scope of each project is fully detailed in the Cost Plan. Within the QS scope there are exclusions around costing which should be read in conjunction with that report. In brief they include;

- Road work & Traffic Signals
- Remediation
- Service diversions
- DA conditions
- Infrastructure Upgrade
- Legal Fees
- Loose furniture or Speciality
- Equipment
- Contamination
- Escalation beyond October 2023
- Solar PV System

Further to these the following exclusions are important as they reflect the preliminary nature of the project at this stage. Some of these exclusions could include:

1. **Final Surveys Pending:** Some Design documents are based on preliminary surveys or other less-accurate plans and measurements. Final designs are subject to detailed site surveys. This means that the current designs could change based on more precise topographical, geological, or environmental data.
2. **Regulatory Approvals:** At the design phase, necessary regulatory approvals, such as environmental impact assessments, heritage site permissions and zoning approvals, may apply. The designs might be subject to change based on these approvals.
3. **Final Budget/funding Constraints:** The current designs are conceptual and subject to budget/funding constraints.
4. **Council approval:** Designs might change based on feedback from the Council stakeholders.
5. **Technical Feasibility:** Some design aspects will require a technical review. This includes the feasibility of certain architectural features, materials, or construction methods.

6. **Market Dynamics:** Depending upon the timing of the commencement of the project(s) The designs/strategy might be subject to adjustments based on evolving market dynamics, tourist trends, and economic factors that could influence the viability and focus of the project.
7. **Infrastructure Integration:** If the project depends on other infrastructure developments (like roads, utilities, etc.), the design might change based on the progress and specifics of these related projects.
8. **Risk Assessment:** Risks associated with construction, funding, and operation might lead to design alterations. This includes considerations for environmental risks, economic volatility, and project delays.
9. **Technology and Innovation:** Also depending on timing, as the project progresses, new technologies or innovative methods might emerge, influencing the final design.

These issues assist in risk management and ensures that stakeholders are aware of the potential changes that could occur as the project progresses.

3.4.4 RELATED PROJECTS

The Real Country projects are designed and planned to be stand alone for funding and implementation and are not reliant on any other projects for commencement or completion.

There are however other projects within the region which compliment the Real Country Strategy

Artesian Bathing Precinct - Coonamble

Identified in the Strategy as Focus Area 4 - This precinct is within the Real Country project program. However, it is highlighted here as a relevant strategic project for Coonamble's local economy and tourism offering for the wider region.

The "Town Beach" Precinct - Coonamble

Part of the Strategy in Focus Area 2 – The strategy proposes creating physical and cultural links across the river, into the town centre and integrating heritage and natural beauty into the visitor experience.

This project centres around several infrastructure project opportunities Council is already actively pursuing, including catalyst projects to revitalise the main street and upgrades to public recreation facilities in MacDonald Park and the aquatic centre.

The Real Country project management team and individual Council Delivery teams of these and other related projects recognise the further economies of scale which can be enjoyed by procurement of the various components and services of all of the projects, pending approval and other timing issues.

3.5. PROJECTED COSTS

3.5.1. PROJECTED CAPITAL COSTS

Following is the projected capital cost plans of the proposal broken into each Council's Stage One project(s). In the event there is more than one project per Council area (i.e. Gilgandra has two - Cultural Heritage Precinct and CBD Town Centre Precinct) all projects are combined in one table per LGA.

The comprehensive cost plan for the Business Case has been developed by the registered Quantity Surveying firm T-Cubed. This plan has been tailored to provide insights into the financial dimensions of the project from various perspectives.

In order to ensure a thorough financial evaluation, costs have been reported in two formats: escalated costs, which are crucial for assessing funding requirements and overall project affordability, and unescalated costs, which serve as the basis for a rigorous cost-benefit analysis. This dual approach facilitates a more nuanced understanding of the project's financial implications.

As can be seen in detail in the cost plan - cost estimates include:

- Preliminaries at 15% of Net Construction Cost
- Margin at 5% of Net Construction Cost & Preliminaries
- Professional fees at 10% of Gross Construction Cost
- Authority fees at 2% of Gross Construction Cost, and Professional fees
- Contingency at 20% of Gross Construction Cost

In this Section 3.5 capital costs are reported with an escalation factor to inform funding and affordability assessment. In Section 3.6 costs are not reported on an escalated basis to inform the cost benefit assessment.

The assumed inflation rate is 3.5% based on forecasts provide by the Quantity Surveyor. Costs below are separately shown with the annual escalation amount.

All cost estimates are exclusive of GST and the cost plan is annexed at Appendix B.

The costs should be considered as indicative and are based on current concept designs. We recommend that more detailed costings be prepared from further developed design documents to verify the cost allowances made. The total, that does not include escalated cost of the projects is \$15.82 million.

The individual Council proposals are shown in the tables below. As it is not yet known when projects will commence, no year has been nominated for commencement/completion. The assumption is the project is funded but subject to any planning approval.

Table 3.5.1: Coonamble Business Case Projected capital costs (\$000s)

Year	1	2	3	4
ESTIMATED NET CONSTRUCTION COST	753	2,258	0	0
PRELIMINARIES	339	113	0	0
MARGIN	130	43	0	0
ESTIMATED GROSS CONSTRUCTION COST	1,221	2,414	0	0
PROFESSIONAL FEES	273	91	0	0
AUTHORITY FEES	60	20	0	0
CONTINGENCY	200	600	0	0
TOTAL INDICATIVE DEVELOPMENT COST	1,754	3,125	0	0
Escalation	61	109	0	0
Nominal Cost	1,815	3,234	0	0

NOTE: Stage 1 Commence Year 1 with 25% of construction and completes 2025/26 with 75%. Additional costs (preliminaries, professional fees etc) are cash flowed 75% in the first year of the stage and 25% second year.

Table 3.5.2: Gilgandra Business Case Projected capital costs (\$000s)

Year	1	2	3	4
ESTIMATED NET CONSTRUCTION COST	774	774	1,548	0
PRELIMINARIES	116	116	232	0
MARGIN	45	45	89	0
ESTIMATED GROSS CONSTRUCTION COST	935	935	1,869	0
PROFESSIONAL FEES	93	93	187	0
AUTHORITY FEES	21	21	41	0
CONTINGENCY	206	206	411	0
TOTAL INDICATIVE DEVELOPMENT COST	1,254	1,254	2,508	0
Escalation	44	44	88	0
Nominal Cost	1,298	1,298	2,596	0

NOTE: Stage 1 Commence Year 1 with 25% of construction and completes 2025/26 with 75%. Additional costs (preliminaries, professional fees etc) are cash flowed 75% in the first year of the stage and 25% second year.

Table 3.5.3: Warrumbungle Business Case Projects (\$000s) T

Year	1	2	3	4
ESTIMATED NET CONSTRUCTION COST	760	2,279	0	0
PRELIMINARIES	342	114	0	0
MARGIN	131	44	0	0
ESTIMATED GROSS CONSTRUCTION COST	1,232	2,436	0	0
PROFESSIONAL FEES	275	92	0	0
AUTHORITY FEES	61	20	0	0
CONTINGENCY	605	202	0	0
TOTAL INDICATIVE DEVELOPMENT COST	2,173	2,750	0	0
Escalation	76	96	0	0
Nominal Cost	2,249	2,846	0	0

NOTE: Stage 1 Commence Year 1 with 25% of construction and completes 2025/26 with 75%. Additional costs (preliminaries, professional fees etc) are cash flowed 75% in the first year of the stage and 25% second year

3.5.2. PROJECTED ONGOING COSTS

Following is an outline the ongoing costs that are forecast to arise with the proposal projects. These costs include operating, maintenance, repair, renewal and replacement costs. These costs are *estimates* for 10 years from completion of construction of the project. The following explanations and assumptions have been utilised to determine the table below

Table 3.5.4 Coonamble Projected ongoing costs (\$000s)

COONAMBLE COUNCIL							
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year
1	\$993,164		\$0	\$0	Incl. in maintenance	\$0	\$993,164
2	\$1,299,373		\$0	\$0		\$0	\$1,299,373
3	\$2,750,233		\$0	\$0		\$0	\$2,750,233
4			\$80,900	\$108,226		\$0	\$189,126
5			\$83,000	\$110,558		\$0	\$193,558
6			\$85,000	\$113,314		\$0	\$198,314
7			\$87,100	\$116,176		\$0	\$203,276
8			\$89,400	\$119,144		\$0	\$208,544
9			\$91,500	\$121,900		\$16,700	\$230,100
10			\$93,900	\$124,762		\$148,800	\$367,462

Table 3.5.5 Gilgandra Projected ongoing costs (\$000s)

GILGANDRA COUNCIL							
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year
1	\$942,557		\$0	\$0	Incl. in maintenance	\$0	\$942,557
2	\$1,377,330		\$0	\$0		\$0	\$1,377,330
3	\$3,351,491		\$0	\$0		\$0	\$3,351,491
4			\$65,000	\$158,894		\$0	\$223,894
5			\$66,800	\$162,710		\$0	\$229,510
6			\$68,300	\$166,738		\$0	\$235,038
7			\$70,000	\$170,766		\$0	\$240,766
8			\$71,900	\$174,900		\$0	\$246,800
9			\$73,500	\$179,246		\$1,100	\$253,846
10			\$75,600	\$183,592		\$91,600	\$350,792

Table 3.5.6 Warrumbungle Projected ongoing costs (\$000s)

WARRUMBUNGLE COUNCIL							
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year
1	\$995,707		\$0	\$0	Incl. in maintenance	\$0	\$995,707
2	\$1,311,572		\$0	\$0		\$0	\$1,311,572
3	\$2,802,900		\$0	\$0		\$0	\$2,802,900
4			\$64,800	\$105,576		\$0	\$170,376
5			\$66,500	\$108,438		\$0	\$174,938
6			\$68,000	\$111,088		\$0	\$179,088
7			\$69,700	\$113,844		\$0	\$183,544
8			\$71,600	\$116,706		\$0	\$188,306
9			\$73,200	\$119,462		\$61,200	\$253,862
10			\$75,200	\$122,536		\$125,500	\$323,236

3.6. COST-BENEFIT ANALYSIS

With a total capital cost of \$15.82 million, the project offers numerous benefits to the communities of each Council as well as the Real Country region in which it is located, both intangible and tangible.

The benefits of the project as a whole, comprised of its various components, beneficiaries, and timelines, are shown in the tables below. They also include supporting data for the assumptions used to demonstrate the positive cost-benefit ratios.

Benefits of the Project	Beneficiaries of the Project	Estimated Timeframe for Receipt	Sources/Explanation
Enhancement of Visitor Experience	Local communities, tourists, Coonamble, Gilgandra, Warrumbungle Shire Councils	Upon project completion	Leveraging natural beauty and cultural heritage
Strategic Infrastructure Projects	Local communities, respective local councils	Upon project completion	Reflecting community aspirations, enhancing amenities
Economic Diversification Beyond Agriculture	Local businesses, regional economy	Upon project completion	Addressing economic challenges and promoting tourism
Improved Environmental Management	Environmental agencies, local communities	Upon project completion	Focus on river health and ecological balance
Cultural Engagement and Preservation	First Nations communities, cultural groups, historians	Upon project completion	Celebrating regional history and indigenous culture
Growth in Tourism and Accommodation Industries	Tourism operators, hospitality sector, retail businesses	Upon project completion	Increased visitation and spending, sustainable tourism development
Economic and Social Recovery Post-Disasters	Local businesses, community groups	Upon project completion	Recovery strategy post COVID-19 and natural disasters
Workforce Development in Tourism	Residents, potential employees in tourism, regional workforce	Upon project completion	Employment opportunities, regional living support
Increased Regional Profile as Holiday Destination	Regional NSW, local tourism businesses	Upon project completion	Connection with wider regional tourism initiatives
Infrastructure Improvements	Local residents, visitors, environmental groups	Upon project completion	Enhancing assets like the Castlereagh River, focusing on sustainability
Alignment with Real Country Destination Strategy Goals	Entire Real Country region	Upon project completion	Enhancing tourism, preserving culture, fostering development
Local Facility Enhancement	Visitors, local communities	Upon project completion	Quality improvements in local river experiences and amenities
Community Engagement in Projects	Local residents, community groups	Upon project completion	Reflecting local desires and aspirations in projects
Innovative and Sustainable Solutions	The broader region, future projects	Upon project completion	Supporting long-term, resilient regional development
Masterplan for Future Development	Future residents, businesses, tourists	Upon project completion	Foundation for sustainable and inclusive growth

Increased visitation

Many of the advantages are contingent on a greater number of visits. Visitation increases have a multiplier effect on all sectors of the economy.

In terms of regional economic development, the term "multiplier effect" for the purposes of this Business Case describes the process by which a one-time expenditure (such an investment in tourism infrastructure) triggers an upward cycle that generates more spending overtime within the local economy. In essence, it counts the number of times a dollar is spent locally before it is lost.

Within the project process Gap Analysis identified within the Real Country Issues Paper (pp. 40) and other previously cited statistics from REMPLAN and Tourism Research Australia are the foundations for the predicted increase in visitors generated by the Real Country Projects, as indicated in Table 3.5.7 below.

Table 3.5.7 Visitation Increases

Project Location	Additional Visitors p.a	Additional nights p.a.
Coonamble	5,110	748
Gilgandra	12,045	1,588
Warrumbungle	7,450	933
Total	24,605	3,269

The forecasts have been divided into three categories: domestic, overnight, and international.

The following total estimated expenditure is applicable when using the REMPLAN Tourism Analysis Model and the TRA 2022 Tourism Profile. Refer to Appendix A for the Orana RDA Tourism Impact Summary Report.

In the final analysis, the effect of drawing 15,846 more tourists to the area results in \$2,711,528 in total spending each year. The total output is predicted to increase by \$4.465 million in this scenario. 20 new jobs are expected to be added in response to this, along with \$1.117 million in pay and salaries and \$2.238 million in value-added.

The impact summary of drawing the anticipated visitor numbers is provided below.

Table 3.5.8 Impact Summary of Visitation

Impact Summary	Direct Effect	Supply-Chain Flow On Effect	Consumption Flow On Effect	Total	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$4.052	\$1.435	\$1.186	\$6.673	1.354	1.647
Long Term Employment (Jobs)	23	4	4	31	1.174	1.348
Wages and Salaries (\$M)	\$1.126	\$0.288	\$0.255	\$1.669	1.255	1.482
Value-Added (\$M)	\$2.074	\$0.589	\$0.681	\$3.344	1.284	1.612

Source: REMPLAN Economy

Utilising REMPLAN software, the project's impacts in the Orana region were evaluated. The \$15.82 million expenditure incurred when constructing the Stage 1 works was evaluated. The outcomes are shown below.

Table 3.5.9 Summary of Visitation Outcomes

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$15.82	\$8.93	\$3.59	\$28.35	1.558	1.792
Employment (Jobs)	\$25.00	\$23.00	\$12.00	\$60.00	1.765	2.176
Wages and Salaries (\$M)	\$2.41	\$1.88	\$0.77	\$5.06	1.721	2.032
Value-added (\$M)	\$4.75	\$3.30	\$2.06	\$10.11	1.667	2.101

Source: REMPLAN Economy

NPV of Cashflow and Benefit Cost Ratio

The project's associated capital and recurring costs, together with the project's tangible and intangible advantages, are summarised in the table below. The full worksheet is found as Appendix D.

Table 3.5.10 Summary of Cashflow Benefit Cost Ratio

A. Cost: Cash outflow: \$ A1 Capital Cost	Total
Coonamble	5,042,770
Gilgandra	5,671,378
Warrumbungle	5,110,179
A2. Operating Costs	
Coonamble	
Operating	610,800
Maintenance	814,080
Renewal and Replacement	165,500
Gilgandra	
Operating	491,100
Maintenance	1,196,846
Renewal and Replacement	92,700
Warrumbungle	
Operating	489,000
Maintenance	797,650
Renewal and Replacement	186,700
A. Total Cash Outflow	20,668,703
A.3 NPV of NCF @5%	\$17,503,638
B. Benefit: Cash inflow: (\$)	
Direct Benefit	
Indirect Benefit	
Increased value added to the regional economy construction phase (REMPAN) Type 1 multiplier - value-add	10,110,000
Tourism expenditure - overnight stays impact to region (REMPAN) Type 1 multiplier value-add	23,408,000
D. NPV of NCF @ 5%	\$8,214,281.96
E. BCR	0.47

Summary of the results

Net Present Value (NPV)

The project's financial sustainability is demonstrated by the positive net present value (NPV) of \$8.2 million, which is contrasted with the project cost of \$15.82 million (before long-term repairs and maintenance). This is particularly important considering the project's ambitious scope and distant location.

Our calculations reflect the present value of future cash flows in accordance with regional economic evaluation guidelines, using a 5% discount rate as advised by NSW Treasury.

Notably, the research provides a cautious but realistic financial outlook by maintaining current cost and benefit valuations without escalation.

Analysis of benefit-cost ratios (BCRs)

Even with a BCR of 0.47, the project's overall feasibility warrants more investigation. A BCR of less than one usually points to possible issues, but the context of this project provides a different picture.

A positive net present value (NPV) is a result of the significant early investments, which are included in the BCR and are essential for building the infrastructure that supports long-term benefits.

The BCR is significantly impacted by the implementation of the 5% discount rate that NSW Treasury recommends, especially in light of the project's high upfront expenditures.

QBL and Indirect Benefits

When seen through the lens of the Quadruple Bottom Line (QBL), the indirect benefits of the Real Country initiative significantly support the project's viability, offsetting the lower BCR.

- **Economic:** The initiative has the potential to boost business expansion, create jobs, and reinvigorate local economies in addition to providing immediate rewards. This includes possible rises in the area's service, hotel, and retail sectors, helped by an increase in tourists.
- **Social:** The projects aim to foster community cohesion and enhance local amenities, improving overall quality of life. This includes the development of recreational spaces and cultural hubs, which can become focal points for community events and social interactions.
- **Environmental:** The project is based on a commitment to sustainable practices, highlighting the protection of the environment and ecological balance. This includes initiatives such as the establishment of green infrastructure, the promotion of ecotourism, and habitat conservation.
- **Cultural:** The preservation and celebration of the region's cultural heritage is integral, with projects focused on showcasing local history, indigenous stories, and traditional practices. This could manifest in interactive cultural trails, heritage site restorations, and educational programs that deepen the understanding of the region's rich cultural tapestry.

In summary, the project goes beyond conventional financial measures when taking into account the significant positive NPV and the wide range of indirect benefits. The Real Country Tourism Experience, in spite of its BCR of 0.47, makes a strong case for investment by complementing broad economic, social, environmental, and cultural goals. This validates the project's overall feasibility and funding eligibility.

3.7. FINANCIAL APPRAISAL

The comprehensive 10 year cashflow of the proposal is found in Section A annexed at Appendix E. The budget impact of the proposal is spread as evenly over all Councils as design, scope and scale allowed.

The total annual liability ranges from \$583,000 to \$1,041,490 from years 4-10.

There is no revenue line currently shown in the financial appraisal or cost benefit analysis calculations.

The Real Country Project's other important documents have listed other initiatives that enhance the projects' place-making focus.

The following discusses possible sources of income that might be administered by councils or by private companies that could charge for the ability to operate, rent, or obtain a licence.

The Real Country Tourism Experience offers substantial potential for producing operational surplus revenue in the future, even if it does not currently have a measurable revenue stream in the financial analysis. The project has a significant potential for a variety of revenue streams, especially considering its early design stage and advantageous location close to the Castlereagh River. These opportunities can be defined and investigated in the following ways, in accordance with the nature and scope of the project:

Water-Based Activities

- **Canoe and Waterway Rental:** Making use of the Castlereagh River's close proximity, hiring out canoes, kayaks, and paddleboards has the potential to be a reliable source of income. This activity emphasises environmentally sustainable river exploration in addition to tourism.
- **Boat Accommodation:** Introducing distinctive boat stays or floating lodgings can draw travellers looking for innovative accommodation choices. Houseboats and particularly made floating cabins are examples of this.
- **Usage Fees for Water Activations:** Implementing a nominal fee for accessing designated areas or one-off activation events that allow for swimming, fishing, or boating activities can generate revenue while helping maintain and conserve these natural resources.

Retail and Culinary Experiences

- **Kiosk Rental:** Establishing kiosks along popular spots, such as near the Warrena Weir Recreation Precinct or the Town Beach Precinct, provides opportunities for local entrepreneurs to offer food, drinks, or souvenirs, thereby generating rental income.
- **Local Produce and Makers Markets:** Organising frequent markets that feature locally grown produce and handcrafted goods as the capacity to benefit the local economy and attracts both tourists and locals.

Accommodation and Eco-Tourism

- **Eco-Stay Cabins:** Developing eco-friendly cabins, especially in areas like the proposed Warrena Weir Recreation Precinct, can draw eco-conscious travellers. These stays can be marketed as tranquil retreats, offering immersive nature experiences.
- **Camping and RV Sites:** Utilising areas designated for RVs and camping, especially in scenic spots along the river, can attract both local and travelling campers, generating fees for site usage.

Cultural and Educational Experiences

- **Cultural Tours and Workshops:** Leveraging the region's rich cultural heritage, guided tours and workshops that highlight indigenous stories, local history, and traditional practices can be both educational and a source of revenue.
- **Event Spaces for Rent:** Utilising areas like the amphitheatre or community hubs for private events, workshops, or cultural performances can create another stream of income.

Adventure and Recreation

- **Adventure Trails and Equipment Rental:** Offering mountain biking, hiking, or treetop adventure circuits, along with equipment rental services, caters to adventure enthusiasts.
- **Nature-Based Learning Programs:** Conducting structured nature-based learning and exploration programs can appeal to schools, families, and nature enthusiasts.

Strategic Partnerships and Sponsorships

- **Collaborations with Local Businesses:** Partnering with local businesses for services like tour operations, catering, or event management can help generate revenue while supporting the local economy.
- **Sponsorship Opportunities:** Offering sponsorship opportunities for businesses to support various aspects of the project, such as infrastructure development or event hosting can also contribute to revenue.

In conclusion, the Real Country Tourism Experience has a lot of potential to expand and thrive given its unique approach and prime location. These opportunities, when combined with the Council's initiatives, have the potential to significantly increase the project's long-term financial viability and appeal to investors and the community.

3.8. PROPOSED FUNDING ARRANGEMENTS

Please outline how the proposal’s capital costs are proposed to be funded.
 Provide a breakdown by financial year if these costs will span multiple financial years.
 Ensure that total funding covers total capital costs outlined in Section 3.5.1.

NOTE: Gilgandra has provided advice but still awaiting advice from other councils - this section requires completing once all information is supplied

Table 3.3: Proposed capital funding contributions (\$000s)

Stage	2022-23	2023-24	2024-25	2025-26	2026-27	Remain- ing Years	Total
Proposal capital costs							
Funding sources							
Sub-total							

3.9. FINANCIAL HEALTH & SUPPORT

Consultants should summarise the lead organisation’s:
 - Financial performance i.e. profitability
 - Financial position i.e. level of assets and liabilities
 - Cash flow position i.e. level of cash inflows and outflows

Please attach financial statements for the lead organisation’s past three financial years.
 Where non-government capital funding sources are identified, consultants are recommended to demonstrate how secure these funding sources are (e.g. letters of support, MoUs) or how they have been calculated. Where this information is commercial in confidence, it may be provided as an attachment to the business case.

Please attach financial statements for the lead organisation’s past three financial years. As well as Annual Reports from each Council??

This proposal does not include any funding sources other than in-kind from non-government parties.
 Please find attached in **APPENDIX *** the includes the three Councils financial statements from the previous three financial years.

4. IMPLEMENTATION CASE

4.1. PROGRAM & MILESTONES

As these projects are not yet the subject to a funding grant no start date has been considered. However in the process of design, costing and business case development the team has considered the development period for each project which is reported below. Start date is year 0, Finish is in 3 years.

Table 4.1: Key events

Event	Start	Finish
Warrena Weir Reserve Stage 1	0	3
Cultural Heritage Precinct Stage 1	0	3
CBD Town Centre Precinct	0	2
Coonabarabran River Precinct	0	3
Town Centre, Villages & Surrounds	0	2
Masterplan Consultancy River Precinct, Town Centre, Villages	0	1

4.2. GOVERNANCE

In the context of regional NSW local government joint venture projects such as Real Country, an effective governance structure is paramount. The proposed Real Country structure incorporates a holistic approach, encompassing shared responsibilities, collaborative decision-making, and rigorous compliance with regulatory frameworks. For the Real Country project, this entails a governance framework that not only facilitates efficient project management but also ensures that the diverse needs and visions of the Coonamble, Gilgandra, and Warrumbungle Shire Councils are harmoniously integrated.

It should be noted as no funding is currently in place for the Projects the actual management roles have not been nominated. What follows is a structure and commentary which can be implemented upon commencement of the next stage of funding.

Governance of the Real Country Project

Management of Projects by Councils

The management of the Real Country project, a collaboration among the three Councils, will be executed through a central Project Management Office (PMO). This approach ensures a cohesive and coordinated execution across various facets of the project. Below is an outline of how this PMO will function in key areas:

i. Review (Project Control Group - PCG)

A Project Control Group (PCG) will be established, comprising representatives from each Council. This group will be responsible for periodic review of project progress, addressing risks, and ensuring alignment with the strategic objectives. The PCG will play a crucial role in maintaining oversight and making pivotal decisions throughout the project lifecycle.

ii. Planning and Design

The PMO will coordinate planning and design efforts, ensuring a unified vision while respecting the unique characteristics and needs of each Council's jurisdiction. This process will involve regular consultations with local stakeholders and experts to maintain a balance between innovation and regional authenticity.

iii. Approvals (Regional Planning Panel?)

For approvals, the PMO will liaise with a Regional Planning Panel or equivalent authority. This ensures that all statutory and regulatory requirements are met, particularly those pertaining to environmental, cultural, and community impacts. The PMO will facilitate a streamlined process for securing necessary approvals from local to state levels.

iv. Procurement

Adhering to the Local Government Act, the procurement process will be transparent and competitive, with a focus on engaging local contractors. The PMO will oversee this process, ensuring compliance with local purchasing policies and striving for optimal value and quality in procurement decisions.

v. Construction

During the construction phase, the PMO will oversee and coordinate activities across all sites. This involves regular monitoring of progress, budget management, quality control, and safety compliance. The PMO will ensure that construction activities align with the overall timeline and project objectives.

vi. Commissioning

The PMO will manage the commissioning of the infrastructure, ensuring that all components are operational and meet the project specifications. This phase will also include training for local staff who will be involved in the operation and maintenance of the facilities.

vii. On-going Management – Measurement of Success

For ongoing management and success measurement, the PMO will establish key performance indicators (KPIs) aligned with the project's strategic objectives. These KPIs will focus on economic impact, job creation, visitor numbers, and community benefits. Regular reporting and evaluation will be conducted to assess performance against these KPIs.

Governance Structure for the Real Country Project

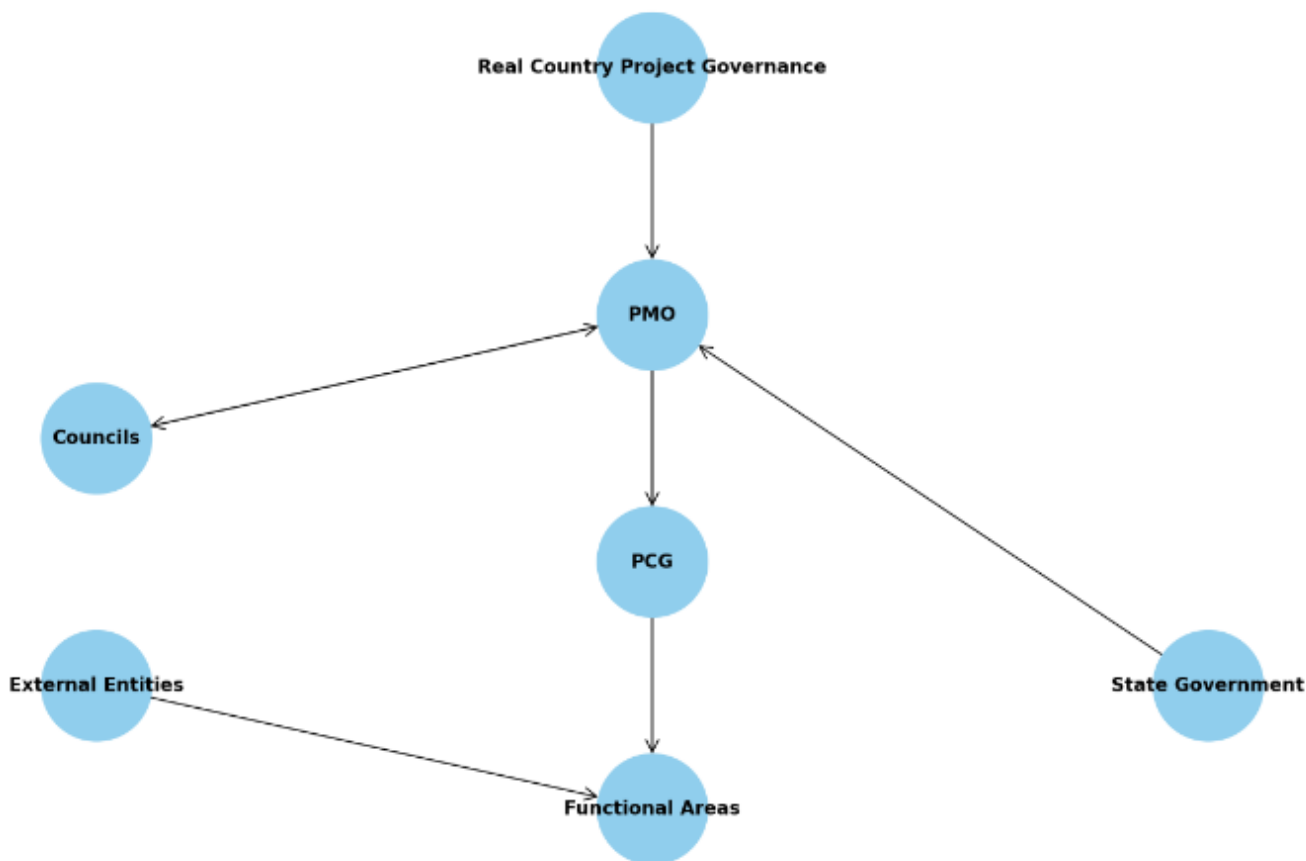


Figure 4.2.1 Proposed Governance Structure

While the condensed diagram offers a streamlined view of the governance structure, it's important to understand the activities and responsibilities associated with each node, especially the "Functional Areas" node which encapsulates several key aspects of the project. Here's a detailed explanation of the activities and roles for each node:

- **Real Country Project Governance:** This is the overarching body responsible for the strategic direction and high-level oversight of the project. It sets the vision, objectives, and ensures the project aligns with the broader goals of the involved Councils and stakeholders.
- **Project Management Office (PMO):** The PMO is the central coordination point for the project. It is responsible for the day-to-day management, ensuring that project timelines, budgets, and quality standards are met. The PMO also serves as the communication hub, disseminating information to and from various stakeholders.
- **Project Control Group (PCG):** Comprising representatives from each Council, the PCG plays a critical role in reviewing project progress, managing risks, and making key decisions. It ensures the project remains aligned with its strategic objectives and provides a platform for collaborative decision-making.

Functional Areas: This node represents several key operational areas of the project:

- **Planning and Design:** Involves detailed planning and architectural design, taking into account the unique characteristics of each Council's jurisdiction. This phase includes consultations with stakeholders and experts to ensure regional authenticity and innovation.
- **Approvals:** Manages the process of obtaining necessary statutory and regulatory approvals, working closely with relevant authorities to ensure compliance with environmental, cultural, and community standards.
- **Procurement:** Oversees the procurement process, ensuring transparency and adherence to the Local Government Act. It focuses on engaging local contractors and suppliers to promote local economic development.
- **Construction:** Coordinates the construction activities across different sites, focusing on budget management, quality control, safety compliance, and adherence to timelines.
- **Commissioning:** Manages the commissioning of the infrastructure, ensuring all components are operational as per the project specifications. Includes training of local staff for operation and maintenance.
- **Management & Measurement:** Establishes key performance indicators (KPIs) for ongoing management and success measurement. This includes tracking economic impact, job creation, visitor numbers, and community benefits, with regular reporting and evaluation.
- **Councils (Coonamble, Gilgandra, Warrumbungle):** These entities provide local insights and requirements, ensuring that the project serves the needs of each jurisdiction. They are involved in decision-making processes and contribute to the overall direction of the project.
- **External Entities:** This includes stakeholders such as local contractors, Destination NSW, and other organisations that might interact with specific aspects of the project, like Procurement or Planning.
- **State Government:** As a funding body and key stakeholder, the State Government plays a crucial role in providing oversight and resources for the project. Their involvement ensures that the project aligns with state-level objectives and regulations.

The governance structure for the Real Country project is designed to ensure effective collaboration among the Coonamble, Gilgandra, and Warrumbungle Shire Councils. With a central PMO guiding the project through its various phases, from planning and design to commissioning and ongoing management, this framework aims to deliver a successful and sustainable tourism infrastructure project that benefits the entire region.

4.3. KEY RISKS

In the contemporary landscape of regional NSW local government joint venture projects, a modern governance structure should ideally embody collaborative leadership, transparent decision-making processes, and robust accountability mechanisms. This governance model should enable effective stakeholder engagement, ensuring alignment of project objectives with community aspirations and legislative requirements. It should also foster agile management practices to navigate complex intergovernmental and multi-sector partnerships, while maintaining a strong focus on sustainable development and cultural sensitivity.

Table 4.3.1 Summary of Key Risks

Risk	Proposed mitigation	Risk rating after mitigation		
		Consequence	Likelihood	Rating
Scope Risk	Continual engagement with community and stakeholders.	Moderate	Likely	Low
Construction Risk	Implementing a Risk Management plan, ensuring contractor compliance.	High	Possible	Moderate
Financing and Procurement Risk	Seeking diverse funding sources, engaging consultants.	High	Likely	Moderate
Planning and Approvals Risk	Early engagement with regulatory bodies, proactive management.	High	Possible	Low
Legal Risk	Engaging legal expertise, robust contract management.	Moderate	Possible	Low
Property Acquisition and Utility Relocation Risk	Early stakeholder engagement, fair negotiation practices.	Moderate	Possible	Low
Change Management Risk	Effective communication strategies, phased implementation.	Moderate	Likely	Low
Sustainability Risk	Regular sustainability audits, compliance with regulations.	High	Possible	Low
Community Engagement Risk	Implementing transparent and inclusive engagement processes.	Moderate	Likely	Low
Cultural Heritage Risk	Engaging with local indigenous groups and cultural experts.	High	Possible	Low
Environmental Compliance Risk	Regular impact assessments, sustainable practices.	High	Likely	Moderate
Technology and Innovation Risk	Partnering with technology experts, staff training.	Moderate	Possible	Low
Economic Viability Risk	Conducting market analyses, engaging economic development experts.	High	Possible	Moderate
Stakeholder Alignment Risk	Clear communication channels, stakeholder management plan.	Moderate	Likely	Low
Regulatory and Compliance Risk	Updating on regulatory changes, compliance training program.	High	Likely	Moderate
Infrastructure Maintenance Risk	Developing maintenance plan, budget allocation for upkeep.	Moderate	Likely	Low

We have also explored recent developments and issues in the regions of Gilgandra, Coonamble, and Warrumbungle and discuss, in light of the risk analysis for the Real Country projects offers a more current and targeted assessment. Here are some recent issues that can be referenced in the context of the identified risks:

- **Scope Risk:** Recent initiatives like the construction of the Gilgandra Aero Park Residential Subdivision and the activation of new mobile base stations by Inland Rail in the Coonamble region highlight the dynamic nature of local developments. These initiatives indicate a rapidly evolving landscape that the Real Country project must adapt to, ensuring that the project scope remains relevant and responsive to these changes.
- **Construction Risk:** The development of new infrastructure such as EV chargers in regional NSW and the upgrading of water and sewerage operations in the Warrumbungle Shire demonstrate ongoing construction activities in these regions. These developments underscore the need for robust construction risk management, considering the simultaneous infrastructure projects underway.
- **Financing and Procurement Risk:** The funding received for the Warrumbungle water and sewerage operations upgrade, with contributions from both the NSW Government and the Warrumbungle Shire Council, reflects the critical role of securing and managing funds for large-scale projects. This underscores the importance of effective financial management for the Real Country project.
- **Change Management Risk:** The introduction of new technologies and infrastructures, such as the upgraded telemetry network in Warrumbungle and the new mobile base stations, suggests ongoing changes in the technological and infrastructural landscape. These developments highlight the need for effective change management strategies to adapt to new technologies and infrastructure improvements.
- **Sustainability Risk:** The emphasis on environmental sustainability is evident in regional initiatives like the NPWS's hazard reductions in the Pilliga West Conservation Area. This focus aligns with the Real Country project's emphasis on sustainable practices and underscores the importance of maintaining high environmental standards.
- **Environmental Compliance Risk:** The recurring issues of flooding leading to road closures in the region highlight the environmental challenges that the project may encounter. This underscores the need for robust environmental risk management strategies, particularly in planning and executing infrastructure projects.

By considering these recent regional developments and challenges, the risk analysis for the Real Country projects can be more accurately tailored to current conditions, ensuring a comprehensive and relevant risk mitigation strategy.

4.4. LEGISLATIVE, REGULATORY ISSUES & APPROVALS

To address the legislative, regulatory issues, and approvals required for the Real Country tourism infrastructure project in NSW, Australia, it's essential to consider various aspects:

Legislative and Regulatory Framework:

- **Local Government Act:** Compliance with this act is crucial for council operations, land use, and community services.
- **Environmental Planning and Assessment Act 1979:** This act governs the assessment and approval of development applications, including those related to environmental impact, zoning, and land use.
- **Heritage Act 1977:** Important for protecting and managing heritage sites, especially given the cultural significance of locations like the Warrumbungle National Park and Pilliga Forest.
- **National Parks and Wildlife Act 1974:** This act is relevant for any activities within or adjacent to national parks and protected areas, ensuring the protection of natural and cultural heritage.
- **Water Management Act 2000:** For projects involving river restoration, water extraction, or usage, compliance with water licensing and management principles is necessary.
- **Biodiversity Conservation Act 2016:** Ensuring that projects comply with biodiversity and conservation requirements, particularly in sensitive ecological areas.

Approval Processes:

- **Local Activity Approvals:** Required for street trading, use of public land, and activities under the Local Government Act.

- **Development Applications (DAs):** Necessary for construction and infrastructure projects. The assessment process involves consideration of environmental impact, community consultation, and alignment with local planning policies.
- **Heritage Approvals:** If any project intersects with heritage-listed sites or areas of cultural significance, approvals from the Heritage Council of NSW may be required.
- **Environmentally Significant Projects:** For projects with substantial environmental impact, a referral to the NSW Department of Planning, Industry and Environment or even the Commonwealth Department of Agriculture, Water and the Environment might be necessary.

Specific Approvals for Identified Projects:

- **Warrena Weir Recreation Precinct and River Projects:** Compliance with State Environment Planning Policy (SEPP) for river restoration and development activities, including water-based recreational infrastructure.
- **Public Art and Cultural Projects:** Engage with Aboriginal heritage authorities if projects are in areas of Indigenous cultural significance.
- **Infrastructure Developments:** For walking paths, cycling tracks, and RV camping sites, ensure alignment with local council development control plans and SEPPs.

Strategic Compliance:

- **Real Country Destination Strategy Goals Alignment:** Ensure that all projects are in sync with the strategic objectives of enhancing local tourism, preserving cultural heritage, and sustainable economic development.
- **Community Engagement and Cultural Preservation:** Projects should foster community involvement and respect cultural and historical assets, complying with relevant cultural heritage legislation.
- Sustainability and Environmental Preservation:
- **Eco-friendly Practices:** Adhere to principles of sustainable development, ensuring minimal environmental impact and promoting ecological balance.
- **Risk Management:** Identify and mitigate environmental risks, incorporating sustainable design principles in project execution.

Monitoring and Reporting:

Ongoing monitoring and compliance reporting with respective councils and state government bodies to ensure adherence to all legislative and regulatory requirements throughout the project lifecycle.

In summary, a comprehensive approach to managing legislative, regulatory issues, and approvals for the Real Country project requires meticulous planning, thorough understanding of the legal framework, and a continuation of the proactive engagement with all stakeholders, including local communities, councils, and state authorities which has been evident to date.

4.5. PROPOSED MANAGEMENT ACTIVITIES

4.5.1. RISK MANAGEMENT

The Real Country Tourism Experience project, encompassing Coonamble, Gilgandra, and Warrumbungle Shire Councils, requires an intricate and comprehensive risk management approach. This integrated plan combines the overarching strategic risk management activities outlined initially with the detailed operational measures provided by one of the council members.

Overarching Strategic Risk Management

Effective risk management is integral to the success of the Real Country Project, encompassing a wide range of initiatives focused on tourism development, environmental sustainability, and community engagement. The table below outlines the overarching strategic risk management strategies employed to identify, assess, and mitigate potential challenges across the project's various facets. From stakeholder engagement to environmental impact assessments and operational risk management, these strategies are

designed to ensure the project's resilience and alignment with best practices, safeguarding its long-term objectives and overall success.

Table 4.5.1 Strategic Risk Management

Area of Focus	Key Actions and Strategies
In-depth Stakeholder Engagement	Engaging local communities, businesses, environmental groups, and indigenous representatives throughout the project lifecycle.
	Addressing concerns and expectations to minimise resistance and enhance community buy-in.
Scheduled Project Reviews and Adjustments	Regular monitoring of progress, budgets, and timelines to identify and address risks early.
	Adjusting strategies and plans in response to identified risks or environmental changes.
Expert Consultations and Specialist Advisories	Collaborating with experts in tourism, environmental sustainability, cultural heritage, and infrastructure design.
	Ensuring that all projects align with best practices and minimise specific risks in these areas.
Environmental and Cultural Impact Assessments	Performing comprehensive Environmental Impact Assessments (EIAs) to understand and mitigate ecological risks.
	Conducting Cultural Heritage Surveys to respect and preserve the area's historical and cultural significance.
Infrastructure Resilience and Adaptability	Designing infrastructure to be durable and adaptable to environmental changes and future needs.
	Reducing long-term maintenance risks and ensuring sustainability.
Operational Risk Management Measures (GSC Approach)	Risk Register and Continuous Update: Maintaining a dynamic risk register, regularly updated with new assessments and controls. Ensuring all identified risks from the project are cataloged and managed systematically.
	Comprehensive Risk Assessment Using HAZPAK Matrix: Utilising the HAZPAK Risk Rating Matrix to categorise potential hazards and safety controls. Regularly reviewing and updating the Risk Assessment to reflect current data and environmental changes.
	Stage-specific Risk Assessments: Conducting separate risk assessments for each major stage of the project, ensuring detailed focus. Integrating these assessments into an overarching risk management plan.
	Implementation of Daily Control Measures: Enforcing daily control measures including Risk Assessment forms and Pre-start checks for plant operations. Adhering to safety processes like 'Dial before you Dig' and managing overhead powerlines.
	Addressing a Wide Range of Risks: Mitigation controls for diverse risks including contractor management, public access and safety, emergency response, plant and equipment safety, hazardous chemicals, noise, and excavation works. Ensuring all staff and contractors follow these protocols strictly.

Integration and Coordination:

Integrating these strategic and operational measures creates a robust framework for risk management in the Real Country Tourism Experience project. This comprehensive approach ensures that risks are not only identified and monitored at a macro level but are also managed meticulously at the operational level. The collaboration between strategic planning and day-to-day operational management enhances the project's resilience, facilitating successful implementation and long-term sustainability. This dual-level approach aligns closely with the project's objectives of enhancing local tourism, preserving cultural heritage, and

fostering sustainable economic development, thereby ensuring the holistic success of the Real Country Tourism Experience.

Asset Management and Operational Responsibility

Each Council involved in the Real Country project has developed a comprehensive Asset Management Strategy. This strategy serves as the cornerstone for decisions impacting different asset classes under their jurisdiction.

Key elements of these strategies include:

1. **Framework for Asset Decisions:** Providing guidelines for managing diverse assets related to tourism, cultural heritage, or environmental conservation.
2. **Alignment with Long-Term Planning:** Each Council's Asset Management Plan aligns with their respective Long-Term Financial Plan, ensuring a holistic approach to asset management and strategic planning.
3. **Responsibility and Oversight:** The Strategies clearly delineate roles and responsibilities within each Council for managing these assets, including dedicated personnel or departments.
4. **Specific Plans for Each Asset Class:** Tailored Asset Management Plans for each asset category, encompassing operational, maintenance, and renewal strategies.
5. **Public Accessibility and Engagement:** Ensuring assets remain beneficial and accessible to both locals and tourists, aligning with the overarching goals of the Real Country project.

Reference to Councils' Long-Term Financial Plans

For transparency and public engagement, each Council has provided detailed information about their Asset Management Strategy and Long-Term Financial Plan on their official websites:

- **Coonamble Shire Council:** The Long-Term Financial Plan can be accessed [here](#).
- **Gilgandra Shire Council:** The Long-Term Financial Plan is available [here](#).
- **Warrumbungle Shire Council:** The Long-Term Financial Plan can be found [here](#).

Conclusion

In conclusion, the responsibility for the maintenance, operation, and ownership of the new assets proposed under the Real Country project rests with the respective Shire Councils – Coonamble, Gilgandra, and Warrumbungle. Through their Asset Management Strategies, aligned with their Long-Term Financial Plans, these Councils are committed to effectively managing these assets in a sustainable manner that maximises their benefit to the community and visitors.

5. APPENDIX

The following Appendix Document accompany the preparation of this Business Case

- Appendix A - Travel to Outback NSW Regional Tourism
- Appendix B - Cost Plan (November 2023)
- Appendix C - Tourism Impact Report (November 2023)
- Appendix D - NPV and BCR Worksheet (November 2023)
- Appendix E - 10 year cashflow (November 2023)

The following Attachments accompany the preparation of this Business Case

- Attachment A - Real Country Issues Paper (June 2023)
- Attachment B - Real Country Review of NSW Strategic Documents (June 2023)
- Attachment C - Real Country Destination Strategic Plan (November 2023)
- Attachment D - Real Country Engagement Reports (November 2023)

Travel to Outback NSW Tourism Region

Year ended June 2023

Source: National Visitor Survey, TRA.



OVERVIEW

	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	% Change YE Jun23 vs YE Jun22
DOMESTIC (overnight & daytrip)											
Visitors ('000)	478	702	719	712	707	892	755	848	576	822	42.8%
Nights ('000)	1,252	1,695	1,696	1,865	1,610	2,380	1,810	2,846	1,463	2,548	74.2%
Expenditure (\$ million)	\$204	\$217	\$243	\$365	\$238	\$354	\$284	\$371	\$245	\$550	124.5%

DOMESTIC OVERNIGHT TRAVEL

Visitors, Nights and Expenditure

	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	% Change YE Jun23 vs YE Jun22
Visitors (000)	350	455	452	493	519	589	499	607	434	636	46.7%
Nights (000)	1,252	1,695	1,696	1,865	1,610	2,380	1,810	2,846	1,463	2,548	74.2%
Average Length of Stay	3.6	3.7	3.8	3.8	3.1	4.0	3.6	4.7	3.4	4.0	18.7%
Expenditure (\$ million)	\$192	\$187	\$210	\$345	\$218	\$308	\$239	\$356	\$226	\$509	125.3%
Spend per visitor per night (\$)	\$153	\$110	\$124	\$185	\$136	\$129	\$132	\$125	\$155	\$200	29.4%
Intrastate visitors (000)	198	274	260	299	300	402	285	427	265	404	52.2%
Interstate visitors (000)	153	181	192	194	219	187	214	181	168	232	38.1%
Intrastate nights (000)	705	963	1,074	1,069	845	1,683	1,027	1,867	964	1,676	73.9%
Interstate nights (000)	546	732	622	796	765	697	782	979	499	871	74.6%
Intrastate expenditure (\$ million)	\$113	\$123	\$134	\$174	\$125	\$167	\$134	\$256	\$146	\$323	122.0%
Interstate expenditure (\$ million)	\$79	\$64	\$76	\$171	\$93	\$141	\$105	\$99	\$80	\$186	131.2%

Purpose of Visit

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Holiday	166	204	214	203	197	250	198	209	187	292	56.1%
Visiting Friends & Relatives	78	83	n/p	72	108	84	96	130	n/p	116	-
Business	n/p	124	157	177	166	194	151	191	132	178	34.8%
Other	n/p	n/p	n/p	n/p	n/p	69	n/p	88	n/p	n/p	-
Total	350	455	452	493	519	589	499	607	434	636	46.7%

	Nights (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Holiday	689	726	844	758	666	1,435	578	817	736	1,222	66.1%
Visiting Friends & Relatives	336	432	n/p	242	427	213	449	484	n/p	437	-
Business	n/p	424	571	773	394	573	560	1,305	439	747	70.1%
Other	n/p	n/p	n/p	n/p	n/p	159	n/p	240	n/p	n/p	-
Total	1,252	1,695	1,696	1,865	1,610	2,380	1,810	2,846	1,463	2,548	74.2%

Origin

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Regional NSW	137	220	189	213	212	327	219	314	207	326	57.6%
Sydney	n/p	n/p	n/p	86	87	n/p	n/p	113	n/p	n/p	-
Total Intrastate	198	274	260	299	300	402	285	427	265	404	52.2%
Victoria	n/p	n/p	57	71	95	75	103	n/p	n/p	93	-
Queensland	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
ACT	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
Other Interstate	60	61	51	55	84	64	n/p	66	n/p	n/p	-
Total Interstate	153	181	192	194	219	187	214	181	168	232	38.1%
Grand Total	350	455	452	493	519	589	499	607	434	636	46.7%

Age

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
15-29	n/p	n/p	n/p	n/p	n/p	n/p	95	142	n/p	n/p	-
30-39	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
40-49	n/p	n/p	n/p	n/p	121	100	n/p	113	n/p	n/p	-
50-59	63	114	141	119	58	110	104	91	84	151	80.2%
60-69	70	76	107	113	110	159	97	130	126	99	-20.8%
70+	n/p	58	47	54	64	73	82	88	n/p	118	-
Total	350	455	452	493	519	589	499	607	434	636	46.7%

Travel to Outback NSW Tourism Region

Year ended June 2023

Source: National Visitor Survey, TRA.



Travel Party

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Travelling alone	101	146	158	156	152	177	145	250	137	169	23.3%
Adult couple	91	126	123	163	139	151	131	143	130	184	41.5%
Family group - parents and children	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
Friends or relatives travelling together with(out) children	n/p	97	88	108	111	109	120	145	83	134	61.3%
Business associates travelling together with(out) spouse	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
Other	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
Total	350	455	452	493	519	589	499	607	434	636	46.7%

Top 5 Activities (sorted by the latest year)

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Eat out / dine at a restaurant and/or cafe	124	191	215	237	248	313	203	284	169	323	91.4%
Pubs, clubs, discos etc	83	123	123	149	119	160	179	225	129	246	90.9%
Sightseeing/looking around	85	129	111	139	131	167	106	144	119	180	51.1%
Visit museums or art galleries	76	70	68	84	70	84	n/p	111	78	140	79.8%
Visit friends & relatives	104	121	92	93	147	116	109	120	n/p	131	-

Top 3 types of Accommodation used (sorted by the latest year)

	Nights (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Caravan park or commercial camping ground	314	338	276	397	257	348	246	368	329	541	64.5%
Standard hotel/motor inn (below 4 star)	315	407	432	425	392	479	288	540	297	522	75.4%
Friends or relatives property	276	515	351	221	466	895	485	646	n/p	n/p	-

Top 3 types of Transport used (sorted by the latest year)

	Visitors (000)										% Change YE Jun23 vs YE Jun22
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	
Private vehicle or company car	264	346	371	374	421	455	396	533	364	555	52.5%
Aircraft	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-
Self-drive motorhome or campervan	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	n/p	-

DOMESTIC DAYTRIP TRAVEL

Visitors and Expenditure

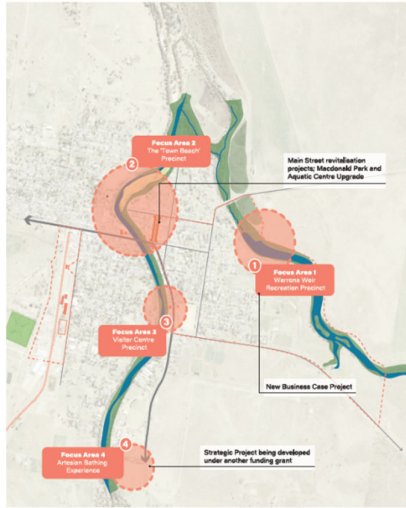
	YE June 2014	YE June 2015	YE June 2016	YE June 2017	YE June 2018	YE June 2019	YE June 2020	YE June 2021	YE June 2022	YE June 2023	% Change YE Jun23 vs YE Jun22
Visitors (000)	n/p	n/p	n/p	n/p	n/p	n/p	256	n/p	n/p	n/p	-
Expenditure (\$ million)	-	-	-	-	-	-	-	-	-	-	-
Spend per visitor (\$)	-	-	-	-	-	-	-	-	-	-	-

n/p = not publishable; '-' = not available

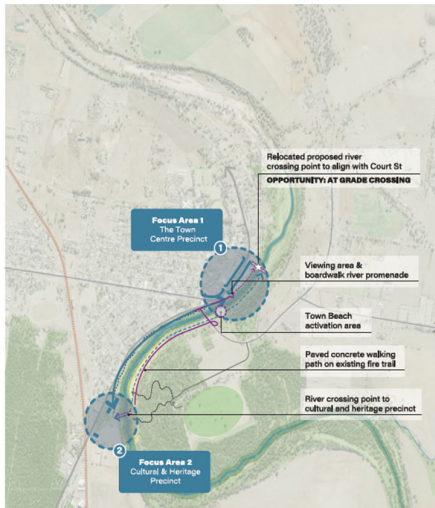
The Outback NSW includes: Bourke, Broken Hill, Cobar and Lightning Ridge.

APPENDIX B - Cost Plan

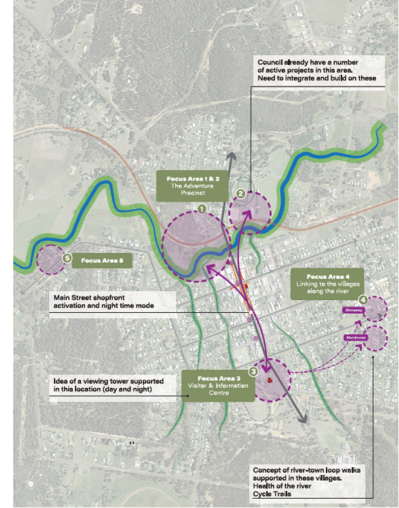
Coonamble Projects Site Map



Gilgandra Projects Site Map



Warrumbungle Projects Site Map



21 NOVEMBER 2023

TCUBED CONSULTING



REAL COUNTRY COST PLAN REPORT NO 1 Revision 4



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1. INTRODUCTION

This cost plan report has been prepared for and on behalf of People Place & Partnership using the documentation received on 24th October 2023.

This cost plan comprises below scope of work within three Council areas (Coonamble Shire Council, Gilgandra Shire Council, and Warrumbungle Shire Council).

- Focus Area Projects as per items listed in spreadsheet provided, and
- Master planning projects which include, project management, design, and others.

2. EXECUTIVE COST SUMMARY

COONAMBLE SHIRE COUNCIL	
STAGE 1 - Business Case Projects	Total (\$ Excl GST)
Warrena Weir Reserve - Stage 1	\$ 2,803,375
STAGE 1 NETT CONSTRUCTION COST	\$ 2,803,375
Contractor Costs	\$ 581,700
Professional Fees	\$ 338,508
Masterplan Consultancy fees - Stage 2 work	\$ 500,000
Authority Fees	\$ 74,472
STAGE 1 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 4,298,055
Contingency Allowance	\$ 744,717
STAGE 1 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 5,042,772
STAGE 2 - Master Planning Projects	Total (\$ Excl GST)
Warrena Weir Reserve Stage 2	\$ 7,653,775
Visitors Information Centre	\$ 2,585,000
Town Beach	\$ 4,416,000
STAGE 2 NETT CONSTRUCTION COST	\$ 14,654,775
Contractor Costs	\$ 3,040,866
Professional Fees	\$ 1,769,564
Authority Fees	\$ 389,304
STAGE 2 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 19,854,509
Contingency Allowance	\$ 3,893,041
STAGE 2 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 23,747,550



GILGANDRA SHIRE COUNCIL	
STAGE 1 - Business Case Projects	Total (\$ Excl GST)
Cultural Heritage Precinct Stage 1	\$ 2,527,065
CBD Town Centre Precinct	\$ 818,505
STAGE 1 NETT CONSTRUCTION COST	\$ 3,345,570
Contractor Costs	\$ 694,206
Professional Fees	\$ 403,978
Masterplan Consultancy fees - Stage 2 work	\$ 250,000
Authority Fees	\$ 88,875
STAGE 1 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 4,782,629
Contingency Allowance	\$ 888,751
STAGE 1 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 5,671,380
STAGE 2 - Master Planning Projects	Total (\$ Excl GST)
Cultural Heritage Precinct Stage 2	\$ 1,224,400
Integration Works for CBD Town Centre Precinct	\$ 350,000
STAGE 2 NETT CONSTRUCTION COST	\$ 1,574,400
Contractor Costs	\$ 326,688
Professional Fees	\$ 190,109
Authority Fees	\$ 41,824
STAGE 2 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 2,133,021
Contingency Allowance	\$ 418,239
STAGE 2 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 2,551,260



WARRUMBUNGLE SHIRE COUNCIL	
STAGE 1 - Business Case Projects	Total (\$ Excl GST)
Coonabarabran River Precinct Stage 1	\$ 2,169,709
Town Centre, Villages & Surrounds	\$ 683,000
STAGE 1 NETT CONSTRUCTION COST	\$ 2,852,709
Contractor Costs	\$ 591,937
Professional Fees	\$ 344,465
Masterplan Consultancy fees - Stage 2 work	\$ 487,463
Authority Fees	\$ 75,782
STAGE 1 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 4,352,356
Contingency Allowance	\$ 757,822
STAGE 1 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 5,110,178
STAGE 2 - Master Planning Projects	Total (\$ Excl GST)
Coonabarabran River Precinct Stage 2	\$ 2,444,203
Town Centre, Villages & Surrounds	\$ 650,000
STAGE 2 NETT CONSTRUCTION COST	\$ 3,094,203
Contractor Costs	\$ 642,047
Professional Fees	\$ 373,625
Authority Fees	\$ 82,198
STAGE 2 INDICATIVE DEVELOPMENT COST EXCL CONTINGENCY (\$ EXCL GST)	\$ 4,192,073
Contingency Allowance	\$ 821,975
STAGE 2 INDICATIVE DEVELOPMENT COST INCL CONTINGENCY (\$ EXCL GST)	\$ 5,014,048

The above costs should be considered as indicative and are based on current concept design. We recommend that more detailed costings be prepared from further developed design documents to verify the cost allowances made.



3. LONG TERM MAINTENANCE COST – STAGE 1

COONAMBLE COUNCIL								
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year	Revenue
1	\$1,562,353		\$0	\$0	Incl. in maintenance	\$0	\$1,562,353	
2	\$3,480,419		\$0	\$0		\$0	\$3,480,419	
3			\$80,900	\$108,226		\$0	\$189,126	
4			\$83,000	\$110,558		\$0	\$193,558	
5			\$85,000	\$113,314		\$0	\$198,314	
6			\$87,100	\$116,176		\$0	\$203,276	
7			\$89,400	\$119,144		\$0	\$208,544	
8			\$91,500	\$121,900		\$0	\$213,400	
9			\$93,900	\$124,762		\$16,700	\$235,362	
10			\$96,200	\$127,836		\$148,800	\$372,836	

GILGANDRA COUNCIL								
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year	Revenue
1	\$1,795,183		\$0	\$0	Incl. in maintenance	\$0	\$1,795,183	
2	\$3,876,196		\$0	\$0		\$0	\$3,876,196	
3			\$65,000	\$158,894		\$0	\$223,894	
4			\$66,800	\$162,710		\$0	\$229,510	
5			\$68,300	\$166,738		\$0	\$235,038	
6			\$70,000	\$170,766		\$0	\$240,766	
7			\$71,900	\$174,900		\$0	\$246,800	
8			\$73,500	\$179,246		\$0	\$252,746	
9			\$75,600	\$183,592		\$1,100	\$260,292	
10			\$77,200	\$188,044		\$91,600	\$356,844	



WARRUMBUNGLE COUNCIL								
Year	Project Capital Costs	Other Capital Costs	Operating Costs	Maintenance Costs	Repair Costs	Renewal and Replacement Costs	Total by Year	Revenue
1	\$1,585,580		\$0	\$0	Incl. in maintenance	\$0	\$1,585,580	
2	\$3,524,598		\$0	\$0		\$0	\$3,524,598	
3			\$64,800	\$105,576		\$0	\$170,376	
4			\$66,500	\$108,438		\$0	\$174,938	
5			\$68,000	\$111,088		\$0	\$179,088	
6			\$69,700	\$113,844		\$0	\$183,544	
7			\$71,600	\$116,706		\$0	\$188,306	
8			\$73,200	\$119,462		\$0	\$192,662	
9			\$75,200	\$122,536		\$61,200	\$258,936	
10			\$76,900	\$125,610		\$125,500	\$328,010	

Please note below inclusions for long-term maintenance costs:

Capital Cost

Capital Cost is the initial cost associated with developing the facility through to occupancy stage, comprising construction costs.

Operating Costs

The Operational Cost budgets have been developed using benchmark cost data provided by Property Council of Australia and knowledge base available to TCubed Consulting for similar developments. The following operational items have been included in Whole of Life costing:

- General Cleaning
- Electricity
- Water
- General Management including waste management, grounds and gardening maintenance, and
- Cost associated with advertising and Promotion

Maintenance & Repair Costs

Maintenance is the cost over the entire study period of regular preventative maintenance and repair, annual maintenance contracts, salaries of facilities staff performing maintenance tasks, inspections, supplies and materials and costs to remedy normal damage. Cost includes maintenance and repair works to CHC river crossing, roadworks, external landscape structures, and other building work associated with the specific project.



Renewal and Replacement Cost

The Replacement Costs have been developed using:

- Design information provided at that time which may not include specific individual asset information, design specifications, design configurations and materials selected. In these instances, TCubed Consulting has adopted a generic approach to cost modelling based on previous project benchmark data
- Standard asset renewal and replacement cycles have been applied from guidance material, knowledge libraries and industry good practice processes
- Elemental level used in capital cost plan
- Adjusted benchmarks from similar projects
- Where not available, life cycles identified in CIBSE guidance material
- Spares are easily available

4. DOCUMENTATION USED

Documentation received via email on 24th October 2023:

- **An Engagement Report** that highlights the project, what has transpired to refine the projects to date and the key elements (note that the final section is the finalised concepts to be costed) - there is imagery in there that will also help to cost Focus Area Projects (at the end of the document that gives you an idea on the types of quality of infrastructure interventions)
- **The Detailed Maps** with the information that is now considered final and corresponds to item 3 which is the spreadsheet
- **Orientation Maps** - this file is outdated on the actual projects themselves but shows you marked up maps with location photo to orientate you + there are images of the types of infrastructure interventions.
- **Spreadsheet** prepared by design team with the elements broken own for costings



5. SPECIFIC INCLUSIONS

The following items and allowances have been specifically included within the estimate:

General Inclusions

- Preliminaries at 15% of Net Construction Cost
- Margin at 5% of Net Construction Cost & Preliminaries, which is the minimum margin contractors normally charge for the project.
- Professional fees at 10% of Gross Construction Cost
- Authority fees at 2% of Gross Construction Cost, and Professional fees.
- Contingency at 20% of Gross Construction Cost, and Professional fees. 20% contingency is applied to the project at this early concept stage, which includes design finalisation, unknown ground conditions, construction methodology, variation, and delay contingency, and others.

6. SPECIFIC EXCLUSIONS

The following items and allowances have been specifically excluded within the estimate:

- Road work & Traffic Signals
- Remediation
- Service diversions
- DA conditions
- Infrastructure Upgrade
- Legal Fees
- Loose furniture or Speciality Equipment
- Contamination
- Escalation beyond October 2023
- Solar PV System

7. REFERENCE IMAGES USED IN COST PLAN

Coonamble Council Reference

A River Crossings
2 x creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve

B Footpath
2.6m x 7km concrete footpath through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town.

C Daytime Carpark

D Amenities
New and larger combined amenities (toilets) and café building

E RV Camping Area
RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)

F Cabin Accommodation
10 x off-grid cabin accommodation with sealed pump-out septic systems.

G Look out tower
Construction of a 100-150m public art/sculptural lookout tower

H Wayfinding
Wayfinding, plant ID, QR-code 'story' and usage signage.

I Bush tucker
Bush tucker and bird-attracting plantings along eastern shoreline (following the path)



J Yarning Circle
Creation of a yarning circle along eastern shore of the reserve

K Children's play equipment

L Shaded picnic areas
Shaded picnic and barbecue facilities

M Floating T-pontoons
2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 6m frontage)



N Public Swimming Area
Demarcated boat-free public swimming area near weir wall.

O Clearing of Debris
Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging)

Gilgandra Council Reference

A Windmill Walk extension
Windmill Walk extension from memorial precinct behind Miller Street shops to Court Street (return loop down Miller Street, 'figure 8' walk),



B Static signage
Static signage along the accessible pathways



C Digital signage
Digital signage in GIL plaza accessible pathways



D Viewing area extension
Viewing area extension over Castlereagh river from the GIL plaza

E Boardwalk in this area
Boardwalk in this area (mix accessible – timber look/mesh – core concrete)



F Artwork under bridge

G Walk Connection
Walk connection to Gilgandra Caravan Park

H Town Beach Activation Area
Town Beach activation area - including picnic tables and carparking near Jack Renshaw Bridge

I Accessible cycle/walkway loop
Accessible cycle/walkway loop from CHC river crossing to Jack Renshaw Bridge (underneath)



J Solar Lighting
Solar lighting on southern cycle/walkway

K Walk Connection
Walk connection to Golf Club and Racecourse

O Viewing Platform

L River Crossing
CHC River crossing - pedestrian, accesible, concrete



M Ground levelling, turf and irrigation

N Adventure Playground
Adventure playground connection with Gilgandra Museum



P Sound Shell
Sound shell – 32amp three-way phase power access

Warrumbungle Council Reference

A Outdoor Amphitheatre
A dedicated space for performances and community gatherings.

B Night time Experience
Initiatives to leverage the unique dark sky fortnight time activities and celebrations.

C River Access Solutions
Infrastructure to improve public accessibility to the river.

D Connecting Pathways to Visitor Information Centre
Walkways and signs that link the Visitor Information Centre to the Main Park seamlessly.

E Wayfinding Elements
Comprehensive signage to guide residents and visitors.



F Neilson Park Connectivity
Introduction of a new crossing to enhance accessibility within the park.

G Additional Pathways and Signage Across Neilson Park
Expansion of pathways and informational signage on the opposite side of the river.



H Interactive Art and Play Areas
Creative installations that are both artistic and functional for public use.

I Rail Trail & Sports Precinct Bridge Connection
Detailing the specific location and extent of this rail trail to connect to existing sports facilities.



J Acoustic Infrastructure
Installation of noise-reduction measures near the main bridge or proposed amphitheatre.



8. APPENDIX A – COST PLAN

SUMMARY



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
	COONAMBLE						
1	Coonamble Business Case Projects				5,042,771		5,042,771
2	Coonamble Master-planning Projects				23,747,550		23,747,550
	<u>SUBTOTAL</u>						<u>28,790,321</u>
	GILGANDRA						
3	Gilgandra Business Case Projects				5,671,379		5,671,379
4	Gilgandra Master-planning Projects				2,551,260		2,551,260
	<u>SUBTOTAL</u>						<u>8,222,639</u>
	WARRUMBUNGLE						
5	Warrumbungle Business Case Projects				5,110,178		5,110,178
6	Warrumbungle Master-planning Projects				5,014,048		5,014,048
	<u>SUBTOTAL</u>						<u>10,124,225</u>
	TOTAL				47,137,185		47,137,185
	EXCLUSIONS						
	Traffic Signals						
	Remediation						
	Service diversions						
	DA conditions						
	Infrastructure Upgrade						
	Legal Fees						
	Loose furniture or Specialty Equipment						
	Contamination						
	Escalation beyond November 2023						
	Solar PV System						

47,137,185

Estimate Details



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1 COONAMBLE BUSINESS CASE PROJECTS							
	Business Case Projects						
1.1	Warrena Weir Reserve Stage 1				2,803,375		2,803,375
	Estimated Net Construction Cost				2,803,375		2,803,375
1.2	Preliminaries	15	%	2,803,375	420,506		420,506
1.3	Margin	5	%	3,223,881	161,194		161,194
	Estimated Gross Construction Cost				3,385,075		3,385,075
1.4	Professional Fees	10	%	3,385,075	338,508		338,508
1.5	Masterplan Wier Stage 1 & 2, Town Beach, Visitors Centre	1	Item	500,000	500,000		500,000
1.6	Authority Fees - Stage 1	2	%	3,723,583	74,472		74,472
1.7	Contingency - Stage 1	20	%	3,723,583	744,717		744,717
	Total Indicative Development Cost				5,042,771		5,042,771
COONAMBLE BUSINESS CASE PROJECTS TOTAL							5,042,771

1.1 WARRENA WEIR RESERVE STAGE 1							
	Warrena Weir Reserve - Stage 1						
1.1.1	Utilisation by both visitors and locals for walking, swimming, powered and non-powered boating, picnicking and RV camping.				INCL below		
1.1.2	Walkway connection through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town Stage 1 - allow for 1.25km walkway from CBD to Warranena Wier and one low level creek crossing.	1	Item	1,461,825	1,461,825		1,461,825
1.1.3	Demarcated boat-free public swimming area near weir wall. Note: 80m floating rope line	1	Item	23,200	23,200		23,200
1.1.4	Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging) Note: allow for debris clearing only, no allowance made for repair/replace flood gates.	1	Item	25,000	25,000		25,000
1.1.5	2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for launching of canoes, kayaks, etc (about 5m frontage)	2	Item	17,000	34,000		34,000
1.1.6	New and larger combined amenities (toilets) and café building.	80	m2	5,738	459,000		459,000
1.1.7	Daytime carpark	315	m2	108	34,000		34,000
1.1.8	Shaded picnic and barbecue facilities	12	Item	13,533	162,400		162,400
1.1.9	Children's play equipment	1	Item	300,000	300,000		300,000
1.1.10	Creation of a yarning circle along eastern shore of the reserve	1	Item	50,000	50,000		50,000
1.1.11	RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)	10	Item	13,295	132,950		132,950
1.1.12	Wayfinding, plant ID, QR-code 'story' and usage signage.	1	Item	121,000	121,000		121,000
WARRENA WEIR RESERVE STAGE 1							2,803,375

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
1.1	WARRENA WEIR RESERVE STAGE 1						
1.1.2	Walkway connection through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town						
1.1.2.1	2.5m x 1.25km of walkway connection to town centre, allow for 40% proprietary mesh, and 60% concrete footpath.	3,125	m2	214.87	671,475		671,475
1.1.2.2	Low level creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve with viewing platform	100	m	7,904	790,350		790,350

WALKWAY CONNECTION THROUGH CBD, EASTERN SHORE OF THE RESERVE AND BACK ONTO TOORAWEE STAGE 1 - ALLOW FOR 1.25KM WALKWAY FROM CBD TO WARRANENA WIER AND ONE LOW LEVEL CREEK (**1,461,825**

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.3 Demarcated boat-free public swimming area near weir wall.

1.1.3.1	1x floating rope line - 80m bank to bank.	80	m	270.00	21,600		21,600
1.1.3.2	2x signage boards	2	Item	300.00	600		600
1.1.3.3	Hooks to tie to weir wall	2	Item	500.00	1,000		1,000

**DEMARCATED BOAT-FREE PUBLIC SWIMMING AREA NEAR WEIR WALL.
NOTE: 80M FLOATING ROPE LINE**

23,200

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
1.1	WARRENA WEIR RESERVE STAGE 1						
1.1.4	Clearing of debris from front of weir wall to allow use of flood gates (and the functionality of self-dredging)						
1.1.4.1	Debris clearing	1	Item	25,000.00	25,000		25,000

**CLEARING OF DEBRIS FROM FRONT OF WEIR WALL TO ALLOW USE OF FLOOD GATES (AND THE FUNCTION
NOTE: ALLOW FOR DEBRIS CLEARING ONLY, NO ALLOWANCE MADE FOR REPAIR/REPLACE FLOOD GATES** **25,000**

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.5 2 x floating T-pontoons: one in the public swimming area (about 3m frontage onto water) and another further south for

	<u>2 x floating T-pontoons as specified 3m, and 5m assume 2m width.</u>						
	Length	8	m				
	Width	2	m				
1.1.5.1	Marine Dock floating modules - 500mm height?	16	m2	500.00	8,000		8,000
1.1.5.2	Steel framing - water resistant	16	m2	1,125.00	18,000		18,000
1.1.5.3	Decking including edge	16	m2	500.00	8,000		8,000

2 X FLOATING T-PONTOONS: ONE IN THE PUBLIC SWIMMING AREA (ABOUT 3M FRONTAGE ONTO WATER) AI 34,000

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.6 New and larger combined amenities (toilets) and café building.

	1 x accessible WC/shower						
	3 x unisex ambulant WC						
	2 x unisex showers						
	storage room (~10sqm)						
	café/servery (~15sqm)						
1.1.6.1	Overall building - 80m2	1	Item	459,000.00	459,000		459,000

NEW AND LARGER COMBINED AMENITIES (TOILETS) AND CAFÉ BUILDING.

459,000

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.7 Daytime carpark

	15 carspaces - assume 315m2 of carpark area.						
1.1.7.1	graded crushed gravel surfaces	315	m2	45.00	14,175		14,175
1.1.7.2	wheelstop - precast	15	No	500.00	7,500		7,500
1.1.7.3	parking signs with post assumed	2	No	6,000.00	12,000		12,000

DAYTIME CARPARK

34,000

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
1.1	WARRENA WEIR RESERVE STAGE 1						
1.1.8	Shaded picnic and barbecue facilities						
1.1.8.1	Galvanised steel picnic tables	10	No	6,000.00	60,000		60,000
1.1.8.2	Dual BBQ units	2	No	9,200.00	18,400		18,400
1.1.8.3	roof shelter structures	12	No	5,500.00	66,000		66,000
1.1.8.4	Concrete Pad to above	12	No	1,500.00	18,000		18,000
SHADED PICNIC AND BARBECUE FACILITIES							162,400

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.9 Children's play equipment

1.1.9.1	<u>Nature/wild play aesthetic playground with integrated opportunities for water play</u> <u>Designed in collaboration with specialist supplier</u> <u>80m2 footprint approx.</u> Play Equipment	1	pcsum	300,000	300,000		300,000
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CHILDREN'S PLAY EQUIPMENT

300,000

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.10 Creation of a yarning circle along eastern shore of the reserve

1.1.10.1	5x5m site area. sculpture and furniture	10	Item	5,000.00	50,000		50,000
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CREATION OF A YARNING CIRCLE ALONG EASTERN SHORE OF THE RESERVE 50,000

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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1.1 WARRENA WEIR RESERVE STAGE 1

1.1.11 RV Camping area x 10 vehicles with all-weather surface and landscaping (including access to potable water)

	Graded and level area with compacted finish suitable for vehicle traffic and integrated perimeter landscaping (local plant species) Signage - refer to examples from Gilgandra CHC precinct free camping trial						
1.1.11.1	10 x RV Parking Space: 6m x 15m	90	m2	55.00	4,950		4,950
1.1.11.2	Sign board: 1.2m x 0.8m	2	Item	6,000.00	12,000		12,000
1.1.11.3	Tree Planting: 5x 75L pots 10x 25L pots	1	Item	21,000.00	21,000		21,000
1.1.11.4	Potable water provisions	10	pcsum	2,000.00	20,000		20,000
1.1.11.5	power	10	pcsum	7,500.00	75,000		75,000

RV CAMPING AREA X 10 VEHICLES WITH ALL-WEATHER SURFACE AND LANDSCAPING (INCLUDING ACCESS) 132,950

COONAMBLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
1.1	WARRENA WEIR RESERVE STAGE 1						
1.1.12	Wayfinding, plant ID, QR-code 'story' and usage signage.						
	Include structures						
1.1.12.1	Type 1: Place Stories 1.5m x 0.5m	4	No	10,000.00	40,000		40,000
1.1.12.2	Type 2: Wayfinding 0.6x0.3m	6	No	5,000.00	30,000		30,000
1.1.12.3	Type 3: Fauna/Flora ID 0.3m x 0.15m	12	No	3,000.00	36,000		36,000
1.1.12.4	3 additional contingency	3	No	5,000.00	15,000		15,000
WAYFINDING, PLANT ID, QR-CODE 'STORY' AND USAGE SIGNAGE.							121,000

2 COONAMBLE MASTER-PLANNING PROJECTS

	<u>Master-planning Projects</u>						
2.1	Warrena Weir Reserve Stage 2				7,653,775		7,653,775
2.2	Visitors Information Centre				2,585,000		2,585,000
2.3	Town Beach				4,416,000		4,416,000
	Estimated Net Construction Cost				14,654,775		14,654,775
2.4	Preliminaries	15	%	14,654,775	2,198,216		2,198,216
2.5	Margin	5	%	16,852,991	842,650		842,650
	Estimated Gross Construction Cost				17,695,641		17,695,641
2.6	Professional Fees	10	%	17,695,641	1,769,564		1,769,564
2.7	Authority Fees	2	%	19,465,205	389,304		389,304
2.8	Contingency	20	%	19,465,205	3,893,041		3,893,041
	Total Indicative Development Cost				23,747,550		23,747,550

COONAMBLE MASTER-PLANNING PROJECTS TOTAL

23,747,550

2.1 WARRENA WEIR RESERVE STAGE 2

	Warrena Weir Reserve - Stage 2						
2.1.1	2.5m x 5.75km Ecologically sensitive walkway through CBD, eastern shore of the reserve and back onto Tooraweenah Road into town.	2,500	m2	1,079	2,696,425		2,696,425
2.1.2	Low level creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve with viewing platform	100	m	7,904	790,350		790,350
2.1.3	100-150m public art/sculptural lookout tower	1	Item	2,504,500	2,504,500		2,504,500
2.1.4	10 x off-grid cabin accommodation with sealed pump-out septic systems.	10	Item	141,250	1,412,500		1,412,500
2.1.5	Additional wayfinding signage and walkway connections as required to connect broader network from stage 1.	1	Item	250,000	250,000		250,000

WARRENA WEIR RESERVE STAGE 2

7,653,775

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.1	WARRENA WEIR RESERVE STAGE 2						
2.1.1	2.5m x 5.75km Ecologically sensitive walkway through CBD, eastern shore of the reserve and back onto Tooraweenah Road						
2.1.1.1	2.5m x 1km proprietary mesh walkway with subframing	2,500	m2	280.00	700,000		700,000
2.1.1.2	2.5m x 4.75km concrete footpath walkway	11,875	m2	168.12	1,996,425		1,996,425
	2.5M X 5.75KM ECOLOGICALLY SENSITIVE WALKWAY THROUGH CBD, EASTERN SHORE OF THE RESERVE A						2,696,425

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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2.1 WARRENA WEIR RESERVE STAGE 2

2.1.2 Low level creek crossings, at Baradine Road and at southern end of Warrena Creek Reserve with viewing platform

	Length	100	m				
	width	3.00	m				
	<u>3m wide concrete pedestrian bridge - culvert crossing.</u>						
2.1.2.1	Substructure and columns	1	Item	152,000.00	152,000		152,000
2.1.2.2	Concrete Culvert Crossing including floor finishes, and viewing platform	300	m2	1,798.67	539,600		539,600
2.1.2.3	Balustrades	75	m	850.00	63,750		63,750
2.1.2.4	Earthworks/Waste removal	1	Item	35,000.00	35,000		35,000

LOW LEVEL CREEK CROSSINGS, AT BARADINE ROAD AND AT SOUTHERN END OF WARRENA CREEK RESEF 790,350

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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2.1 WARRENA WEIR RESERVE STAGE 2

2.1.3 100-150m public art/sculptural lookout tower

2.1.3.1	Lookout tower	150	m2	3,500	525,000		525,000
2.1.3.2	Public Art	1	Item	250,000	250,000		250,000
2.1.3.3	Stair to tower	1	Item	27,000	27,000		27,000
2.1.3.4	Lift provision	1	Item	150,000	150,000		150,000
2.1.3.5	Cafe/cultural stories building including services provisions.	180	m2	6,000	1,080,000		1,080,000
2.1.3.6	Wayfinding signage along.	1	Item	200,000	200,000		200,000
2.1.3.7	Lighting along the walkway	50	No	5,000.00	250,000		250,000
2.1.3.8	walkway connection - crushed gravel.	375	m2	60.00	22,500		22,500

100-150M PUBLIC ART/SCULPTURAL LOOKOUT TOWER

2,504,500

2.2 VISITORS INFORMATION CENTRE

	Visitors Information Centre						
2.2.1	Sports precinct integration - River Access Paths - assume 1km length Proprietary mesh with framing, and substructure.	1	Item	690,000	690,000		690,000
2.2.2	Cantilevered walkway access paths	1	Item	470,000	470,000		470,000
2.2.3	Commercialisation study for cafe/kiosks/art gallery	1	Item	950,000	950,000		950,000
2.2.4	Realignment of road/driveway to create art forecourt	1	Item	75,000	75,000		75,000
2.2.5	Upgrade to play space	1	Item	250,000	250,000		250,000
2.2.6	Wayfinding signage	1	Item	150,000	150,000		150,000

VISITORS INFORMATION CENTRE

2,585,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.2	VISITORS INFORMATION CENTRE						
2.2.1	Sports precinct integration - River Access Paths - assume 1km length Proprietary mesh with framing, and substructure.						
2.2.1.1	Assume 1.5m width proprietary mesh, and subframing.	2,000	m2	280.00	560,000		560,000
2.2.1.2	Substructure, and additional framing.	2,000	m2	65.00	130,000		130,000
SPORTS PRECINCT INTEGRATION - RIVER ACCESS PATHS - ASSUME 1KM LENGTH PROPRIETARY MESH WI							690,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.2	VISITORS INFORMATION CENTRE						
2.2.2	Cantilevered walkway access paths						
2.2.2.1	assume 100m x 1.5m - cantilevered path	100	m	4,000.00	400,000		400,000
2.2.2.2	substructure	1	Item	70,000.00	70,000		70,000
CANTILEVERED WALKWAY ACCESS PATHS							470,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.2	VISITORS INFORMATION CENTRE						
2.2.3	Commercialisation study for cafe/kiosks/art gallery						
2.2.3.1	Cafe	150	m2	5,000.00	750,000		750,000
2.2.3.2	information centre kiosk	80	m2	2,500.00	200,000		200,000
COMMERCIALISATION STUDY FOR CAFE/KIOSKS/ART GALLERY							950,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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2.2 VISITORS INFORMATION CENTRE

2.2.4 Realignment of road/driveway to create art forecourt

2.2.4.1	Road realignment	75	m	1,000.00	75,000		75,000
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REALIGNMENT OF ROAD/DRIVEWAY TO CREATE ART FORECOURT 75,000

2.3 TOWN BEACH

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
Town Beach							
2.3.1	Town Centre integration (public toilet construction, skate park, existing aquatic centre upgrade, and walkway access)	1	Item	3,338,000	3,338,000		3,338,000
2.3.2	Bridge connection across river	1	Item	480,000	480,000		480,000
2.3.3	River health study and identification of river upgrade and activation opportunities	1	Item	150,000	150,000		150,000
2.3.4	Establish extent of walkway connectivity - 800m	1	Item	150,000	448,000		448,000

TOWN BEACH 4,416,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.3	TOWN BEACH						
2.3.1	Town Centre integration (public toilet construction, skate park, existing aquatic centre upgrade, and walkway access)						
2.3.1.1	Public toilet - low density with storage rooms.	100	m2	2,800.00	280,000		280,000
2.3.1.2	Aquatic centre upgrade	1,925	m2	1,200.00	2,310,000		2,310,000
2.3.1.3	Skate park	1	Item	150,000.00	150,000		150,000
2.3.1.4	Walkway access - Proprietary mesh with subframing lightweight.	1,600	m2	280.00	448,000		448,000
2.3.1.5	Wayfinding signage	1	Item	150,000.00	150,000		150,000
TOWN CENTRE INTEGRATION (PUBLIC TOILET CONSTRUCTION, SKATE PARK, EXISTING AQUATIC CENTRE U							3,338,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.3	TOWN BEACH						
2.3.2	Bridge connection across river						
2.3.2.1	Low-level bridge Connection	60	m	8,000.00	480,000		480,000
BRIDGE CONNECTION ACROSS RIVER							480,000

COONAMBLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
2.3	TOWN BEACH						
2.3.4	Establish extent of walkway connectivity - 800m						
2.3.4.1	walkway access - assume 2m width proprietary mesh with subframing.	1,600	m2	280.00	448,000		448,000
ESTABLISH EXTENT OF WALKWAY CONNECTIVITY - 800M							448,000

3 GILGANDRA BUSINESS CASE PROJECTS

Business Case Projects							
3.1	Cultural Heritage Precinct Stage 1				2,527,065		2,527,065
3.2	CBD Town Centre Precinct				818,505		818,505
Estimated Net Construction Cost					3,345,570		3,345,570
3.3	Preliminaries	15	%	3,345,570	501,836		501,836
3.4	Margin	5	%	3,847,406	192,370		192,370
Estimated Gross Construction Cost					4,039,776		4,039,776
3.5	Professional Fees to above Stage 1 work	10	%	4,039,776	403,978		403,978
3.6	Masterplan CHC Precinct Stage 2 - Establishment Study	1	Item	250,000	250,000		250,000
3.7	Authority Fees - Stage 1	2	%	4,443,753	88,875		88,875
3.8	Contingency - Stage 1	20	%	4,443,753	888,751		888,751
Total Indicative Development Cost					5,671,379		5,671,379

GILGANDRA BUSINESS CASE PROJECTS TOTAL

5,671,379

3.1 CULTURAL HERITAGE PRECINCT STAGE 1

Cultural Heritage Precinct Stage 1							
3.1.1	CHC River crossing – pedestrian, accessible, concrete with viewing platform	200	m	7,904	1,580,700		1,580,700
3.1.2	Accessible cycle/walkway loop from CHC river crossing to Jack Renshaw Bridge (underneath) with wayfinding signage - 1.4km length.	3,750	m2	212	796,690		796,690
3.1.3	Walk connection to Golf Club, Racecourse and Gilgandra Caravan Park	1	Item	25,650	25,650		25,650
3.1.4	Town beach activation area including picnic tables and carparking near Jack Renshaw Bridge	1	Item	118,025	118,025		118,025
3.1.5	Sound shell – 32amp three-way phase power access only Note: (Power connections from museum)	1	Item	6,000	6,000		6,000

CULTURAL HERITAGE PRECINCT STAGE 1

2,527,065

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.1 CULTURAL HERITAGE PRECINCT STAGE 1

3.1.1 CHC River crossing – pedestrian, accessible, concrete with viewing platform

	Length	200	m				
	width	3.00	m				
	<u>3m wide concrete pedestrian bridge - ford crossing</u>						
3.1.1.1	Substructure and columns	1	Item	304,000.00	304,000		304,000
3.1.1.2	Concrete Ford Crossing and viewing platform including floor finishes.	600	m2	1,798.67	1,079,200		1,079,200
3.1.1.3	Balustrades	150	m	850.00	127,500		127,500
3.1.1.4	Earthworks/Waste removal	1	Item	70,000.00	70,000		70,000

CHC RIVER CROSSING – PEDESTRIAN, ACCESSIBLE, CONCRETE WITH VIEWING PLATFORM

1,580,700

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.1 CULTURAL HERITAGE PRECINCT STAGE 1

3.1.2 Accessible cycle/walkway loop from CHC river crossing to Jack Renshaw Bridge (underneath) with wayfinding signage - 1.4km

3.1.2.1	Approx. 1.4km length walkway 2.5m wide - raised, and at grade cycle and walking path - 25% proprietary mesh with subframing, and 75% concrete walkway. <u>Wayfinding Signage</u> Include structures	3,500	m2	197.34	690,690		690,690
3.1.2.2	Type 1: Place Stories 1.5m x 0.5m	4	No	10,000.00	40,000		40,000
3.1.2.3	Type 2: Wayfinding 0.6x0.3m	6	No	5,000.00	30,000		30,000
3.1.2.4	Type 3: Fauna/Flora ID 0.3m x 0.15m	12	No	3,000.00	36,000		36,000

ACCESSIBLE CYCLE/WALKWAY LOOP FROM CHC RIVER CROSSING TO JACK RENSHAW BRIDGE (UNDERNE **796,690**

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.1 CULTURAL HERITAGE PRECINCT STAGE 1

3.1.3 Walk connection to Golf Club, Racecourse and Gilgandra Caravan Park

	<u>Cleared 1m wide nature trail - no pathway installation required.</u> <u>Trail marked by wayfinding posts/signs</u>						
3.1.3.1	Allowed for site clearance only	1,485	m2	10.00	14,850		14,850
3.1.3.2	Wayfinding: 100x100mm SQ hardwood post, with engraved signage plate markers (refer to precedent images)	9	No	1,200.00	10,800		10,800

WALK CONNECTION TO GOLF CLUB, RACECOURSE AND GILGANDRA CARAVAN PARK

25,650

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.1 CULTURAL HERITAGE PRECINCT STAGE 1

3.1.4 Town beach activation area including picnic tables and carparking near Jack Renshaw Bridge

3.1.4.1	Galvanised steel picnic tables	5	No	6,000.00	30,000		30,000
3.1.4.2	Dual BBQ units	1	No	9,200.00	9,200		9,200
3.1.4.3	roof shelter structures	6	No	5,500.00	33,000		33,000
3.1.4.4	Concrete Pad to above	6	No	1,500.00	9,000		9,000
	15 carspaces - assume 315m2 of carpark area.						
3.1.4.5	graded crushed gravel surfaces	315	m2	55.00	17,325		17,325
3.1.4.6	wheelstop - precast	15	No	500.00	7,500		7,500
3.1.4.7	parking signs with post assumed	2	No	6,000.00	12,000		12,000

TOWN BEACH ACTIVATION AREA INCLUDING PICNIC TABLES AND CARPARKING NEAR JACK RENSHAW BRII

118,025

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.1 CULTURAL HERITAGE PRECINCT STAGE 1

3.1.5 Sound shell – 32amp three-way phase power access only

3.1.5.1	32Amp three phase power supply connections from museum meter panels to Event space assuming power is readily available from museum.	100	m	60.00	6,000		6,000
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**SOUND SHELL – 32AMP THREE-WAY PHASE POWER ACCESS ONLY
NOTE: (POWER CONNECTIONS FROM MUSEUM)**

6,000

3.2 CBD TOWN CENTRE PRECINCT

	CBD Town Centre Precinct						0
	<u>General</u>						
3.2.1	Windmill Walk extension from memorial precinct behind Miller Street shops to Court Street - 600m length concrete walkway.	1,500	m2	168	252,180		252,180
3.2.2	Viewing area extension over Castlereagh river from the GIL plaza	100	m2	1,020	102,000		102,000
3.2.3	Boardwalk in this area (mix accessible – timber look/mesh – core concrete)	375	m2	519	194,625		194,625
3.2.4	Digital signage in GIL plaza (Single Sided)	1	Item	70,000	70,000		70,000
3.2.5	Static signage along the accessible pathways	1	Item	79,000	79,000		79,000
3.2.6	River health - Establishment Study	1	Item	20,700	20,700		20,700
3.2.7	Artwork under bridge	1	pcsum	100,000	100,000		100,000

CBD TOWN CENTRE PRECINCT

818,505

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3.2	CBD TOWN CENTRE PRECINCT						
3.2.1	Windmill Walk extension from memorial precinct behind Miller Street shops to Court Street - 600m length concrete walkway.						
3.2.1.1	Site Clearance & leveling	1,500	m2	10.00	15,000		15,000
3.2.1.2	2.5m x 600m - concrete walkway	1,500	m2	158.12	237,180		237,180
WINDMILL WALK EXTENSION FROM MEMORIAL PRECINCT BEHIND MILLER STREET SHOPS TO COURT STRE							252,180

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3.2	CBD TOWN CENTRE PRECINCT						
3.2.2	Viewing area extension over Castlereagh river from the GIL plaza						
3.2.2.1	Viewing platform - suspended deck overlooking	100	m2	570.00	57,000		57,000
3.2.2.2	columns support	6	m	1,000.00	6,000		6,000
3.2.2.3	Balustrades	60	m	650.00	39,000		39,000
VIEWING AREA EXTENSION OVER CASTLEREAGH RIVER FROM THE GIL PLAZA							102,000

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
3.2	CBD TOWN CENTRE PRECINCT						
3.2.3	Boardwalk in this area (mix accessible – timber look/mesh – core concrete)						
3.2.3.1	2.5m wide grade 150m length - 50% timber look and 50% mesh with concrete core.	375	m2	375.00	140,625		140,625
3.2.3.2	Timber edging - both side.	300	m	180.00	54,000		54,000
							0
BOARDWALK IN THIS AREA (MIX ACCESSIBLE – TIMBER LOOK/MESH – CORE CONCRETE)							194,625

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.2 CBD TOWN CENTRE PRECINCT

3.2.5 Static signage along the accessible pathways

	Include structures						
3.2.5.1	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
3.2.5.2	Type 2: Wayfinding 0.6x0.3m	4	No	5,000.00	20,000		20,000
3.2.5.3	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
3.2.5.4	3 additional contingency	3	No	5,000.00	15,000		15,000

STATIC SIGNAGE ALONG THE ACCESSIBLE PATHWAYS

79,000

GILGANDRA BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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3.2 CBD TOWN CENTRE PRECINCT

3.2.6 River health - Establishment Study

	Stage 1 - study to establish requirement only.						
3.2.6.1	Ecologist consultant - before and after. 2 reports & 4 site visits/meeting	1	Item	13,200.00	13,200		13,200
3.2.6.2	Water quality - consultant	1	Item	5,000.00	5,000		5,000
3.2.6.3	additional revision of report/site visit	1	Item	2,500.00	2,500		2,500

RIVER HEALTH - ESTABLISHMENT STUDY

20,700

4 GILGANDRA MASTER-PLANNING PROJECTS

Master-planning Projects							
4.1	Cultural Heritage Precinct Stage 2				1,224,400		1,224,400
4.2	Integration Works for CBD Town Centre Precinct				350,000		350,000
Estimated Net Construction Cost					1,574,400		1,574,400
4.3	Preliminaries	15	%	1,574,400	236,160		236,160
4.4	Margin	5	%	1,810,560	90,528		90,528
Estimated Gross Construction Cost					1,901,088		1,901,088
4.5	Professional Fees	10	%	1,901,088	190,109		190,109
4.6	Authority Fees	2	%	2,091,197	41,824		41,824
4.7	Contingency	20	%	2,091,197	418,239		418,239
Total Indicative Development Cost					2,551,260		2,551,260
GILGANDRA MASTER-PLANNING PROJECTS TOTAL							2,551,260

4.1 CULTURAL HERITAGE PRECINCT STAGE 2

Cultural Heritage Precinct Stage 2							
4.1.1	Adventure playground connection with Gilgandra Museum	150	m2	3,000	450,000		450,000
4.1.2	Solar lighting on southern cycle/walkway	56	No	3,650	204,400		204,400
4.1.3	Ground leveling, turf and irrigation	10,000	m2	57	570,000		570,000
CULTURAL HERITAGE PRECINCT STAGE 2							1,224,400

GILGANDRA MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
4.1 CULTURAL HERITAGE PRECINCT STAGE 2							
4.1.1 Adventure playground connection with Gilgandra Museum							
4.1.1.1	<u>Nature/wild play aesthetic playground with integrated opportunities for water play</u> <u>Designed in collaboration with specialist supplier</u> <u>150m2 footprint approx.</u>	1	Item	450,000	450,000		450,000
ADVENTURE PLAYGROUND CONNECTION WITH GILGANDRA MUSEUM							450,000

GILGANDRA MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
4.1	CULTURAL HERITAGE PRECINCT STAGE 2						
4.1.2	Solar lighting on southern cycle/walkway						
4.1.2.1	56x Light Poles & Solar Light Fittings (based on recommended max. 25m spacing)	56	No	3,650.00	204,400		204,400
SOLAR LIGHTING ON SOUTHERN CYCLE/WALKWAY							204,400

GILGANDRA MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
4.1 CULTURAL HERITAGE PRECINCT STAGE 2							
4.1.3 Ground leveling, turf and irrigation							
4.1.3.1	ground leveling	10,000	m2	7.00	70,000		70,000
4.1.3.2	turf with topsoil	10,000	m2	45.00	450,000		450,000
4.1.3.3	Irrigation - above ground	1	Item	50,000.00	50,000		50,000
GROUND LEVELING, TURF AND IRRIGATION							570,000
4.2 INTEGRATION WORKS FOR CBD TOWN CENTRE PRECINCT							
4.2.1	Masterplanning Integration Works for CBD Town Centre Precinct	1	Item	350,000.00	350,000		350,000
INTEGRATION WORKS FOR CBD TOWN CENTRE PRECINCT							350,000

5 WARRUMBUNGLE BUSINESS CASE PROJECTS

Business Case Projects							
5.1	Coonabarabran River Precinct					2,169,709	2,169,709
5.2	Town Centre, Villages & Surrounds					683,000	683,000
Estimated Net Construction Cost						2,852,709	2,852,709
5.3	Preliminaries	15	%	2,852,709		427,906	427,906
5.4	Margin	5	%	3,280,615		164,031	164,031
Estimated Gross Construction Cost						3,444,646	3,444,646
5.5	Professional Fees - Stage 1	10	%	3,444,646		344,465	344,465
5.6	Masterplan Consultancy River Precinct, Town Centre, Villages	1	Item	487,463		487,463	487,463
5.7	Authority Fees - Stage 1	2	%	3,789,111		75,782	75,782
5.8	Contingency - Stage 1	20	%	3,789,111		757,822	757,822
Total Indicative Development Cost						5,110,178	5,110,178

WARRUMBUNGLE BUSINESS CASE PROJECTS TOTAL

5,110,178

5.1 COONABARABRAN RIVER PRECINCT

Coonabarabran River Precinct							
5.1.1	Outdoor Amphitheatre: A dedicated space for performances and community gatherings	1	Item	846,400		846,400	846,400
5.1.2	Wayfinding Elements: comprehensive signage to guide residents and visitors.	1	Item	79,000		79,000	79,000
5.1.3	Gateway to Warrumbungles Art/Wayfinding	1	pcsum	350,000		350,000	350,000
5.1.4	Neilson Park Connectivity: Introduction of a new crossing to enhance accessibility within the park.	20	m	2,610		52,200	52,200
5.1.5	Connecting Pathways to Visitor Information Centre: Signs that link the Visitor Information Centre to the Main Park seamlessly. Note: allowed for signage only.	1	Item	79,000		79,000	79,000
5.1.6	Acoustic Infrastructure: Installation of noise-reduction measures near the main bridge or proposed amphitheatre. Note: assume 70m wall with 3m height acoustic wall barrier.	210	m2	817		171,500	171,500
5.1.7	River Access Solutions: Infrastructure to improve public accessibility to the river. Allow for bridgelink, bank stabilisation, and landscaping surround.	1	Item	390,000		390,000	390,000
5.1.8	Seasonal Adaptations: Infrastructure that not only promotes spring and autumn but also offers shelter from extreme summer and winter conditions.	1	Item	150,000		150,000	150,000
5.1.9	30m of ramped walkway from woolworths carpark to connect disabled car parks 2.5m wide concrete with galvanised balustrade	1	Item	51,609		51,609	51,609

COONABARABRAN RIVER PRECINCT

2,169,709

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.1 Outdoor Amphitheatre: A dedicated space for performances and community gatherings

	Approx. 180sqm footprint						
5.1.1.1	amphitheatre structure including pavement, and formal seating.	180	m2	1,900.00	342,000		342,000
5.1.1.2	landscaping and fixtures.	180	m2	400.00	72,000		72,000
5.1.1.3	Integrated Canopy over	216	m2	1,400.00	302,400		302,400
5.1.1.4	Specialist lighting (dark skies appropriate)	1	Item	30,000.00	30,000		30,000
5.1.1.5	Services connections and AV equipment - provisional allowance	1	Item	50,000.00	50,000		50,000
5.1.1.6	Substructure for seating	1	Item	50,000.00	50,000		50,000

OUTDOOR AMPHITHEATRE: A DEDICATED SPACE FOR PERFORMANCES AND COMMUNITY GATHERINGS

846,400

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.2 Wayfinding Elements: comprehensive signage to guide residents and visitors.

	Include structures						
5.1.2.1	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
5.1.2.2	Type 2: Wayfinding 0.6x0.3m	4	No	5,000.00	20,000		20,000
5.1.2.3	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
5.1.2.4	3 additional contingency	3	No	5,000.00	15,000		15,000

WAYFINDING ELEMENTS: COMPREHENSIVE SIGNAGE TO GUIDE RESIDENTS AND VISITORS.

79,000

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
5.1	COONABARABRAN RIVER PRECINCT						
5.1.3	Gateway to Warrumbungles Art/Wayfinding						
5.1.3.1	Art Elements	2	pcsum	150,000	300,000		300,000
5.1.3.2	Specialist lighting (dark skies appropriate)	1	Item	50,000.00	50,000		50,000
GATEWAY TO WARRUMBUNGLES ART/WAYFINDING							350,000

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.4 Neilson Park Connectivity: Introduction of a new crossing to enhance accessibility within the park.

	Length	20	m				
	width	3	m				
	<u>20m crossing assume 2.5m width - assume on grade</u>						
5.1.4.1	Site clearance - bush land	50	m2	100.00	5,000		5,000
5.1.4.2	foundations	1	Item	7,200.00	7,200		7,200
5.1.4.3	structure - assume on grade	50	m2	250.00	12,500		12,500
5.1.4.4	floor finish	50	m2	250.00	12,500		12,500
5.1.4.5	Earthworks and backfill for substructure	1	Item	15,000.00	15,000		15,000
NEILSON PARK CONNECTIVITY: INTRODUCTION OF A NEW CROSSING TO ENHANCE ACCESSIBILITY WITHIN							52,200

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT							
5.1.5 Connecting Pathways to Visitor Information Centre: Signs that link the Visitor Information Centre to the Main Park seamlessly.							
	Include structures						
5.1.5.1	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
5.1.5.2	Type 2: Wayfinding 0.6x0.3m	4	No	5,000.00	20,000		20,000
5.1.5.3	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
5.1.5.4	3 additional contingency	3	No	5,000.00	15,000		15,000

CONNECTING PATHWAYS TO VISITOR INFORMATION CENTRE: SIGNS THAT LINK THE VISITOR INFORMATION **79,000**
NOTE: ALLOWED FOR SIGNAGE ONLY.

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.6 Acoustic Infrastructure: Installation of noise-reduction measures near the main bridge or proposed amphitheatre.

	wall length	70	m				
	height	3	m				
5.1.6.1	Acoustic barrier - precast?	210	m2	650.00	136,500		136,500
5.1.6.2	Footings including excavation	70	m	500.00	35,000		35,000

**ACOUSTIC INFRASTRUCTURE: INSTALLATION OF NOISE-REDUCTION MEASURES NEAR THE MAIN BRIDGE O
NOTE: ASSUME 70M WALL WITH 3MHEIGHT ACOUSTIC WALL BARRIER.**

171,500

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.7 River Access Solutions: Infrastructure to improve public accessibility to the river.

5.1.7.1	River crossing indicative budget	30	m	8,000.00	240,000		240,000
5.1.7.2	Bridge link and activation node - indigenous landscaping.	100	m2	500.00	50,000		50,000
5.1.7.3	Bank Stabilisation - regrading, planting, install fences, etc	500	m2	200.00	100,000		100,000

**RIVER ACCESS SOLUTIONS: INFRASTRUCTURE TO IMPROVE PUBLIC ACCESSIBILITY TO THE RIVER.
ALLOW FOR BRIDGELINK, BANK STABLISATION, AND LANDSCAPING SURROUND. 390,000**

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.1 COONABARABRAN RIVER PRECINCT

5.1.8 Seasonal Adaptations:Infrastructure that not only promotes spring and autumn but also offers shelter from extreme summer

5.1.8.1	Shelters including services connections - Design Extent TBC	10	Item	15,000.00	150,000		150,000
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SEASONAL ADAPTATIONS:INFRASTRUCTURE THAT NOT ONLY PROMOTES SPRING AND AUTUMN BUT ALSC 150,000

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
5.1	COONABARABRAN RIVER PRECINCT						
5.1.9	30m of ramped walkway from woolworths carpark to connect disabled car parks 2.5m wide concrete with galvanised balustrade						
5.1.9.1	Ramped Walkway - 30m concrete x 2.5m wide	75	m2	168.12	12,609		12,609
5.1.9.2	Galvanised Balustrade - both side.	60	m	650.00	39,000		39,000
30M OF RAMPED WALKWAY FROM WOOLWORTHS CARPARK TO CONNECT DISABLED CAR PARKS 2.5M WID							51,609
5.2	TOWN CENTRE, VILLAGES & SURROUNDS						
	Town Centre, Villages & Surrounds						
5.2.1	Pathway & Signage Upgrades in Mendooran: Improvement of existing pathways and informative signage. Note: allowed for Mendooran only with 4.2km of site clearance, and wayfinding signage.	10,500	m2	29	306,500		306,500
5.2.2	Pathway & Signage Upgrades in Binnaway: Improvement of existing pathways and informative signage. Note: allowed for Mendooran only with 4.2km of site clearance, and wayfinding signage.	10,500	m2	29	306,500		306,500
5.2.3	Environmental Initiatives for River Health in Mendooran and Binnaway: Programs or installations to monitor and improve the health of local rivers. Allowed for Establishment Study only.	1	Item	60,000	60,000		60,000
5.2.4	Nandi Creek Reserve Enhancements: Potential improvements or new features. Allowed for Consultant Engagement only.	1	Item	10,000	10,000		10,000
TOWN CENTRE, VILLAGES & SURROUNDS							683,000

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.2 TOWN CENTRE, VILLAGES & SURROUNDS

5.2.1 Pathway & Signage Upgrades in Mendooran: Improvement of existing pathways and informative signage.

5.2.1.1	approx 4.2kmL on grade accessible walkway 2.5m wide - allow for site clearance only.	10,500	m2	15.00	157,500		157,500
	Signage include structures						
5.2.1.2	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
5.2.1.3	Type 2: Wayfinding 0.6x0.3m	4	No	5,000.00	20,000		20,000
5.2.1.4	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
5.2.1.5	3 additional contingency	3	No	5,000.00	15,000		15,000
5.2.1.6	Wayfinding and interpretative signage	1	No	70,000.00	70,000		70,000

PATHWAY & SIGNAGE UPGRADES IN MENDOORAN: IMPROVEMENT OF EXISTING PATHWAYS AND INFORMATIVE SIGNAGE.
NOTE: ALLOWED FOR MENDOORAN ONLY WITH 4.2KM OF SITE CLEARANCE, AND WAYFINDING SIGNAGE.

306,500

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.2 TOWN CENTRE, VILLAGES & SURROUNDS

5.2.2 Pathway & Signage Upgrades in Binnaway: Improvement of existing pathways and informative signage.

5.2.2.1	approx 4.2kmL on grade accessible walkway 2.5m wide - allow for site clearance only.	10,500	m2	15.00	157,500		157,500
Signage include structures							
5.2.2.2	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
5.2.2.3	Type 2: Wayfinding 0.6x0.3m	4	No	5,000.00	20,000		20,000
5.2.2.4	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
5.2.2.5	Wayfinding and interpretative signage	1	No	70,000.00	70,000		70,000
5.2.2.6	3 additional contingency	3	No	5,000.00	15,000		15,000

**PATHWAY & SIGNAGE UPGRADES IN BINNAWAY: IMPROVEMENT OF EXISTING PATHWAYS AND INFORMATI
NOTE: ALLOWED FOR MENDOORAN ONLY WITH 4.2KM OF SITE CLEARANCE, AND WAYFINDING SIGNAGE.**

306,500

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.2 TOWN CENTRE, VILLAGES & SURROUNDS

5.2.3 Environmental Initiatives for River Health in Mendooran and Binnaway: Programs or installations to monitor and improve the

	Establishment Study						
5.2.3.1	Ecologist consultant - before and after? 2 reports & 4 site visits/meeting	2	Item	13,200.00	26,400		26,400
5.2.3.2	Water quality - consultant	2	Item	10,000.00	20,000		20,000
5.2.3.3	additional revision of report/site visit	2	Item	6,800.00	13,600		13,600

ENVIRONMENTAL INITIATIVES FOR RIVER HEALTH IN MENDOORAN AND BINNAWAY: PROGRAMS OR INSTAL ALLOWED FOR ESTABLISHMENT STUDY ONLY. 60,000

WARRUMBUNGLE BUSINESS CASE PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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5.2 TOWN CENTRE, VILLAGES & SURROUNDS

5.2.4 Nandi Creek Reserve Enhancements: Potential improvements or new features.

	Creek Reserve - Establishment Study						
5.2.4.1	Ecologist consultant - 1 reports & 4 site visits/meeting	1	Item	10,000.00	10,000		10,000

NANDI CREEK RESERVE ENHANCEMENTS: POTENTIAL IMPROVEMENTS OR NEW FEATURES.

10,000

5.6 MASTERPLAN CONSULTANCY RIVER PRECINCT, TOWN CENTRE, VILLAGES

	<u>Masterplan Consultancy Cost - Stage 2 work.</u>						
5.6.1	Rail Trail & Sports Precinct Bridge Connection: Detailing the specific location and extent of this rail trail to connect to existing sports facilities. Allow for masterplan consultancy work only for stage 1.	1	Item	187,462.50	187,463		187,463
5.6.2	Remaining Stage 2 work - River Precinct, Town Centre, Villages	1	Item	300,000.00	300,000		300,000

MASTERPLAN CONSULTANCY RIVER PRECINCT, TOWN CENTRE, VILLAGES

487,463

6 WARRUMBUNGLE MASTER-PLANNING PROJECTS

Master-planning Projects							
6.1	Coonabarabran River Precinct				2,444,203		2,444,203
6.2	Town Centre, Villages & Surrounds				650,000		650,000
Estimated Net Construction Cost					3,094,203		3,094,203
6.3	Preliminaries	15	%	3,094,203	464,130		464,130
6.4	Margin	5	%	3,558,333	177,917		177,917
Estimated Gross Construction Cost					3,736,250		3,736,250
6.5	Professional Fees	10	%	3,736,250	373,625		373,625
6.6	Authority Fees	2	%	4,109,875	82,198		82,198
6.7	Contingency	20	%	4,109,875	821,975		821,975
Total Indicative Development Cost					5,014,048		5,014,048

WARRUMBUNGLE MASTER-PLANNING PROJECTS TOTAL

5,014,048

6.1 COONABARABRAN RIVER PRECINCT

Coonabarabran River Precinct							
6.1.1	Adventure Playground including signage	1	Item	680,000	680,000		680,000
6.1.2	Additional Pathways and Signage Across Neilson Park: Expansion of pathways and informational signage on the opposite side of the river. Note: allow for 250mL on grade steel mesh walkway, and wayfinding signage as required.	1	Item	264,000	264,000		264,000
6.1.3	Night time Experience: Initiatives to leverage the unique dark sky fortnight time activities and celebrations. Design Extent TBC	1	Item	250,000	250,000		250,000
6.1.4	Rail Trail & Sports Precinct Bridge Connection: Detailing the specific location and extent of this rail trail to connect to existing sports facilities	1	Item	1,250,203	1,250,203		1,250,203

COONABARABRAN RIVER PRECINCT

2,444,203

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.1 COONABARABRAN RIVER PRECINCT

6.1.1 Adventure Playground including signage

Adventure Play							
6.1.1.1	Tree top play	1	Item	150,000.00	150,000		150,000
6.1.1.2	Flying fox 50m	50	m	500.00	25,000		25,000
6.1.1.3	Others connecting to rail trail and extension.	1	pcsum	200,000.00	200,000		200,000
6.1.1.4	Slide	1	Item	180,000.00	180,000		180,000
6.1.1.5	Type 1: Place Stories 1.5m x 0.5m 1 x 4	4	No	10,000.00	40,000		40,000
6.1.1.6	Type 2: Wayfinding 0.6x0.3m 2 x 8	8	No	5,000.00	40,000		40,000
6.1.1.7	Type 3: Fauna/Flora ID 0.3m x 0.15m x 15	15	No	3,000.00	45,000		45,000

ADVENTURE PLAYGROUND INCLUDING SIGNAGE

680,000

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.1 COONABARABRAN RIVER PRECINCT

6.1.2 Additional Pathways and Signage Across Neilson Park: Expansion of pathways and informational signage on the opposite side

6.1.2.1	approx 250m L on grade accessible walkway 2.5m wide - allow on grade proprietary mesh walkway.	625	m2	280.00	175,000		175,000
	Signage include structures						
6.1.2.2	Type 1: Place Stories 1.5m x 0.5m	2	No	10,000.00	20,000		20,000
6.1.2.3	Type 2: Wayfinding 0.6x0.3m	6	No	5,000.00	30,000		30,000
6.1.2.4	Type 3: Fauna/Flora ID 0.3m x 0.15m	8	No	3,000.00	24,000		24,000
6.1.2.5	3 additional contingency	3	No	5,000.00	15,000		15,000

**ADDITIONAL PATHWAYS AND SIGNAGE ACROSS NEILSON PARK: EXPANSION OF PATHWAYS AND INFORMA
NOTE: ALLOW FOR 250ML ON GRADE STEEL MESH WALKWAY, AND WAYFINDING SIGNAGE AS REQUIRED.**

264,000

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.1 COONABARABRAN RIVER PRECINCT

6.1.3 Night time Experience: Initiatives to leverage the unique dark sky fortnight time activities and celebrations.

6.1.3.1	Specialist Lighting to minimise light spill in context of wildlife and Dark Skies	1	Item	150,000.00	150,000		150,000
6.1.3.2	Landscaping and other art structure.	1	pcsum	100,000.00	100,000		100,000

**NIGHT TIME EXPERIENCE: INITIATIVES TO LEVERAGE THE UNIQUE DARK SKY FORTNIGHT TIME ACTIVITIES
DESIGN EXTENT TBC** **250,000**

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.1 COONABARABRAN RIVER PRECINCT

6.1.4 Rail Trail & Sports Precinct Bridge Connection: Detailing the specific location and extent of this rail trail to connect to existing

6.1.4.1	Signage <u>Reuse of existing heritage rail bridge with walkway mesh with trail edge - 2m width.</u>	1	Item	140,000.00	140,000		140,000
6.1.4.2	60m	120	m2	280.00	33,600		33,600
6.1.4.3	320m to east of existing rail bridge	640	m2	280.00	179,200		179,200
6.1.4.4	1.2km to east of existing rail bridge	2,400	m2	280.00	672,000		672,000
6.1.4.5	Extra Over for trail edge to above walkway. <u>Connecting concrete path to either side of heritage bridge back into existing path networks</u> <u>Allow as concrete footpath.</u>	3,160	m2	70.00	221,200		221,200
6.1.4.6	2.5m wide x Length North of river 10m	25	m2	168.12	4,203		4,203

RAIL TRAIL & SPORTS PRECINCT BRIDGE CONNECTION: DETAILING THE SPECIFIC LOCATION AND EXTENT 1,250,203

6.2 TOWN CENTRE, VILLAGES & SURROUNDS

Town Centre, Villages & Surrounds							
6.2.1	Mendooran River Access Solutions for all River centres/Villages: Infrastructure to improve public accessibility to the river. Allow for landing platform, bank stablisation, and landscaping surround.	1	Item	325,000	325,000		325,000
6.2.2	Binnaway River Access Solutions for all River centres/Villages: Infrastructure to improve public accessibility to the river. Allow for landing platform, bank stablisation, and landscaping surround.	1	Item	325,000	325,000		325,000

TOWN CENTRE, VILLAGES & SURROUNDS 650,000

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.2 TOWN CENTRE, VILLAGES & SURROUNDS

6.2.1 Mendooran River Access Solutions for all River centres/Villages: Infrastructure to improve public accessibility to the river.

6.2.1.1	Landing platform	150	m2	1,000	150,000		150,000
6.2.1.2	Indigenous landscaping.	150	m2	500	75,000		75,000
6.2.1.3	Bank Stabilisation - regrading, planting, install fences, etc	1	Item	100,000	100,000		100,000

**MENDOORAN RIVER ACCESS SOLUTIONS FOR ALL RIVER CENTRES/VILLAGES: INFRASTRUCTURE TO IMPR
ALLOW FOR LANDING PLATFORM, BANK STABLISATION, AND LANDSCAPING SURROUND.**

325,000

WARRUMBUNGLE MASTER-PLANNING PROJECTS



Project: OTHER	Details: Cost Plan No 1 R4.2
Building: Real Country	Job No: 2023.063

Code	Description	Quantity	Unit	Rate	Subtotal	Factor	Total
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6.2 TOWN CENTRE, VILLAGES & SURROUNDS

6.2.2 Binnaway River Access Solutions for all River centres/Villages: Infrastructure to improve public accessibility to the river.

6.2.2.1	indigenous landscaping.	150	m2	500	75,000		75,000
6.2.2.2	Bank Stabilisation - regrading, planting, install fences, etc	1	Item	100,000	100,000		100,000
6.2.2.3	Landing platform	150	m2	1,000	150,000		150,000

**BINNAWAY RIVER ACCESS SOLUTIONS FOR ALL RIVER CENTRES/VILLAGES: INFRASTRUCTURE TO IMPROV
ALLOW FOR LANDING PLATFORM, BANK STABLISATION, AND LANDSCAPING SURROUND. 325,000**

APPENDIX C - Tourism Impact Report



Tourism Impact Summary Report for Orana RDA (Tourism Activity: 365 days)

Tourism Impact Scenario

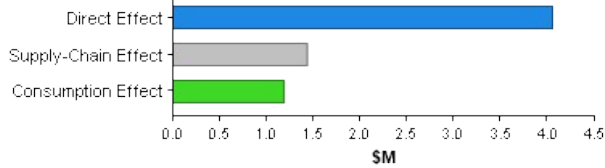
Name Real Country
Duration 365 days

Direct Impact	Domestic Day	Domestic Overnight	International	Total
Number of Visitors	17,165	3,050	4,390	24,605
Number of Nights	n/a	1.00	1.00	
Estimated Expenditure per Visitor per Day (\$)	\$184	\$211	\$57	
Total Estimated Expenditure (\$)	\$3,158,360	\$643,550	\$250,230	\$4,052,140

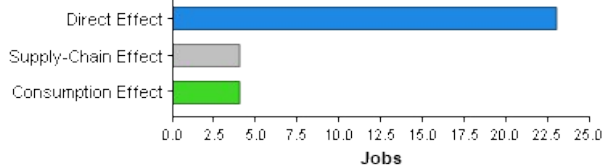
Estimated Expenditure per Visitor per Day data sourced from:
TRA 2022 Tourism Profile REMPLAN 2022 Tourism Analysis Model

Tourism Impacts

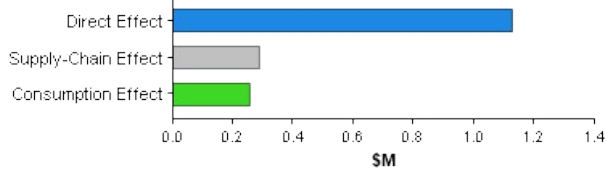
Impact Output - Orana RDA (2022 Release 2)

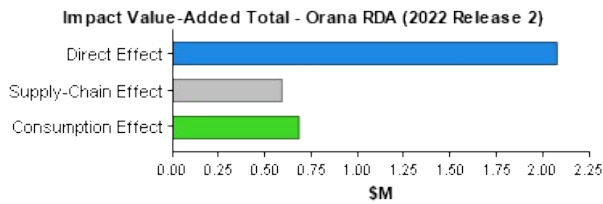


Impact Employment Total - Orana RDA (2022 Release 2)



Impact Wages and Salaries Total - Orana RDA (2022 Release 2)





Under this scenario Gross Regional Product is estimated to increase by \$3.344 million (0.03%) to \$10,822.026 million. Contributing to this is a direct increase in output of \$4.052 million, 23 additional jobs, \$1.126 million more in wages and salaries and a boost in value-added of \$2.074 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to output valued at \$1.435 million, 4 more jobs, \$0.288 million more paid in wages and salaries, and a gain of \$0.589 million in terms of value-added.

These supply-chain effects represent the following Type 1 economic multipliers:

Impact	Type 1 Multipliers
Output	1.354
Employment	1.174
Wages and Salaries	1.255
Value-added	1.284

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under the scenario are expected to further boost output by \$1.186 million, employment by 4 jobs, wages and salaries by \$0.255 million, and value-added by \$0.681 million.

Under this scenario, total output is expected to rise by \$6.673 million. Corresponding to this are anticipated increases in employment of 31 jobs, \$1.669 million wages and salaries, and \$3.344 million in terms of value-added.

The total changes to economic activity represent the following Type 2 economic multipliers:

Impact	Type 2 Multipliers
Output	1.647
Employment	1.348
Wages and Salaries	1.482
Value-added	1.612

Tourism Impact Summary (Tourism Activity: 365 days)

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$4.052	\$1.435	\$1.186	\$6.673	1.354	1.647
Long Term Employment (Jobs)	23	4	4	31	1.174	1.348
Wages and Salaries (\$M)	\$1.126	\$0.288	\$0.255	\$1.669	1.255	1.482
Value-added (\$M)	\$2.074	\$0.589	\$0.681	\$3.344	1.284	1.612

Disclaimer

All figures, data and commentary presented in this report are based on data sourced from the Australian Bureau of Statistics (ABS), most of which relates to the 2021, 2016, 2011, 2006 and 2001 Censuses, and data sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) published by Tourism Research Australia.

Using ABS datasets and an input / output methodology industrial economic data estimates for defined geographic regions are generated.

This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

APPENDIX D - NPV and BCR Worksheet (November 2023)

Details	Year 1	Year 2	Year 3	Year 4	Year 5
A. Cost: Cash outflow: \$ A1 Capital Cost					
Coonamble	993,164	1,299,373	2,750,233		
Gilgandra	942,557	1,377,330	3,351,491		
Warrumbungle	995,707	1,311,572	2,802,900		
A2. Operating Costs					
Coonamble					
Operating				80,900	83,000
Maintenance				108,226	110,558
Renewal and Replacement					
Gilgandra					
Operating				65,000	66,800
Maintenance				158,894	162,710
Renewal and Replacement					
Warrumbungle					
Operating				64,800	66,500
Maintenance				105,576	108,438
Renewal and Replacement					
A. Total Cash Outflow	2,931,428	3,988,275	8,904,624	583,396	598,006
A. 3 BCR @ 5%	\$17,503,638.47				

Details	Year 1	Year 2	Year 3	Year 4	Year 5
B. Benefit: Cash inflow: (\$)					
Direct Benefit	0	0	0	0	0
Indirect Benefit					
Increased value added to the regional economy	1,830,000	2,490,000	5,790,000		
expenditure - overnight stays impact to region (REMPPLAN) Type 1				3,344,000	3,344,000
B. Total Cash Inflow	1,830,000	2,490,000	5,790,000	3,344,000	3,344,000
C. Net Cash Flow (NCF)	- 1,101,428	- 1,498,275	- 3,114,624	2,760,604	2,745,994
D. NPV of NCF @ 5%	\$8,214,281.96				
E. BCR @ 5%	\$8,214,281.96				
BCR	0.47				

Year 6	Year 7	Year 8	Year 9	Year 10
85,000	87,100	89,400	91,500	93,900
113,314	116,176	119,144	121,900	124,762
			16,700	148,800
68,300	70,000	71,900	73,500	75,600
166,738	170,766	174,900	179,246	183,592
			1,100	91,600
68,000	69,700	71,600	73,200	75,200
111,088	113,844	116,706	119,462	122,536
			61,200	125,500
612,440	627,586	643,650	737,808	1,041,490

Year 6	Year 7	Year 8	Year 9	Year 10
0	0	0	0	0
3,344,000	3,344,000	3,344,000	3,344,000	3,344,000
3,344,000	3,344,000	3,344,000	3,344,000	3,344,000
2,731,560	2,716,414	2,700,350	2,606,192	2,302,510

APPENDIX D - 10 Year Cashflow (November 2023)

Details	Year 1	Year 2	Year 3	Year 4	Year 5
A. Cost: Cash outflow: \$ A1 Capital Cost					
Coonamble	993,164	1,299,373	2,750,233		
Gilgandra	942,557	1,377,330	3,351,491		
Warrumbungle	995,707	1,311,572	2,802,900		
A2. Operating Costs					
Coonamble					
Operating				80,900	83,000
Maintenance				108,226	110,558
Renewal and Replacement					
Gilgandra					
Operating				65,000	66,800
Maintenance				158,894	162,710
Renewal and Replacement					
Warrumbungle					
Operating				64,800	66,500
Maintenance				105,576	108,438
Renewal and Replacement					
A. Total Cash Outflow	2,931,428	3,988,275	8,904,624	583,396	598,006

Year 6	Year 7	Year 8	Year 9	Year 10
85,000	87,100	89,400	91,500	93,900
113,314	116,176	119,144	121,900	124,762
			16,700	148,800
68,300	70,000	71,900	73,500	75,600
166,738	170,766	174,900	179,246	183,592
			1,100	91,600
68,000	69,700	71,600	73,200	75,200
111,088	113,844	116,706	119,462	122,536
			61,200	125,500
612,440	627,586	643,650	737,808	1,041,490

Coonabarabran:

14-22 John Street
Coonabarabran NSW 2357

PO Box 191
Coonabarabran NSW 2357

ABN: 63 348 671 239



Calls from within Shire
1300 795 099

Calls from outside Shire area
Coonabarabran:
02 6849 2000

Coolah: 02 6378 5000

Fax: 02 6842 1337

Email:
info@warrumbungle.nsw.gov.au

Coonabarabran - Coolah - Dunedoo - Baradine - Binnaway - Mendooran

Please address all mail to:
The General Manager

Please refer enquiries to: **R Bailey**
Doc ID: 177991

12 January 2024

Ms. Jess Watson
Planning and Assessment Group
Department of Planning Housing and Infrastructure,
Locked Bag 5022, Parramatta
NSW 2124

jess.watson@dpie.nsw.gov.au

Dear Ms Watson

Council's Response to Proposed Spicers Creek, Wind Farm – Submissions Report (SSD-41134610)

1. Introduction

Thank you for the opportunity for Warrumbungle Shire Council ('Council') to address the Spicer's Creek Wind Farm Submissions Report (SR).

Throughout this document the following terms will be used to refer to the documents found on the Planning Portal.

1. Warrumbungle Shire Council's submission in response to the EIS (EIS Submission)
2. Squadron Energy's Submissions Report (SR)
3. Squadron Energy's Submissions Report Appendices 01-13 (SR-AppX)
4. DPE Request for Additional Information, dated 11/12/2023 (RFI)
5. Transport for New South Wales, Agency Advice, dated 26/08/2023 (TfNSW)

Council has provided Draft Consent Conditions within **Attachment 1** to inform the DPHI's assessment and determination process.

Council maintains its **objection** to the proposal for the following five reasons:

- Concern that access to the Golden Highway via Spring Ridge Road and other local roads will be utilised by construction traffic if not appropriately conditioned.
- EIS discussion regarding roads and traffic mitigation measures is aspirational and contains no enforceable undertakings and the SR provides little additional detail with commitment to just four of the ten mitigation measures suggested by Council in the EIS-Submission

- Council believes that the proponent has not shown or provided adequate commitment that the road upgrade works can be practically achieved.
- Cumulative impacts have not been adequately addressed in the Updated Management Measures document. It is noted that there is no specific category for Cumulative Impacts and that the few management measures that refer to cumulative impacts are lacking in any detail.
- Council still seeks more detailed information on matters including the scope and extent of earthworks, road works, drainage and erosion protection aspects associated with access roads, temporary batching plants, temporary and permanent site infrastructure (e.g., laydown, parking areas, construction offices, etc.) and the turbines themselves.

2. Road and Traffic Impacts

Note: Council acknowledges that project refinement has resulted in a reduction in the proposed usage of local roads within WSC LGA. However, Council maintains its concern that access to the Golden Highway via Spring Ridge Road and other Council local roads represents the shortest travel time for traffic between the southern parts of the project site and the Golden Highway and Newcastle, as discussed further below.

If, despite Council's objection to the project for the reasons outlined, the DPHI is of a mind to grant consent, then Council requires robust consent conditions as per those provided in Appendix A to restrict all construction vehicle (LV and HV) usage to approved access routes.

Council is the roads authority generally for classified and local roads within Warrumbungle Shire (other than Crown roads). Under Sections 87, 122, 138 (and others) of the Roads Act, before any traffic control or physical works can commence on these roads, the developer must provide details and obtain consent from Council. While detailed design applications can and should be deferred until after SSD consent is obtained, it must be clearly evidenced prior to SSD approval that the measures and works can be practically achieved. Council requests additional detail supporting the statement 'The relevant road upgrades and measures can be practically achieved' as stated in the SR addressing Council point 5.

Council is pleased that Squadron Energy has committed to limit project site access further to outside the Warrumbungle LGA and is pleased that Squadron has stated its intention to concentrate movements to the designated access points directly off the Golden Highway, Saxa road and Sweeneys Lane. Council is also pleased that Squadron have provided firm commitments that local Council roads in the vicinity of the site will be mostly actively avoided, however Council requests additional information regarding how this will be achieved.

It is noted that there may be some use of local roads based on the location of the Project workforce. Whilst Squadron has stated that it expects usage to be minor, Council maintains its concern that access to the Golden Highway via Spring Ridge Road and other Council local roads represents the shortest travel time for traffic between the southern parts of the project site and the Golden Highway and Newcastle. Due to the majority of the workforce being 'Drive-in, Drive-out' it is anticipated that there may be traffic build-up issues experienced on these roads at either end of a working week or workers swing. A further concern is the interface of REZ project-related traffic and the grain harvest season. Council urges the DPHI to reference this in conditions of consent.

Additionally, preliminary estimates suggest Council may suffer economic damage in the order of tens of millions of dollars over the entire project lifecycle from the construction phase through to end of decommissioning. This estimate range encompasses sealed and unsealed road maintenance and rehabilitation costs attributable to project traffic, estimated generally using principles from the global best-practice pavement damage model set out in Austroads Guide to Pavement Technology.

The SR states that a Construction Traffic Management Plan (CTMP) will be prepared in consultation with Councils and TfNSW. While it is convenient to defer the need for detailed management plans to after SSD determination, the EIS discussion is aspirational and contains no enforceable undertakings and the SR provides little additional detail with commitment to only four of the ten mitigation measures suggested by Council in the EIS-Submission.

Council requests a Dilapidation Survey and commitment to a dilapidation rectification regime to be undertaken for Spring Ridge Road, and for the traffic monitoring program proposed in the Updated Management Measures (SR-App04) to include Spring Ridge Road.

Prior to SSD determination Council requires a traffic management statement of commitments is to be prepared outlining the key outcomes that will ensure impacts are appropriately managed. These should include active monitoring and management methods such as (for example):

- Provision of dilapidation surveys to capture the existing roads condition (including restricted roads) immediately prior to and immediately after project construction and so too before and after any refurbishments and decommissioning. The developer must pay all make good provisions,
- Technological methods, which may include each workforce and heavy vehicle fitted with GPS with geofencing and notifications to site management,
- Surveillance equipment on key prohibited access routes and a register of project licence plates,
- Infrastructure treatments which may potentially range from signage to awareness or exclusion devices or barriers (while maintaining public right of access),
- Quotas for private vehicle trip reductions, which should include maximisation of carpooling as far as practicable, and provision of shuttle buses where sufficient workers are co-located along the same route to/from accommodation centres.
- Measures to manage the cumulative impacts with multiple other major projects planned in the area, to ensure that project traffic impacts can be reasonably apportioned between developers without excessive compliance burden being placed on Council,
- Lodgement of bond securities to guarantee performance of obligations,
- Summary compliance reports being provided to Council on a monthly basis with details of actual number of movements and vehicle types / loads that comprised each movement, and
- Provision for compensatory pavement maintenance payments to be accrued annually in proportion to the rates of non-compliance (under the PA) in line with Austroads best-practice pavement models,
- As well as soft behaviour-influencing management measures such as training and toolbox meetings which would normally be covered by the detailed construction traffic management plan.

It is noted that such a management strategy would not be expected to result in any net income for Council. The object of the strategy would be to ensure that Council is compensated for any financial cost – so it is no worse off than if the project had complied with its commitments to avoid certain roads.

Some of these requirements may have non-trivial implementation costs and are to therefore be enshrined in the SSD (as a statement of commitments or consent conditions) to ensure they are implemented. It is expected that these requirements could be reasonably waived or reduced later in merit (post-SSD determination) where the developer or future constructor(s) propose innovative methods or changes to the traffic arrangements that would avoid the need for such measures.

Passive or reactive management commitments will not be satisfactory on their own, as that approach would be expected to shift the high cost of monitoring efforts and the burden of proof onto Council and other community stakeholders, for the duration of the project.

3. Cumulative Impacts

It is agreed that the approval process for renewable energy projects within the REZ makes it difficult to determine which ones are likely to have concurrent construction periods. However, it is likely that within the WSC LGA there will be at least three concurrently in the construction phase with a combined total of up to approximately 1816 full-time positions. Council disagrees with the proponent regarding the likely outcome that not all proposed projects will ultimately be constructed based on the 11 identified major renewable generation projects with planned connections to the REZ that EnergyCo is currently working with.

Council acknowledges that access rights to the REZ transmission project is a separate independent tender process by the EnergyCo and Consumer Trustee, however, is of the opinion that the intention is for the REZ to maximise generation potential.

Council acknowledges that EnergyCo has a co-ordination role for the CWO REZ and will likely release a CWO REZ Generator Guideline for joint responsibility of cumulative impacts. However, there is currently no publicly available release date, and Squadron Energy should be preparing mitigation measures to address the identified cumulative impacts at this stage rather than deferring to a future Guideline due to the EIS identifying that the cumulative impact of increased pressures on local facilities and services, particularly local health care and facilities, is of high impact significance.

Council also requests the proposed Orana Wind Farm be included in the assessment of cumulative impacts.

4. Construction Impacts

The RTS considers the Council's objection based on scope and extent of construction activity and relevant safeguards in Table 4.5. The Proponent states that the EIS adequately addresses the extent of construction activities and impacts, stating that the relevant safeguards are within SR-App 4 of the updated summary. It is also stated that there have been refinements to the Development footprint and Development Corridor which reduce the extent of construction activities.

After a review of SR-App 4, Council is satisfied that the majority of environmental management during construction is adequately addressed, with the exception of Progressive Erosion and Sediment Control Plans and inspections being undertaken/reviewed frequently and by a suitably qualified professional.

It is evident that the Project Site, Development Corridor, and Development Footprint have been reduced in size through refinement of the design, however how this relates to Council is difficult to ascertain via the small number of provided maps which do not include Local Government boundaries.

Council still seeks more detailed information on matters including the scope and extent of earthworks, road works, drainage and erosion protection aspects associated with access roads, temporary batching plants, temporary and permanent site infrastructure (e.g., laydown, parking areas, construction offices, etc.) and the turbines themselves.

5. Secure a Planning Agreement

Council is pleased that Squadron has stated its intention to commit to a financial contribution equivalent to 1.5% of the projects capital investment value in line with the Council Policy. Council acknowledges the receipt of a draft letter of offer on 19th July 2023 and the subsequent request for a pause on discussions by Council. Council has now been provided the opportunity to review the EIS and Submissions Report. Council states its intention to imminently re-engage with Squadron Energy to continue discussions and requires that the key terms of the Planning Agreement be finalised prior to the issuing of any development consent. Council is mindful of the recently released Draft Benefit Sharing Guidelines and is likely to support the application of the \$1,050/MW/year level of Development Contributions in the Planning Agreement.

6. Employment of Locals and Construction Workforce Accommodation

In the EIS submission Council sought a definitive percentage of local workers that Squadron commits to employing and additional information regarding training and up-skilling opportunities. Council is pleased that Squadron have committed to 10% local employment and at the level of additional detail regarding training programs provided. Council encourages DPHI to require the Developer to commit to explicit tasks and deliverables, and to be held accountable for delivery of same.

Council also sought additional information regarding the location of worker accommodation in the EIS submission. The SR provides additional information regarding all potential opportunities highlighted through the preparation of the Accommodation and Employment Strategy (AES) as SR-App08. Council notes that no temporary workers' accommodation will be sited in the WSC LGA.

7. Conclusion

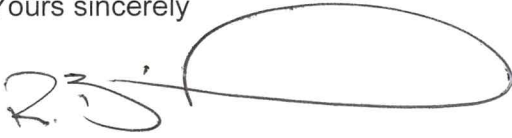
Council is seeking clear, definitive and explicit actions which will be committed to prior to and during construction and operation, refurbishment, and decommissioning.

Council looks forward to engaging with the Proponent and DPHI to address the matters articulated herein. Council will consider revising its objection to this proposal if its concerns are adequately addressed.

To conclude and reiterate, if, despite Council's objection to the project for the reasons outlined, the DPHI is of a mind to grant consent then Council requests that robust and transparent consent conditions be adopted that comprehensively address the issues raised by Council. Council has included herein consent conditions that, if adopted, would go some way to alleviating Councils concerns.

If you have any queries, please don't hesitate to contact the undersigned.

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'R' and 'B' followed by a large, horizontal oval flourish.

ROGER BAILEY
GENERAL MANAGER

Attachment 1: Proposed Consent Conditions

SSD-41134610 Spicers Creek Wind Farm (as at SR Phase 09 January 2024) Warrumbungle Shire Council Recommended Consent Conditions

Introduction

If, despite Council's objection, the DPHI/IPC is of the view that the SSD application be approved, Council requests the DPHI/IPC incorporate the following requirements as conditions of consent.

The rationale for said conditions is to ensure the project proceeds in a way that is consistent with Council's requirements and environmental, social and economic costs are fully offset by benefits provided to residents and ratepayers. On the matter of local roads, as the roads authority under the *Roads Act 1993*, Council requires all road works, safety, service criteria and traffic management requirements to meet with its formal approval.

As the local government authority charged with providing local infrastructure and services including water, wastewater, solid waste and social and educational facilities and services, etc, it requires impacts and demands on such provisions to be fully compensated financially.

General Conditions

1. **Haulage estimation:** Public road pavement designs under the *Roads Act 1993* are to be supported by a comprehensive manifest of all materials to be hauled along Council roads, to the satisfaction of Council. The manifest and pavement design calculations shall include (but may not be limited to): breakdown of whole-project materials classes and quantities, likely truck axle and maximum load configurations, average (per load) and total cumulative Equivalent Standard Axles, average km haulage distance by category of road, and background traffic volumes to be added including the number of background heavy vehicles.
2. **Key Stakeholder:** For the life of the consent, the consent holder shall comply with the Council conditions specified in this Attachment 1 list of Consent Conditions, except to the extent that variations or concessions are agreed in writing by an authorised representative of Council.
3. **No cost to Council:** All works required under this consent are for the benefit of the developer and shall be at no environmental, social or economic cost to Council, except to the extent agreed otherwise in a Deed, Planning Agreement or similar formal legal agreement.
4. **Standards:** All public works and public land impacted, or to be constructed by the consent holder and dedicated to Council, shall be designed, constructed and maintained in accordance with the relevant standards.
5. **Approved Council road routes:** All project traffic across the construction, operational, refurbishment and decommissioning phases shall only be permitted to use the following Council-managed roads:
 - a. Specific local roads in the Elong Elong locality west of Sandy Creek;

Note: Spring Ridge Road, Sandy Creek Road and Dapper Road are not to be used.

6. **Route compliance:** The consent holder shall take all steps necessary to ensure and demonstrate compliance with the various road-related conditions, including, if required and to the satisfaction of Council, active management measures such as technology- based monitoring of individual vehicles across the supply chain with GPS and geofences, physical works and signage to restrict movements (subject to *Roads Act 1993* approval), active surveillance, incentivisation and disciplinary actions.
7. **Material export:** Site-won quarried, or earthworks materials shall not be transported using public roads outside the project from which they are obtained, unless such development has prior written approval from Council.
8. **Water supply and sewage:** Prior to the issuing of an Occupation Certificate or occupation (whichever occurs first) for any buildings, the consent holder shall pay the necessary headworks and connection charges and provide connection works as required by Council. Trucking of water and sewage shall only be undertaken to/from town or village network offtake or discharge points which are approved in writing by Council, and subject to any requirements or powers of Council under the Water Management Act.

Council at its discretion may refuse to provide water (both potable and non-potable) or accept wastewater at its facilities.

9. **Defects Liability and Maintenance Period (DLMP):** For any infrastructure asset constructed or modified under this consent which is to be dedicated as an asset of the Council, the consent holder shall have a 24-month DLMP obligation commencing from the date the works are deemed 'practically complete' by Council's inspector.

During the DLMP the consent holder is responsible for repair of any defects and maintenance of the asset in accordance with manufacturer's recommendations and any asset management plan, at no cost to Council.

10. **Bond securities:** In accordance with its adopted policies and *Roads Act 1993* approval conditions, Council will, at its discretion, require the consent holder to lodge refundable bond securities to guarantee the consent holder's performance of any of the following:
 - a. Outstanding or incomplete works;
 - b. Defect liability and/or maintenance obligations;
 - c. Vegetation or environmental management obligations; and
 - d. Obligations under a Planning Agreement or Deed.
11. **Asset documentation:** For infrastructure assets dedicated to Council, the consent holder will provide electronic copies of the relevant manufacturer's operation and maintenance documentation, inspection and test results, conformance surveys, non- conformance reports, a financial values asset return, and Works-As-Executed (WAE) drawings to Council's satisfaction.

WAE information is to be recorded on the original design drawings (so far as is practicable) using red line markups in native computer aided design file format and plotted or scanned to portable document format.

- 12. No road dedication:** To the maximum extent possible subject to law, no new public roads shall be dedicated to Council as a result of the project, and Council shall not be required to maintain or contribute to the maintenance of any road for which it is not already responsible in the pre-development scenario.

This includes the existing and proposed private roads to be used for access to each cluster.

- 13. Threshold treatments:** The consent holder shall install threshold treatment works at the interface of all private roads with public roads, and at the end of Council-maintained roads, to the satisfaction of Council to ensure that the private purpose of the road is clear for the life of the development and to avoid any future maintenance requirement being borne by Council.

Such works may include for example (in private ownership): gates, grids, traffic calming encroachments, signs, displays and/or monuments. Durable signs communicating that it is a private road, and the end of Council-maintained segment may be sufficient depending on the location.

- 14. No easements over Council roads:** Easements or rights in title shall not be created to burden any public dedicated road reserves for which Council is or will become the roads authority, unless with Council's prior consent in writing.

- 15. No encroachment:** All structures, including (but not limited to) the potential blade overhang and micro-siting envelope of turbines, shall be sited outside of public dedicated road reserves or public land.

- 16. Crown roads:** It is understood that Crown Roads division policy may require any formed roads that are to be constructed or used within Crown Road reserves to first be transferred to Council ownership. Council opposes the transfer of project-required roads as they are not required for public traffic. If transfer is to occur unilaterally despite Council's objection, prior to transfer of the road to Council or commencement of use by project traffic (whichever occurs first), the roads shall be designed, constructed and maintained for life to the satisfaction of Council and at no on-going cost to Council.

- 17. Flooding:** The project works shall not result in any adverse stormwater or flooding impacts or water flow behaviour in relation to any of Council's assets (including roads) or land, for all design storm events up to and including the 1% Annual Exceedance Probability, in accordance with the adoption of the very latest climate change models.

If adverse impacts arise, the consent holder shall design and construct improvements to the assets or land to flood-proof or achieve 'no worse than existing' serviceability and performance of that asset, to the written satisfaction of Council.

18. Solid and Liquid Wastes: Solid and liquid wastes shall only be disposed at approved/ licenced waste facilities. Council shall not be required to accept any wastes from the development at its facilities.

19. Access and servicing: the access licences or easements granted in favour of the project shall be maintained by the consent holder for the life of the development (including decommissioning), and shall not be sold off in separate parts, so that the project remains a unitary development and no part of the project becomes alienated from the private access roads or services alignments.

20. Prior to and During Construction, Refurbishment and Decommissioning Phases

20.1 Haulage estimation: Public road pavement designs under the Roads Act 1993, or cash contributions under VPA, are to be supported by a comprehensive manifest of all materials to be hauled along Council roads, to the satisfaction of Council. The manifest and pavement design calculations shall include (but may not be limited to): breakdown of whole-project materials classes and quantities, likely truck axle and maximum load configurations, average (per load) and total cumulative Equivalent Standard Axles, average km haulage distance by category of road, and background traffic volumes to be added including the number of background heavy vehicles.

20.2 Roads condition assessment: The consent holder shall undertake comprehensive condition assessment reports to Council's satisfaction, for all its infrastructure assets along the identified Council-managed commuter and haulage routes, prior to the consent holder commencing significant activity along that route in the construction or future refurbishment or decommissioning phases, and again within four months after the conclusion of construction, refurbishment or decommissioning.

20.3 Road Safety Audit (RSA): Prior to *Roads Act 1993* approvals, the developer must provide an RSA prepared by an independent accredited RSA auditor for all the designated WSC-managed commuter and haulage roads, considering the construction, operation, refurbishment and decommissioning stages of the project. Any specific hazards or infrastructure treatments identified may be required to be included in the scope of works, depending on the risk assessment and to the satisfaction of Council.

20.4 Road geometric and functional upgrades prior to construction: Prior to the construction stage milestones given in Schedule 1A (Roadworks Staging) of this Attachment, the consent holder shall achieve practical completion of the public road upgrades specified by Council in Schedule 1B (Upgrade Standards), for the whole of the designated haulage and commuter routes providing access to that stage or cluster. (Refer to Schedules 1A and 1B at the end of this document.)

20.5 Maintain roads during construction: The consent holder shall maintain the WSC-managed public roads comprising the designated haulage and commuter routes for the entire duration from commencement of the construction, until completion of the Defects and Maintenance Liability

Period (**DLMP**), to Council's satisfaction.

Maintenance shall include regular patrols, grading (for unsealed roads) and rectification of any apparent hazards, failures or defects within a reasonable timeframe, to provide for safe and serviceable travel by all road users to a standard no worse than in the pre- development scenario. Rectification methods for significant or non-standard issues shall be first approved by Council before said work is undertaken.

As part of any *Roads Act 1993* approval Council may order the consent holder to take action, or (with sufficient notice to the consent holder except in emergencies) Council may undertake the work and recover the costs from the consent holder.

20.6 Renew road pavements by end of construction phase: Prior to commissioning turbines in a stage or cluster, designs for renewal of all WSC-managed road pavements providing access to that stage in accordance with this condition shall require approval by Council under the Roads Act, to ensure road works can be completed without delay following commissioning.

Within 12 months of commissioning turbines in any stage or cluster and prior to Council refunding applicable bond securities, the developer shall overlay, reconstruct or rehabilitate the pavement to renew the full design life lost due to construction traffic (using Austroads methods for Equivalent Standard Axles, **ESA**), and offset the future likely estimated design life that will be lost due to operational and decommissioning traffic, or provide at least the minimum design ESA values below (whichever method results in the higher design life), for the full length of the designated WSC-managed public haulage routes that provide access to that cluster or stage:

- Sealed classified Regional and sealed local roads: 1 x 1QA6 ESA
- Unsealed local roads with no significant through traffic: 2 x 1QA5 ESA
- Unsealed local roads with through traffic: design ESAs calculated in accordance with Austroads Guide to Pavement Technology Part 2 (AGPT02), but no less than 2 x 1QA5 ESA and no greater than 1 x 1QA6 ESA

If subsequent construction stages have commenced or are soon to commence, and construction traffic is or will be using that road segment, Council may (at its discretion) agree in writing to defer the reconstruction of that road segment until completion of the subsequent stage(s), in recognition that reconstructing the road after project construction traffic has concluded may be desirable in order to maximise long term pavement life.

21. Over-dimensional vehicle management: The construction, refurbishment and decommissioning Traffic Management Plans (**CTMP**) must minimise delays and temporary traffic impacts along WSC-managed roads in connection with transport of Over Size Over Mass (**OSOM**) loads, so far as is reasonably practicable, through the use of a combination of measures such as (but not limited to):

- a) Public notification along affected roads, with advance notice given in the local media and by signage posted along the route;
- b) Use of night or off-peak transport periods;
- c) Platooning of multiple OSOM loads at the same time;

- d) Selection of lay-by areas for OSOM loads at regular distances so that the duration of each traffic stoppage on single-carriageway roads is minimised;
- e) Other measures identified in consultation with Council. The draft CTMP must be submitted to Council for review at least three months prior to the planned movement of heavy and oversized vehicles. The CTMP must be approved by Council before any movement of heavy or oversized vehicles.
- f) As part of the CTMP measures, the consent holder shall maximise the use of buses and minibuses between accommodation centres, project sites and towns, and shall ensure car-pooling quotas are developed and enforced, to ensure that project private vehicle-kilometres are minimised. Any proposed park and ride stops in the Council area, and associated management measures or works, shall be to the satisfaction of Council.
- g) Project bus planning shall also provide for regular workforce access to town services and amenities while minimising negative social impacts on surrounding communities. The Plans must also mitigate and minimise the impacts of development traffic on school bus routes during their operating times, and on stock and crop haul routes during high-traffic seasons.

22. Decommissioning: As part of decommissioning the project, all the following shall be completed by the consent holder (if decommissioning a part of the project or cluster, then these requirements shall apply to that part):

- a) Remove all turbine structures to ground surface level, and transport all components offsite to approved waste disposal, processing or reuse sites.
- b) Remove all private structures and services that cross or traverse along or encroach into public dedicated road reserves, including all subsurface cables and plant (but pits and conduits may be retained with Council approval).
- c) Extinguish any easements (if applicable) which burden public land or dedicated roads in favour of the project.
- d) Reinstate and make good public land after removal of structures to no worse than its pre-development condition.
- e) Repair all defects in public land or infrastructure that arose from the decommissioning activities, within 24 months of completion and prior to refund of bond securities held by Council.

Schedule 1A. WSC Roadworks Staging

<p>1. Subject to Council's prior approval, early works can commence before public road upgrade works are deemed practically complete and include (without limitation):</p> <ul style="list-style-type: none">a) Pre-construction minor works as defined in the consent (for example investigations, minor vegetation removal, site access, fencing and environmental activities),b) Heavy haulage required to complete the public road upgrades, andc) Any other works which Council agrees to on a temporary basis, for example under a Traffic Management Plan.
<p>2. Generally otherwise, significant haulage of earthen or quarry products, over dimensional components, structural or foundation components or other bulk materials is not to occur on a designated WSC-managed roads until the public road upgrades specified in Schedule 1B below along that segment are deemed practically complete.</p>
<p>3. Temporary concession for speed zone reductions: despite the above requirements, and subject to Council's prior approval, bulk haulage can commence before the relevant public road segment upgrades are practically completed, provided all of the following matters are met:</p> <ul style="list-style-type: none">a) The relevant road works on that segment are substantially commenced and are proceeding well, andb) A temporary traffic management plan which will acceptably reduce speeds and other hazards along the segment has been approved by Council, and The road works on that segment shall be practically completed, and the standard traffic conditions restored, within six months of commencement on that segment (unless otherwise agreed where a specific construction element requires additional program).
<p>If the works no longer comply with these requirements (e.g. at expiry of six months) and if Council so directs under the Roads Act approvals, bulk haulage on that particular road segment for private roads and turbines must temporarily halt until the relevant road segment upgrades are deemed practically complete.</p>

Schedule 1B. WSC Upgrade Standards

Notes to this Schedule:

- a. All works require detailed design approval first be obtained from Council under Sections 87, 115 and 138 of the *Roads Act 1993* and other laws.
- b. Council consent must be obtained before existing bitumen seals may be interfered with, altered or temporarily removed during the construction phase. Consent may or may not be granted at Council's discretion, and subject to all of the following:
 - i. Adequate community consultation and notification has occurred,
 - ii. The impacts on local residents and their private access to property, and broader community impacts, are deemed by Council to be acceptable, are of limited duration and are adequately mitigated, and
 - iii. The roads are restored to the pre-existing or better condition with the widths referenced in this Schedule, before the project construction phase is concluded.
- c. The works do not reduce the standard of pre-existing Council road infrastructure (e.g. carriageway or seal width), unless with prior written agreement from Council in each individual case.
- d. Council may agree to reduce or waive any of these requirements by giving notice in writing.
- e. Ancillary public works arising from developer works may be required to meet current standards at the developer's cost including (but not limited to) vegetation clearing, drainage channels, culverts, batter slopes and retaining structures, delineation (line markings and signage), utility and pole relocations and road reserve widening land acquisition.
- f. Carriageway / route standard treatments must be as per relevant specifications and guides including the Austroads Guide to Road Design (AGRD03 in particular), ARRB Unsealed Roads Best Practice Guide, TfNSW and RMS specifications and supplements, temporary average construction and decommissioning phase volumes and residual operational volumes over the life of the project.
- g. Staging areas for OSOM vehicles: if required as part of the approved CTMP, designate or provide regular staging areas for OSOM vehicles to hold outside of the road carriageway and form into platoons, to minimise delays. Council approval for the use of existing road layover areas is not required, except to the extent traffic management measures or physical works are proposed.

h. OSOM swept path encroachments/ obstacles: OSOM swept path studies are to be provided for all WSC-managed road segments. Vegetation clearing or pruning, widening cuttings, and providing hardstands under wheel paths are permissible subject to Council's prior approval. Windrows and/or other temporary or permanent but removable barriers shall be installed to prevent public road users performing unsafe or undesirable movements or behaviours at areas where road facilities are widened or obstacles cleared.

Council shall not be required to maintain these facilities as fit for the purpose of accommodating OSOM movements for the life of the development. They remain the responsibility of the consent holder to maintain, remove and reinstate after any OSOM movements, at its cost. Traffic management plans and design changes shall require Roads Act approval from Council.

i. Structures generally: The consent holder shall inspect, report and upgrade all WSC- managed bridges, major and minor culverts, causeways and grids to accommodate all OSOM, and Higher Mass Limits (HML) truck combinations up to and including 26m B-doubles, to the prior written satisfaction of Council.

j. Route standard for MR55 Black Stump Way: Subject to TfNSW concurrence, the consent holder shall meet minimum 9m sealed width and 11m formation width (3.5m lanes with 1m sealed shoulders and 1m unsealed shoulders). The consent holder shall widen on curves to accommodate 26m B-double and OSOM swept paths and mark centre and edge lines and install any make-up guide posts to meet TfNSW delineation specifications.
(Austroads AGRD03 Table 4.5 classified Regional with ~1,000 or more vehicles per day, vpd)

k. The consent holder shall upgrade intersections to Austroads standards (AGRD04 and AGRD04A)

Works are to include provision for swept paths for OSOM vehicles and the 26m B-double design vehicle, realignment of minor legs to perpendicular with the major road to improve sight lines and yield behaviour (having regard to the dominant movement volumes), confinement of movements to prevent short-cutting of corners, removal of obstacles to meet recommended sight distances, improved delineation (pavement markings) and signage (e.g., sight boards, hold line and yield controls, etc.), to the satisfaction of Council.

Note: Golden Highway intersection treatments are to TfNSW requirements.

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Please address all mail to:
The General Manager

Please refer enquiries to: **R Bailey**

Doc ID: 186543

16 January 2024

Mr Cameron Ashe
Environmental Assessment Officer
Energy, Resources & Industry Assessments
Department of Planning & Environment
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cameron.ashe@dpie.nsw.gov.au

Dear Cameron

Proposed Avonside Solar Farm (SSD-66150459) – Council Input into the SEARs

Thank you for the invitation for Warrumbungle Shire Council ('WSC') to provide input to the SEARs for the above-mentioned proposed project.

Outlined below are WSC's requirements.

1. Dialogue with Council

- a) Frequent and ongoing dialogue;
- b) Especially to discuss details pertaining to roads and traffic, Temporary Worker Accommodation, the planning agreement and the other matters raised herein. WSC requests Eco Energy World meet with it prior to commencing assessment studies for the EIS. Council has detailed roads and traffic material to provide.

2. EIS Content

- a) Council expects the EIS to contain robust, definitive details pertaining to the scope and extent of the project and the likely environmental, social and economic benefits and costs to Warrumbungle LGA residents and ratepayers. Including clear definition as to who reaps the benefits and who bears the costs?
- b) A comprehensive assessment of cumulative impacts given eleven renewable energy projects in Warrumbungle LGA (ten generation and one transmission) and 35 across the CWO REZ.

3. Local Planning Provisions

- a) Examination of the Warrumbungle Shire LEP, DCP, Land Use Strategy and Community Strategic Plan.

4. Impacts of Traffic on Local Roads

- a) Full details regarding heavy and OSOM vehicles: the number and size, for what duration;
- b) Full description and transparent details of the assumptions behind the above calculations; Calculations to include deliveries of water, sand, gravel and worker accommodation provisions, etc and which routes to be used;
- c) Full description of proposed road upgrades to be undertaken and funded prior to commencement of construction and make good provisions post construction. Must be clear evidence of close collaboration and agreement with WSC on same;
- d) Full description of proposed road maintenance to be funded throughout life of the project, including before, during and after proposed refurbishments and decommissioning. Must be clear evidence of close collaboration and agreement with WSC on same;
- e) Impacts on local school bus runs and harvest season traffic;
- f) Impacts on 'paper' Crown roads.

5. Water Supply

- a) How much is required? Full details behind how the quantity is determined;
- b) Source? Licensing status;
- c) If groundwater, what drawdown on bores within 2 kms radius;
- d) Haulage: number of movements during construction, refurbishment and decommissioning phases including routes and truck size.

6. Gravel Supply

- a) How much is required? Full details behind how the quantity is determined;
- b) Source? Licensing status;
- c) Haulage: number of movements during construction, refurbishment and decommissioning phases including routes and truck size.

7. Sand Supply

- a) How much is required? Full details behind how the quantity is determined;
- b) Source? Licensing status;
- c) Haulage: number of movements during construction, refurbishment and decommissioning phases including routes and truck size.

8. Solid & Liquid Waste Management

- a) Full details of types and quantities of solid and liquid waste;
- b) Where waste is to be disposed/recycled? Note: WSC does not have the facilities to accept any project waste.

9. Construction Timetable

- a) When might construction might begin and full details of which other projects may also be in the construction phase at the same time.

10. Construction Workers

- a) The number and duration of construction workers. Where to be housed? Full details regarding Temporary Worker Accommodation, including site, design, fire safety, facility security, gatehouse, wet mess, roads to be used by workers, buses to convey workers;
- b) What proportion of workers to be locals? Explanation and rationale for that proportion;
- c) Full details on traineeships and apprenticeships for locals.

11. Dark Sky (Siding Springs Observatory)

- a) Respond in accordance with the Dark Sky Planning Guideline.

12. Bushfire Management

- a) Detailed provisions regarding stop work rules during extreme fire danger periods;
- b) Mandatory firefighting trailers at all construction sites and at the Temporary Worker Accommodation

13. Social Impacts: Costs & Benefits

- a) Impacts on provision of medical services, emergency services (police, ambulance, etc), public amenities, pre-schools, hospitals, recreation facilities, local service suppliers, etc, etc.

14. Planning Agreement

- a) WSC requires a planning agreement to be secured with it by the Developer;
- b) The Key Terms for the planning agreement must be settled between the Parties before the EIS is completed and placed on exhibition.

15. Cumulative Impacts: Costs & Benefits

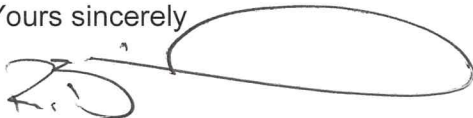
This item might be listed last however is an absolutely critical matter that WSC requires to be comprehensively addressed.

This proposed project is currently one of eleven (ten generation and one transmission) in WSC and one of 35 across the CWO REZ. WSC requires robust and transparent details regarding the impacts of this project, together with the likely cumulative environmental, social and economic impacts arising from its interaction with the nearby Orana WF, Cobbora SF, Sandy Creek SF, Dapper SF, Dunedoo SF, Birriwa SF, Barneys Reef WF and the EnergyCo transmission line.

The EIS is to document full details of likely impacts on Council's road assets, local communities and local traffic. Council requires a complete picture on the likely heavy and light vehicle movements on its roads and who is to pay for the added ongoing road maintenance. There must be demonstrative evidence that such costs will not be a burden to local ratepayers.

If there are any queries in relation to the above, please contact Council on ph 02 6849 2000 or to email Roger.Bailey@warrumbungle.nsw.gov.au. Council looks forward to a meeting with Eco Energy World as soon as is mutually convenient.

Yours sincerely



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19 January 2024

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Dear Cameron

Birriwa Solar and Battery Project (SSD-29508870) – Feedback on the Amendment Submissions Report (Dec 2023)

1. Introduction

Warrumbungle Shire Council ('WSC') thanks the Department of Planning, Housing and Infrastructure (DPHI) for consulting with it on the Birriwa Solar Farm Amendment Report dated December 2023, and offers the comments herein.

It is noted the Birriwa Solar and Battery Project ('Project') will have a solar component with an indicative capacity of 600 megawatts (MW) and a battery energy storage system (BESS) of up to 600 MW for a two hour duration (1,200 MWh).

The site for the Project is within the Mid Western LGA, immediately south of the Warrumbungle LGA boundary. In part, the Developer will be relying on a WSC-maintained road for access by light and heavy vehicles; namely that section of Barneys Reef Road between the Castlereagh Highway and the Mid Western LGA boundary.

This road is a critical transport route for the Project and the likely impacts on WSC's asset across the life of the project (including construction, any refurbishment and decommissioning) are substantial and will require mitigation works on public land, careful management commitments and compensatory measures for Council.

DPHI will have noted that WSC has in the past lodged an objection to the Project. WSC maintains its objection for the following reasons:

- a) Concern that the applicable section of Barneys Reef Road between the Castlereagh Highway and the Mid Western LGA boundary may not appropriately conditioned to safeguard the value of the road asset now and into the future; and
- b) CWO REZ-related environmental, social and economic cumulative impacts have not been adequately addressed. The latest documentation contains generally vague and ill-defined information regarding how such wide-ranging impacts will be managed.

However, if, despite WSC's objection, the DPHI / Independent Planning Commission ('IPC') is of the view that the SSD application is to be approved, WSC requests the infrastructure - related Conditions of Consent listed in **Attachment 1** be adopted to mitigate and manage the likely adverse impacts of the development.

The rationale for said conditions is to ensure the project proceeds in a way that is consistent with WSC's requirements and that environmental, social and economic costs for the whole of the construction, operation, refurbishment and decommissioning phases are fully offset by benefits provided to residents and ratepayers.

2. Cumulative Impacts

The Developer's latest documentation identifies that as the infrastructure planner for the CWO REZ, EnergyCo is responsible for co-ordinating private sector investment from solar, wind and storage projects as well as planning new transmission infrastructure in the REZ. Including addressing the cumulative impacts of the REZ infrastructure as a whole.

However, the Project's Amendment Report seems to suggest that on this topic the extent of the effort to date has been limited to 'investigations' or 'studies' on such matters as:

- a) Traffic and road upgrades and maintenance across the life of a project;
- b) Housing and accommodation;
- c) Community services - including healthcare, emergency services, education and recreational services;
- d) Industry education and training;
- e) Water, sand and gravel supply;
- f) Waste and circular economy;
- g) Telecommunications; and
- h) Bushfire management.

This confirms the view of WSC and is the primary reason why it has objected to some of the SSD projects.

3. Planning Agreement

WSC is pleased to note that the Developer has agreed in principle to a Planning Agreement with Mid-Western Regional Council, commencing at construction of the project through the end of the project life. The monetary payments will be equivalent to 1.5% of the project's capital investment value for the purpose of delivering and facilitating community projects and infrastructure.

4. Water Supply

It is understood from the Amendment Report that:

- a) some 218 ML of water will be required over the 28-month construction phase. Approximately 15 water trucks with a capacity of 20,000 L would be required to deliver this water per day;
- b) some 225 ML of water is required over a 30 year operational life; and
- c) some 45.6 ML of water per year is required for the accommodation facility (assuming full capacity, i.e. 500 people).

It is most concerning that at this point in time it is unclear where this water is to be sourced. WSC considers this to be unacceptable and urges DPHI to require the Developer to provide clear definition as to how and where water is to be sourced.

5. Gravel/Sand Supply

The Amendment Report states that 'the source of construction material (including gravel) will be confirmed during detailed design'.

WSC considers it unacceptable from a project description and impact assessment perspective for the Developer to simply defer such a critical matter to the detailed design stage. How can the impacts of an SSD project be adequately assessed and conditioned if it is unknown where the material is being sourced? And how can the heavy vehicle impacts be confidently assessed when the roads to be used, the distances hauled, etc are left unknown?

WSC urges DPHI to require the Developer to provide clear definition as to how and where gravel, aggregate and cement is to be sourced.

6. Temporary Worker Accommodation

It is noted the peak capacity of the accommodation facility will be 500 construction workers and that some 10% or around 50 workers will be locals who travel to the site daily by car (with no car-pooling or use of shuttle buses).

WSC considers that assuming 10% of workers will be locals is overly optimistic and that 2% might be a more reasonable expectation. This in turn will have an impact on other areas of consideration e.g. roads.

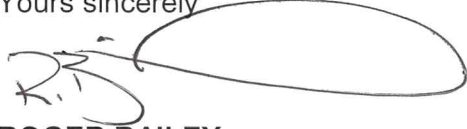
7. Conclusion

WSC looks forward to continuing to engage with the Proponent and DPHI to address the matters articulated herein. WSC is seeking clear, definitive and explicit actions which will be committed to prior to and during construction and operation, refurbishment, and decommissioning. The lack of adequate attention by the NSW Government to assessing and mitigating adverse cumulative impacts, especially social ones, remains a key concern.

To conclude, if, despite WSC's objection to the project for the reasons outlined, the DPHI/IPC is of a mind to grant consent then WSC requests that robust and transparent consent conditions be adopted that comprehensively address the issues raised. WSC has included herein draft infrastructure consent conditions that, if adopted, would go some way to alleviating its concerns relating to roads and traffic.

If you have any queries, please don't hesitate to contact the undersigned.

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'R' and 'B' followed by a large, horizontal oval flourish.

ROGER BAILEY
GENERAL MANAGER

ATTACHMENT 1
Birriwa Solar Farm: Response to Submissions and Amendment Report
Warrumbungle Shire Council Recommended Consent Conditions
15 January 2024

1. **Light vehicle estimation:** For roads which are to be kept in unsealed condition used by project traffic, any pavement and wearing course shall be designed and upgraded to cater for all project movements for the life of the development, with the design to be approved by Council informed by a comprehensive forecast of workforce vehicle movements.
2. **No cost to Council:** All works required under the Consent Conditions listed herein are to avoid any environmental, social or economic cost to Council, its residents and ratepayers, except to the extent agreed otherwise in a Deed, Planning Agreement or other legal agreement.
3. **Standards:** All public works and public land impacted, or to be constructed by the consent holder and dedicated to Council, shall be designed, constructed and maintained in accordance with the relevant Austroads and Council's adopted standards current at the time of application for each detailed design approval (e.g. under the Roads Act).
4. **Approved Council road routes:**
 - a) All project traffic across the construction, operational, refurbishment and decommissioning phases shall only be permitted to use the following WSC-managed road between the Golden Highway and the project site, unless with the prior written agreement of Council, or in the event of a road closure by authorities which prevents use of this route, or a temporary emergency:
 - Barneys Reef Road between the Castlereagh Highway and MWRC boundary. For the avoidance of doubt, vehicle access shall be prohibited along the WSC-managed section of Merotherie Road (other than in the above exceptional circumstances), consistent with the December 2023 Amendment Report.
 - b) If, during the life of the Project, WSC has evidence of Project-related traffic volumes or vehicle types on the approved travel routes exceeding the levels proposed in the Development Consent, or of Development-related traffic on any other roads not named in the Development Consent, the Developer agrees to use all reasonable endeavours to reach a negotiated settlement with WSC to provide additional funds for road repair, maintenance or upgrade works as deemed necessary by the roads authority.
5. **Route compliance:** The consent holder shall take all steps necessary to ensure and demonstrate compliance with the various road-related conditions, including, if required and to the satisfaction of Council, active management measures such as technology-based monitoring of individual vehicles across the supply chain with GPS and geofences, physical works and signage to restrict movements (subject to Roads Act approval), active surveillance, incentivisation and disciplinary actions.
6. **Material export:** Site-won quarried, or earthworks materials shall not be transported using public roads outside the project site from which they are obtained, unless such development has prior written approval from Council.
7. **Water supply and sewage:** Prior to the haulage of water and waste the consent holder shall agree to pay the required fees and charges as required by the relevant Council. Trucking of water and sewage shall only be undertaken to/from town or village network offtake or discharge points which are approved in writing by Council, and subject to any requirements or powers of Council under the Water Management Act.

Council at its discretion may refuse to provide water (both potable and non-potable) or accept wastewater at its facilities.

- 8. Defects Liability and Maintenance Period (DLMP):** For any infrastructure asset constructed or modified under this consent which is to be dedicated as an asset of the Council, the consent holder shall have a 24-month DLMP obligation commencing from the date the works are deemed 'practically complete' by Council's inspector.

During the DLMP the consent holder is responsible for repair of any defects and maintenance of the asset in accordance with manufacturer's recommendations and any asset management plan, at no cost to Council.

- 9. Bond securities:** In accordance with its adopted policies and Roads Act approval conditions, Council will, at its discretion, require the consent holder to lodge refundable bond securities to guarantee the consent holder's performance of any of the following:
- Outstanding or incomplete works;
 - Defect liability and/or maintenance obligations;
 - Vegetation or environmental management obligations; and
 - Obligations under a Planning Agreement or Deed.

- 10. Asset documentation:** For infrastructure assets dedicated to Council, the consent holder is to provide electronic copies of the relevant manufacturer's operation and maintenance documentation, inspection and test results, conformance surveys, non-conformance reports, a financial values asset return, and Works-As-Executed (WAE) drawings to Council's satisfaction.

WAE information is to be recorded on the original design drawings (so far as is practicable) using red line markups in native computer aided design file format and plotted or scanned to portable document format.

- 11. No easements over Council roads:** Easements or rights in title shall not be created to burden any public dedicated road reserves for which Council is or will become the roads authority, unless with Council's prior consent in writing.

- 12. Flooding:** The project works shall not result in any adverse stormwater or flooding impacts or water flow behaviour in relation to any of Council's assets (including roads) or land, for all design storm events up to and including the 1% Annual Exceedance Probability, in accordance with the adoption of the very latest climate change models and the Australian Rainfall and Runoff manual.

If adverse impacts arise, the consent holder shall design and construct improvements to the assets or land to flood-proof or achieve 'no worse than existing' serviceability and performance of that asset, to the written satisfaction of Council.

- 13. Solid and Liquid Wastes:** Solid and liquid wastes shall only be disposed at approved / licenced waste facilities. Council shall not be required to accept any wastes from the development at its facilities. If extenuating/emergency situations arise then Council may charge for disposal in accordance with its approved policies for developer contributions, user access charges and/or waste levies.

- 14. Access and servicing:** the access licences or easements granted in favour of the project shall be maintained by the consent holder for the life of the development (including decommissioning), and shall not be sold off in separate parts, so that the project remains a unitary development and no part of the project becomes alienated from the approved access roads or services alignments.

15. Prior to and During Construction, Refurbishment and Decommissioning Phases

- a) **Haulage estimation:** Public road pavement designs under the Roads Act, or cash contributions under a relevant legal agreement, are to be supported by a comprehensive manifest of all materials to be hauled along Council roads, to the satisfaction of Council. The manifest and pavement design calculations shall include (but may not be limited to): breakdown of whole-project materials classes and quantities, likely truck axle and maximum load configurations, average (per load) and total cumulative Equivalent Standard Axles, average km haulage distance by category of road, and background traffic volumes to be added including the number of background heavy vehicles.
- b) **Roads condition assessment:** The consent holder shall undertake comprehensive condition assessment reports to Council's satisfaction, for all its infrastructure assets along the identified Council-managed commuter and haulage routes, prior to the consent holder commencing significant activity along that route in the construction or future refurbishment or decommissioning phases, and again within four months after the conclusion of construction, refurbishment or decommissioning.
- c) **Road Safety Audit (RSA):** Prior to Roads Act approvals, the developer must provide an RSA prepared by an independent accredited RSA auditor for all the designated WSC-managed commuter and haulage roads, considering the construction, operation, refurbishment and decommissioning stages of the project. Any specific hazards or infrastructure treatments identified may be required to be included in the scope of works, depending on the risk assessment and to the satisfaction of Council.
- d) **Road geometric and functional upgrades prior to construction:** Prior to the construction stage milestones given in Schedule 1A (Roadworks Staging) of this Attachment, the consent holder shall achieve practical completion of the public road upgrades specified by Council in Schedule 1B (Upgrade Standards), for the whole of the designated haulage and commuter routes providing access to that stage or cluster. (Refer to Schedules 1A and 1B at the end of this document.)
- e) **Maintain roads during construction:** The consent holder shall maintain the WSC-managed public roads comprising the designated haulage and commuter routes for the entire duration from commencement of the construction, until completion of the Defects and Maintenance Liability Period (**DLMP**), to Council's satisfaction.
- f) Maintenance shall include regular patrols, grading (for unsealed roads) and rectification of any apparent hazards, failures or defects within a reasonable timeframe, to provide for safe and serviceable travel by all road users to a standard no worse than in the pre-development scenario. Rectification methods for significant or non-standard issues shall first be notified to and approved by Council before said work is undertaken.
- g) As part of any Roads Act approval Council may order the consent holder to take action, or (with sufficient notice to the consent holder except in emergencies) Council may undertake the work and recover the costs from the consent holder.
- h) Note the developer and Council may negotiate payments to Council under a VPA in lieu of performance of this condition (*but subject to other conditions including Condition a) Haulage estimation*).

- i) **Renew road pavements by end of construction phase:** Prior to commissioning the project or any sub-stage or cluster, designs for renewal of all WSC-managed road pavements providing access to that stage in accordance with this condition shall require approval by Council under the Roads Act, to ensure road works can be completed without delay following commissioning.
- j) Within 12 months of commissioning any stage or cluster and prior to Council refunding applicable bond securities, the developer shall overlay, reconstruct or rehabilitate the pavement to renew the full design life lost due to construction traffic (using Austroads methods for Equivalent Standard Axles, **ESA**), and offset the future likely estimated design life that will be lost due to operational and decommissioning traffic, or provide at least the minimum design ESA values below (whichever method results in the higher design life), for the full length of the designated WSC-managed public haulage routes that provide access to that cluster or stage:
 - **Barneys Reef Road:** 1×10^6 ESA (or such lesser design value supported by a comprehensive project whole-of-life manifest if approved by Council).
- k) If subsequent construction stages have commenced or are soon to commence, and construction traffic is or will be using that road segment, Council may (at its discretion) agree in writing to defer the reconstruction of that road segment until completion of the subsequent stage(s), in recognition that reconstructing the road after project construction traffic has concluded may be desirable in order to maximise long term pavement life.
- l) The developer and Council may negotiate payments to Council under a VPA in lieu of performance of this condition (but subject to other conditions including Condition a) *Haulage estimation*).

16. Vehicle management: The construction, refurbishment and decommissioning Traffic Management Plans (CTMP) must minimise delays and temporary traffic impacts along WSC-managed roads in connection with transport of Over Size Over Mass (OSOM) loads, so far as is reasonably practicable, through the use of a combination of measures such as (but not limited to):

- a) Public notification along affected roads, with advance notice given in the local media and by signage posted along the route;
- b) Use of night or off-peak transport periods;
- c) Platooning of multiple OSOM loads at the same time;
- d) Selection of lay-by areas for OSOM loads at regular distances so that the duration of each traffic stoppage on single-carriageway roads is minimised;
- e) Other measures identified in consultation with Council. The draft CTMP must be submitted to Council for review at least three months prior to the planned movement of heavy and oversized vehicles. The CTMP must be approved by Council before any movement of heavy or oversized vehicles.
- f) As part of the CTMP measures, the consent holder shall maximise the use of buses and minibuses between accommodation centres, project sites and towns, and shall ensure car-pooling quotas are developed and enforced, to ensure that project private vehicle-kilometres are minimised. Any proposed park and ride stops in the Council area, and associated management measures or works, shall be to the satisfaction of Council.
- g) Project bus planning shall also provide for regular workforce access to town services and amenities while minimising negative social impacts on surrounding communities. The Plans must also mitigate and minimise the impacts of development traffic on school bus routes during their operating times, and on stock and crop haul routes during high-traffic seasons.

17. Decommissioning: As part of decommissioning the project, all the following shall be completed by the consent holder (if decommissioning a part of the project or cluster, then these requirements shall apply to that part):

- a) Remove all structures to ground surface level, and transport all components offsite to approved waste disposal, processing or reuse sites.
- b) Remove all private structures and services that cross or traverse along or encroach into WSC-managed public dedicated road reserves, including all subsurface cables and plant (but pits and conduits may be retained with Council approval).
- c) Extinguish any easements (if applicable) which burden public land or dedicated roads in favour of the project.
- d) Reinststate and make good public land after removal of structures to no worse than its pre-development condition.
- e) Repair all defects in public land or infrastructure that arose from the decommissioning activities, within 24 months of completion and prior to refund of bond securities held by Council.

Schedule 1A. WSC Roadworks Staging

<p>1. Subject to Council's prior approval, project early works can commence before public road upgrade works are deemed practically complete and include (without limitation):</p> <ol style="list-style-type: none"> a) Pre-construction minor works as defined in the consent (for example investigations, minor vegetation removal, site access, fencing and environmental activities), b) Heavy haulage required to complete the public road upgrades, and c) Any other works which Council agrees to on a temporary basis, for example under a Traffic Management Plan.
<p>2. Generally otherwise, significant haulage of earthen or quarry products, over dimensional components, structural or foundation components or other bulk materials is not to occur on a designated WSC-managed roads until the public road upgrades specified in Schedule 1B below along that segment are deemed practically complete.</p>
<p>3. Temporary concession for speed zone reductions: despite the above requirements, and subject to Council's prior approval, bulk haulage can commence before the relevant public road segment upgrades are practically completed, provided all of the following matters are met:</p> <ol style="list-style-type: none"> a) The relevant road works on that segment are substantially commenced and are proceeding well, and b) A temporary traffic management plan which will acceptably reduce speeds and other hazards along the segment has been approved by Council, and c) The road works on that segment shall be practically completed, and the standard traffic conditions restored, within six months of commencement on that segment (unless otherwise agreed where a specific construction element requires additional program).
<p>4. If the works no longer comply with these requirements (e.g. at expiry of six months) and if Council so directs under the Roads Act approvals, bulk haulage on that particular road segment for private roads and turbines must temporarily halt until the relevant road segment upgrades are deemed practically complete.</p>

Schedule 1B. WSC Upgrade Standards

Notes to this Schedule:

- a. All works require **detailed design approval** first be obtained from Council under Sections 87, 115 and 138 of the *Roads Act 1993* and other laws.

<p>b. Council consent must be obtained before existing or required bitumen seals may be interfered with, altered or temporarily removed or omitted during the construction phase. Consent may or may not be granted at Council's discretion, and subject to all of the following:</p> <ul style="list-style-type: none"> i. Adequate community consultation and notification has occurred, ii. The impacts on local residents and their private access to property, and broader community impacts, are deemed by Council to be acceptable, are of limited duration and are adequately mitigated, and iii. The roads are restored to the pre-existing or better condition with the widths referenced in this Schedule, before the project construction phase is concluded.
<p>c. The works shall not reduce the standard of pre-existing Council road infrastructure (e.g. carriageway or seal width), unless with prior written agreement from Council in each individual case.</p>
<p>d. Council may agree to reduce or waive any of these requirements by giving notice in writing.</p>
<p>e. Ancillary public works arising from developer works may be required to meet current standards at the developer's cost including (but not limited to) vegetation clearing, drainage channels, culverts, batter slopes and retaining structures, delineation (line markings and signage), utility and pole relocations and road reserve widening land acquisition.</p> <p>Carriageway / route standard treatments must be as per relevant specifications and guides including the Austroads Guide to Road Design (AGRD03 in particular), ARRB Unsealed Roads Best Practice Guide, Council specifications, TfNSW and RMS specifications and supplements (where adopted by Council), temporary average construction and decommissioning phase volumes and residual operational volumes over the life of the project.</p>
<p>Upgrades Required:</p>
<p>1. Staging areas for OSOM vehicles: if required as part of the approved CTMP, designate or provide regular staging areas for OSOM vehicles to hold outside of the road carriageway and form into platoons, to minimise delays. Council approval for the use of existing road layover areas is not required, except to the extent traffic management measures or physical works are proposed.</p>
<p>2. OSOM swept path encroachments / obstacles: OSOM swept path studies are to be provided for all WSC-managed road segments. Vegetation clearing or pruning, widening cuttings, and providing hardstands under wheel paths are permissible subject to Council's prior approval. Windrows and/or other temporary or permanent but removable barriers shall be installed to prevent public road users performing unsafe or undesirable movements or behaviours at areas where road facilities are widened or obstacles cleared.</p> <p>Council shall not be required to maintain these facilities as fit for the purpose of accommodating OSOM movements for the life of the development. They remain the responsibility of the consent holder to maintain, remove and reinstate after any OSOM movements, at its cost. Traffic management plans and design changes shall require Roads Act approval from Council.</p>
<p>3. Structures generally: The consent holder shall inspect, report and upgrade all WSC-managed bridges, major and minor culverts, causeways and grids to accommodate all OSOM, and Higher Mass Limits (HML) truck combinations up to and including 26m B-doubles, to the prior written satisfaction of Council.</p>
<p>4. Route standard for Barneys Reef Road (between Castlereagh Hwy intersection and Mid Western Regional Council boundary).</p>

Prior to commencing construction (other than in the temporary scenarios described in Staging Schedule 1A above) the consent holder shall:

- provide a two-coat bitumen seal and meet minimum 7.2m sealed width plus at least 1.0m unsealed shoulders each side.
- Widen seal on curves to accommodate 26m B-double and OSOM swept paths.
- Mark centre and edge lines and install any make-up guideposts to meet TfNSW delineation specifications.

(Austroads AGRD03 Table 4.5 sealed local road with average 150-500 vpd)

Note: Council in its sole discretion may agree for the carriageway to remain unsealed during construction, with full final sealing at the end of construction, subject to any Council requirements and consultation in accordance with this Schedule 1B Note (b) *(existing or required bitumen seals)*.

Prior to commissioning the project complete a full width full depth pavement renewal in accordance with Condition i) *(Renew pavements by end of construction phase)* above.

END

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24 January 2024

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Dear Matt and Team

Response to Draft Energy Policy Framework – Various Guideline Documents

Council thanks you for the opportunity to provide feedback on the Draft Energy Policy Framework and associated Guideline documents.

As you are aware, Warrumbungle Local Government Area ('LGA') is an integral part of the Central West Orana REZ ('CWO REZ'), currently with eleven proposed generation facilities and a major transmission line planned to be located therein. Across the whole CWO REZ there are 35+ projects.

Council's comments herein relate primarily to the Draft Benefit Sharing Guideline, with an additional comment that relates to both the Draft Wind Guideline and the Draft Solar Guideline.

A. Benefit Sharing Guideline (dated November 2023)

Council, together with its residents and ratepayers, is very much focussed on the transparency of the likely environmental, social, and economic costs and benefits arising from the developments (both singular and cumulative) and to ensuring that such costs reasonably attributable to the developments are carried by the developers and not outsourced to the LGA community to bear. The content of the Draft Benefit Sharing Guideline is thus a key issue for Council.

Council does support some elements of the Draft Benefit Sharing Guideline however, on balance, its strong concerns – thus objections – outweigh the positives and hence this submission is lodged as an objection. Council is keen to engage with the DPE to assist in framing a more acceptable document.

WSC supports the following positions enunciated in the Draft Benefit Sharing Guideline:

- a) The fundamental principle that the application of community benefit programs be centrally administered and distributed through the local council via a planning agreement. However, not as defined; see proviso below in 'objections and recommendations for improvement';
- b) That a financial quantum per megawatt is the most prudent and transparent way to determine community benefit payments. However, see proviso below in 'objections and recommendations for improvement';
- c) That councils can consolidate Development Contributions paid via multiple renewable energy project planning agreements. Consolidation enhances the capacity and opportunity of local government to deliver more substantial legacy-defining community benefit projects or services than would otherwise be possible if funds were managed and allocated separately and in smaller quantum;
- d) That the benefit sharing quantum apply to Modifications to SSD projects in instances where a modification seeks to increase the generating capacity of a project. See proviso below in 'objections and recommendations for improvement';
- e) That details of any council-managed benefit sharing arrangements via a planning agreement be in accordance with the EP&A Act and Regulation and the current Planning Agreement Guideline document. That includes, inter alia, public financial reporting including the result of the expenditure. This reporting should include a public register that identifies:
 - those community projects funded
 - how each community project funded meets or contributes to relevant local government policies and plans
 - the public input that was generated to identify each initiative so funded, and
 - the cost and delivery timeframe of each initiative;
- f) That community benefit funding to Council applies where SEARs have already been issued if the project's EIS has not been submitted within six months from the date of publication of the Guideline;
- g) That community benefit funding applies to all solar and wind energy generation projects, whether they are located within or outside a declared REZ. However, see additions below; and
- h) That visual, noise, etc, impact mitigation measures benefiting nearby landholders such as compensation payments or physical measures, for instance tree planting for visual screening, are outside the scope of benefit sharing.

2. Objections and Recommendations for Improvement. Council strongly opposes the following elements of the Draft Benefit Sharing Guideline:

- a) That a developer can include in the quantum cap of \$850/MW/yr for solar or \$1,050/MW/yr for wind projects funding that is provided for a planning agreement

with a council AND any other community enhancement projects that lie outside the planning agreement it sees fit;

- b) That having three different benefit categories labelled 'neighbourhood', 'local community' and 'council-managed' is appropriate;
- c) That community benefit funding only applies to solar and wind SSD projects, thus excluding pumped hydro and BESS projects, SSI and CSSI wind and solar developments and also excluding non-SSD projects i.e. < \$30Mil CIV; and
- d) That planning agreements should include a provision requiring the agreement to be reviewed and renegotiated in the event of any changes to the local government rating system that would materially affect rates payable for renewable energy development.

The reasons for WSC's position regarding items 2a) to d) above are outlined below.

a) A developer should not be able to include in the quantum cap of \$850/MW/yr for solar or \$1,050/MW/yr for wind projects funding provided for a planning agreement with a council AND any other community enhancement projects outside the planning agreement it sees fit, for the following reasons:

- i. Governance, fiduciary and legal obligations for councils are enshrined in the provisions of the Local Government Act. Under that legislation it is a key responsibility of the Local Government Authority to administer funds that are intended for the benefit of the public. Local Government is also subject to public scrutiny and accountability and public elections of officials which adds additional rigour and transparency not available to either local community groups or private developers.

Providing large sums of money direct to community groups devoid of legally binding governance rules and accountability provisions to spend on public projects intended to provide a public benefit is not only at odds with the Local Government Act but carries with it opaqueness and a high risk of maladministration and self interest.

Furthermore, a disadvantage of Developers allocating the funds directly is that they are focused on their particular investment, so may fail to see the broader picture that a Council, by virtue of their statutory responsibilities, sees and plans for from a management and governance perspective;

- ii. Under the Local Government Act, listening to and planning the needs of the community is formally addressed and reinforced via the mandated Community Strategic Plan;
- iii. The Local Government Act governance responsibilities are even more pronounced in the LGAs that are part of Renewable Energy Zones. For instance, there are some 35 renewable energy generation/BESS/transmission projects planned for the REZ, including eleven in WSC. The environmental, social, and economic costs from said developments will not be isolated or 'one-off', like what occurs with an occasional mine development in the rural landscape, but rather, with the aggregation, will have profound and shire-wide consequences.

The extent of the challenge for local government necessitates very substantial technical and management resourcing to help deliver the hard and soft

infrastructure and services required by residents and ratepayers. Thus, the total sum of \$850/MW/yr for solar or \$1,050/MW/yr for wind projects will be essential to be allocated direct to Local Government via planning agreements;

- iv. The development of the NSW REZs is a once-in-a-century undertaking that will, for better or for worse, impact on a regional population, which, in the case of the CWO REZ, has for 200 years experienced a traditional rural way of life and culture. The scope and extent of the industrialised change and disruption will be profound. Host councils will have a huge task ahead to govern in this time of massive change.

Under Council's leadership, the Development Contributions will be planned and allocated in a transparent and accountable way, to a public purpose that will ensure the provision of public benefits that address the broad, tangible and intangible environmental, social and economic costs arising from REZ developments, in accordance with the EP&A Act and Regulation and the Local Government Act. In accordance with these Acts impacted communities will have a voice in decision-making; and

- v. Funds administered by a community group may also result in additional capital works being undertaken outside the scope of Council's plans, yet Councils may subsequently be expected to maintain and replace them throughout the assets lifecycle. There is no guarantee that such assets would be in accord with Council's four-year Delivery Program and Operational Plan, thus creating an unwanted and unsustainable financial burden.

b) Having three different benefit categories labelled 'neighbourhood', 'local community' and 'council-managed' is overly complicated and is likely to confuse. Furthermore, such a designation is unnecessary if the Development Contributions are assigned to the management of the local council via a planning agreement, for the following reason:

- i. As outlined above, Council opposes the developers usurping the statutory role of local government to manage development contributions usually paid via a planning agreement. However, if a developer wishes to pay additional funds to a community over and above the value of \$850/MW/yr for solar or \$1,050/MW/yr for wind projects then that is their prerogative.

c) Development Contributions should be paid on all renewable energy generation, firming and transmission projects, including pumped hydro and BESS, be they SSD, SSI or CSSI. Furthermore, Local Government should be provided with the discretion to seek Development Contributions on projects below the SSD trigger (i.e. < \$30 Mil CIV), for the following reasons:

- i. On a like-for-like impact basis, there is no justification to exclude SSI and CSSI projects from providing funds for the provision of public benefits. All three categories of development should be required to provide said funds via the planning agreement provisions;
- ii. SSI and CSSI projects often have additional adverse impacts in that landholders are obligated/forced to sell over their land to the Government and the relevant legislation is heavily weighted against landholders having equal power in the negotiations and usually end up with a less than satisfactory deal. Social licence considerations tend to come a poor second when the State Government is allowed to dictate such terms; and

- iii. Smaller scale developments (i.e. below the SSD CIV threshold) can and do generate adverse impacts that should be acknowledged and compensated as required. Local Government should be provided the discretionary power to secure a planning agreement.

d) Planning agreements should not include a provision requiring the agreement to be reviewed and renegotiated in the event of changes to the local government rating system that would materially affect rates payable for renewable energy development, for the following reasons:

- i. Mining projects located on land rated for mining still pay Development Contributions for planning agreements; and
- ii. Renewable energy generation facilities will industrialise agricultural lands yet not deliver the long-term jobs and related economic activity and benefits to a district/region that a mine does. Hence Council sees no reason to allow renewable energy developers scope to reduce their financial contributions in the event that renewable energy generation land rates come to fruition.

B. Draft Wind Guideline

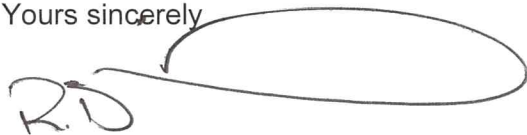
The Draft Wind Guideline is proposing to designate a wind farm as CSSI if it includes a BESS with a delivery capacity of 750+ MW. Council strongly opposes such a move and requests such developments remain SSDs. The reason being that with SSD projects Local Government can have reasonable input into the decision-making process. With SSI and CSSI designations, Local Government and local community input is very much curtailed and such projects tend to be mandated and 'rail-roaded', much to the angst of residents and ratepayers.

C. Draft Solar Guideline

The Draft Solar Guideline is proposing to designate a solar farm as CSSI if it includes a BESS with a delivery capacity of 750+ MW. Council strongly opposes such a move and requests such developments remain SSDs. The reason being that with SSD projects Local Government can have reasonable input into the decision-making process. With SSI and CSSI designations, Local Government and local community input is very much curtailed and such projects tend to be mandated and 'rail-roaded', much to the angst of residents and ratepayers.

Council looks forward to discussing the contents herein with the DPHI. In the first instance please contact Ms Leeanne Ryan on email Leeanne.Ryan@warrumbungle.nsw.gov.au

Yours sincerely

A handwritten signature in black ink, appearing to read 'R.D.', with a large, loopy flourish extending to the right.

**ROGER BAILEY
GENERAL MANAGER**



Draft Minutes Board Meeting

Date: 8 December 2023
Venue: Western Plains Cultural Centre, Dubbo

ATTENDEES:

Derek Francis	General Manager Bogan Shire Council
Cr Glen Neill	Mayor Bogan Shire Council
Leonie Brown	General Manager Bourke Shire Council
Cr Barry Hollman	Mayor Bourke Shire Council
David Kirby	General Manager Brewarrina Shire Council
Cr Vivian Slack-Smith	Mayor Brewarrina Shire Council
Greg Hill	General Manager Central Darling Shire Council
Bob Stewart	Administrator Central Darling Shire Council
Peter Vlatko	General Manager Cobar Shire Council
Paul Gallagher	General Manager Coonamble Shire Council
Cr Richard Ivey	Deputy Mayor Dubbo Regional Council
Natasha Comber	Acting CEO Dubbo Regional Council
David Neeves	General Manager Gilgandra Shire Council
Cr Doug Batten	Mayor Gilgandra Shire Council
Brad Cam	General Manager Mid-Western Regional Council
Cr Craig Davies (Chair)	Mayor Narromine Shire Council
Jane Redden	General Manager Narromine Shire Council
Sally McDonnell	Secretariat Narromine Shire Council
Megan Dixon	General Manager Walgett Shire Council
Cr Jasen Ramien	Mayor Walgett Shire Council
Gary Woodman	General Manager Warren Shire Council
Cr Milton Quigley	Mayor Warren Shire Council
Roger Bailey	General Manager Warrumbungle Shire Council

GUESTS:

John Clements	Office of Roy Butler MP, Member for Barwon
Miranda Fry	Office of Roy Butler MP, Member for Barwon
Angus MacDonald	Positive Rugby Foundation
Ian George	Telstra
Mike Marom	Telstra
The Hon. Troy Grant	Inspector-General of Water Compliance
Dr Louisa Mamouney	Credit Supply Taskforce, Environment and Heritage Group – DPE
Sarah Carr	Director North West – DPE
Michael Wheatley	NSW Land and Housing Corporation



1 WELCOME

The Chair declared the meeting open at 9.04am.

2 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was made by the Chair.

3 APOLOGIES

Apologies were received for:

Cr Jarrod Marsden	Mayor Cobar Shire Council
Cr Tim Horan	Mayor Coonamble Shire Council
Cr Mathew Dickerson	Mayor Dubbo Regional Council
Murray Wood	CEO Dubbo Regional Council
Cr Des Kennedy	Mayor Mid-Western Regional Council
Cr Ambrose Doolan	Mayor Warrumbungle Shire Council

4 DECLARATION OF INTEREST

There were no declarations of interest.

5 CHAIRS REPORT

RESOLVED Cr Hollman/Cr Quigley that the information be noted.

2023/16

The meeting was adjourned at 9.07am to proceed with the Annual General Meeting.

6 ELECTION OF CHAIR AND DEPUTY CHAIRS

Jane Redden, General Manager Narromine Shire Council (Returning Officer) advised that there had been no nominations received via email.

Chair

Cr Hollman nominated Cr Davies for the position of Chair. The nomination was seconded by Cr Quigley. Being there was only one nominee, Cr Davies was elected Chair for the ensuing 12 months.

Deputy Chairs

Cr Batten nominated Cr Quigley for the position of Deputy Chair. The nomination was seconded by Peter Vlatko.

Gary Woodman nominated Cr Neill for the position of Deputy Chair. The nomination was seconded by Peter Vlatko.

There being no further nominations, Cr Quigley and Cr Neill were elected Deputy Chair for the ensuing 12 months.

Cr Davies assumed the role of Chair.

7 CONSIDERATION OF FINANCIALS

It was noted that AWC has yet to receive an invoice from Dubbo Regional Council for the AWC HR Professional Group.

RESOLVED that the 2022-2023 Financial Report and the 2023-2024 Budget be noted.

2023/17

8 CONFIRMATION OF MINUTES OF AWC BOARD MEETING HELD 8 SEPTEMBER 2023

RESOLVED David Kirby/Cr Hollman that the minutes of the AWC Board Meeting held on 8 September 2023 be adopted.

2023/18

9 CONFIRMATION OF MINUTES OF GMAC MEETING HELD 27 OCTOBER 2023

RESOLVED Cr Batten/Cr Hollman that the minutes of the GMAC Meeting held on 27 October 2023 be adopted.

2023/19

Discussion was held in relation to establishing a formal organisation from 1 July 2024, giving members the opportunity to join for an increased cost to cover the Executive Officer role.

It was noted that in addition to the recommendation in the minutes, GMAC will discuss the scope of work and costs associated with employing an Executive Officer and prepare a report for the March Board meeting.

Greg Hill and Bob Stewart joined the meeting at 9.23am.

10 GENERAL BUSINESS

10.1 2024 Meeting Dates and Suggested Presenters

Discussion held regarding the meeting dates and suggested presenters, noting the following.

- GMAC meeting scheduled for 9 February 2024 to be rescheduled. Date to be advised.
- Invitations to be extended to each local member only for future Board meeting, not office staff.

10.2 2024 Meeting Dates and Suggested Presenters (Cont'd)

Discussion held, and a final list of potential presenters for 2024 is detailed below:

- **Senator Deborah O'Neill** – Senator for NSW
- **The Hon Dr Anne Aly, MP** – Minister for Early Childhood Education, Minister for Youth
- **The Hon Tanya Plibersek, MP** - Minister for the Environment and Water
- **The Hon Prue Car, MP**, Deputy Premier, Minister for Education and Early Learning, Minister for Western Sydney, and Minister for Skills, TAFE and Tertiary Education
- **The Hon Tara Moriarty, MLC**, Minister for Agriculture, Minister for Regional New South Wales, and Minister for Western New South Wales
- **The Hon Rose Jackson, MLC**, Minister for Water, Minister for Housing, Minister for Homelessness, Minister for Mental Health, Minister for Youth
- **Assistant Commissioner Brett Greentree** - Regional Commander
- **Simon Banks**, Commonwealth Environmental Water Holder (CEWH)
- **Stephen Lawrence** – Member of Legislative Council
- **Dugald Saunders, MP**, Local Member for Dubbo Electorate
- **Roy Butler, MP**, Member for Barwon
- **The Hon Jenny Aitchison, MP**, Minister for Regional Transport and Roads
- **The Hon Ryan Park, MP**, Minister for Health, Minister for Regional Health
- **The Hon Yasmin Catley, MP**, Minister for Police and Counter-terrorism
- **The Hon Paul Scully, MP**, Minister for Planning and Public Spaces
- **The Hon Catherine King, MP**, Minister for Infrastructure, Transport, Regional Development and Local Government
- **The Hon Kristy McBain, MP**, Minister for Regional Development, Local Government and Territories

10.3 Update on REZ Project

Brad Cam provided an update on the REZ project noting the following:

- EnergyCo NSW have released their Environmental Impact Statement (EIS) and are responding to submissions.
- Mid-Western Regional Council have recently engaged consultants to undertake an Impact Assessment Report. This document has been provided to the Government providing evidence of extra services etc required to accommodate this project moving forward, for example extra emergency department beds, additional paramedics, police, teachers and additional drinking water.

Adjournment of General Business.

11 PRESENTATIONS

11.1 *John Clements and Miranda Fry, Office of Roy Butler MP, Member for Barwon*

John Clements provided an update from the Office of Roy Butler, MP. The following items were discussed:

- **Regional Development Trust Fund** - following the restructuring of the Resources for Region funding an interim committee will oversee the grant process with local government representatives to be appointed by the Government. The office of Roy Butler, MP is working to ensure there is good representation on the interim committee, however there will not be local government representation on the long term committee as it would be a conflict of interest.
- **Housing** – with a major focus on housing, they are working to ensure there is appropriate access to the high amount of funding available. Homes NSW has been announced and begins in February 2024, bringing together various agencies to improve outcomes.

GENERAL BUSINESS resumed.

10.4 *Cyber Security: Opportunity for shared services/learnings*

Natasha Comber provided details on Dubbo Regional Council's recently adopted Cyber Security Framework. ASDA is the framework, and they see benefit from sharing information learnings and services with this group.

It was noted that the information should be discussed at the next GMAC meeting with a report to be prepared for Board.

10.5 *LGNSW Conference*

Cr Slack-Smith shared her disappointment to the group in relation to the recent LGNSW Conference, specifically that they didn't make it through all of the motions and the ones they did were more favourable toward the city. It was suggested that perhaps dividing the conference into a city one and a country one may be beneficial.

It was noted that the Chair would write to the CEO of Local Government NSW to provide this feedback.

11 PRESENTATIONS resumed.

11.2 *Angus MacDonald, Positive Rugby Foundation*

Angus provided an overview of the Positive Rugby Foundation and their work in using rugby as a vehicle for promoting positive health and wellbeing, while improving access to high quality resources and programs.

Moving forward they will work on building relationships with communities and would appreciate letters of support and community assistance to continue with their work.

11.3 Ian George, Regional Engagement Manager and Mike Marom, Regional General Manager Northern NSW – Telstra

Ian and Mike delivered a powerpoint presentation (Attachment No. 1) to the group providing an update from Telstra. The following points were noted:

- 5G is now reaching 80% of the population, with a hope to be at 96% by 2025.
- Closure of the 3G network will happen at the end of next year.
- Introduction to Connectivity Planning for Successful Regions, designed to help support the vision of thriving, successful regional communities. Working with Local Government to record specifics on their visions and strategic plans, so that together you can plan on how technology and connectivity can best contribute to your region's overall success. Telstra are happy to meet with Council's on an individual basis to assist in developing the plan. It will be your plan and free of charge. **(Attachment No. 2)**

11.4 The Hon. Troy Grant – Inspector-General of Water Compliance

Troy delivered a powerpoint presentation **(Attachment No. 3)** and provided an overview of the structure and the functions of his office, along with work plan priorities.

11.5 Dr Louisa Mamouney – Credit Supply Taskforce, Environment and Heritage Group and Sarah Carr, Regional Director North West – DPE

Louisa delivered a powerpoint presentation **(Attachment No. 4)** providing information and tips on reducing costs for biodiversity offsets along with an update on Biodiversity Conservation Act 2016 review. The following points were noted:

- The Supply Fund ensures that the right type of credits are available for developers.
- Biodiversity assessments for in demand credits comes at no cost. If you know of any landholders that are interested in this, please encourage them to get an assessment in the new year.
- Biodiversity Conservation Act 2016 review was tabled in Parliament in August 2023, where it was concluded that the Act is not meeting its primary purpose. With 58 recommendations, a response from the government is expected mid next year following stakeholder consultation.

Further discussion was held in relation to the impacts of the Biodiversity Offset Scheme on developments within the AWC Shires. Louisa encouraged the group to contact her with any concerns, so she is able to assist with providing a solution where possible.

11.6 Michael Wheatley – Chief Executive, NSW Land and Housing Corporation – Modular Housing Taskforce

Michael delivered a presentation in relation to the newly formed Modular Housing Taskforce. The following points were noted:

- The Taskforce will work toward delivering social housing faster using modern methods of construction (MMC), including modular housing.
- The taskforce will work with Councils, there will also be workgroups and other opportunities for everyone to be involved.
- The cost of building the modular homes is expected to decrease as efficiencies get better.
- The Taskforce plans to work with the Department of Planning and the Local Government to get planning rules in place to support MMC.

12 CONCLUSION OF MEETING

There being no further business the meeting closed at 1.22pm

The Minutes (pages 1 to 7) were confirmed at a meeting held on the day of _____ 2024, and are a full and accurate record of proceedings of the meeting held on 8 December 2023.

CHAIR



Housing Australia

Housing Australia Future Fund Facility and National Housing Accord Facility

Program Fact Sheet

January 2024

What are the Housing Australia Future Fund and the National Housing Accord?

The Housing Australia Future Fund (HAFF) and the National Housing Accord are Federal Government initiatives to improve housing outcomes for Australians and collectively support the delivery of 20,000 new social and 20,000 new affordable homes across Australia over five years.

The HAFF has been established to create a secure, ongoing pipeline of funding for social and affordable rental housing including housing to support acute housing need. The HAFF will be used to support the delivery of 20,000 social homes and 10,000 affordable homes under the Housing Australia Future Fund Facility (HAFFF). The HAFFF is the mechanism to support the delivery of these 30,000 homes.

The National Housing Accord (2022) brings together all levels of government, investors and the residential development, building and construction sectors to unlock quality, affordable housing supply over the medium term. The Accord includes a target to support the delivery of 20,000 affordable homes, with the Commonwealth supporting the delivery of 10,000 affordable homes and States and Territories supporting the delivery of the other 10,000 homes. The National Housing Accord Facility (NHAF) is the instrument through which Housing Australia will support via financing the Federal Government's commitment to deliver the 10,000 affordable homes.

The HAFFF and NHAF programs are administered by Housing Australia. Housing Australia (formerly the National Housing Finance and Investment Corporation) was established through the *Housing Australia Act 2018* to improve housing outcomes.

What is the current opportunity and key dates?

Housing Australia is seeking to finance new, quality, well located social and affordable housing so that more Australians can have a safe and affordable place to call home. Competitive, efficient and value for money applications are invited, which optimise the use of Government funding.

Housing Australia is calling for funding applications from eligible entities, to support eligible projects, through the First Funding Round under the HAFFF and NHAF program. The Call for Applications (CFA) for this First Funding Round opened on 15 January 2024. The application period closes 2.00pm (AEDT (Australia Eastern Daylight Time)) 22 March 2024.

It is Housing Australia's intention that applicants should be advised of the outcome of their applications in quarter 3 of 2024.

Who is eligible to apply for funding?

The following entities are eligible to apply for funding:

- Registered charities, where they are either registered community housing providers (CHPs); or have a primary purpose of providing housing to Aboriginal and Torres Strait Islander peoples or to Australian Defence Force members or former members (veterans),
- State and Territory Governments and Local Governments,
- Special purpose vehicles (SPVs) with one of the other eligible entities (above) as a member.

In the case of SPVs, at least one of the members must be an eligible entity referred to in (a) and (b) above. The other members of the SPV do not need to be eligible entities, and therefore can include developers, investors, financiers, and other entities from the private, not-for-profit and non-government sectors. Housing Australia will require the eligible entity member (for example, if it is a registered charitable CHP) to demonstrate that they have a meaningful participation role in the governance and operations of the SPV.

What projects are eligible for funding?

To be eligible for funding, housing projects must deliver social and/or affordable housing.

Projects can include the construction or purchase of new homes, the renovation of existing residential dwellings that were otherwise uninhabitable, or the conversion of non-residential properties to residential dwellings.

To be eligible in the First Funding Round, projects must:

- have commenced construction,
- have completed construction, or
- have demonstrated that they will be ready to commence construction within 18 months after Contract Close.

All projects must reach the operational stage by no later than five years after Contract Close.

What type of funding is available?

The funding products that can be applied for under the HAFFF and NHAF are:



- Availability Payments (25-year term), and
- Concessional Loans (zero interest, 25-year loan term plus any Development Phase where applicable)

Upfront capital grants may also be made available by Housing Australia in exceptional circumstances where the proposed housing outcomes meet a high need, but the project is extremely financially challenging, for example housing in remote areas, housing for high need or particularly vulnerable cohorts, or housing for Aboriginal and Torres Strait Islander peoples.

Will there be future funding rounds?

Housing Australia expects multiple funding rounds over the five-year program, subject to further decisions from the Federal Government.

After the First Funding Round, Housing Australia expects to be able to provide further information about the timing, frequency and scope of future rounds.

Can I apply in more than one funding round?

Yes. Each funding round is separate. Applicants who are successful in the First Funding Round, and those who don't apply or who are unsuccessful in the first round, will be able to apply in future potential rounds, subject to their eligibility.

What is affordable housing for the purposes of the program?

Affordable Housing means dwellings that are provided at a rent that is 74.9% or less of the market rent for each dwelling to households meeting the income eligibility limits. These limits are based on median equivalised household incomes from the Australian Bureau of Statistics (ABS) and will be updated annually.

Of the 40,000 homes being financed by Housing Australia, 20,000 will be affordable homes. In setting rents for affordable housing, Applicants must have regard to the affordability of the dwelling for tenants. Affordable housing often involves the provision of housing for low income essential and frontline workers. This includes occupations such as police, nurses and cleaners. Applicants can specify other types of essential or frontline workers in their application. The CFA details the household income caps for proposed affordable housing tenants.

To be eligible for affordable housing, tenants will need to demonstrate to the CHP or other entity operating the housing that their household income is below the threshold/income cap. The income caps vary according to household composition across each State and Territory, and by metropolitan and non-metropolitan locations.

Where can I find more information?

View Frequently Asked Questions (FAQs) on the Housing Australia website for more information.

Detailed information including the CFA documents and a Q&A facility are available to Applicants within the Housing Australia Portal (HAP).

All contact with Housing Australia during the Call for Applications process is via the Q&A facility in the HAP. Should an Applicant have a technical enquiry related to the operation of the HAP, call 02 8925 1800 for support.

For more information visit [Housing Australia Future Fund Facility and National Housing Accord Facility | Housing Australia](#)

If you are an eligible Applicant you can register through the [Housing Australia Portal](#) to submit your application.



**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

PRESENT: Cr Ambrose Doolan (Mayor), Cr Kathy Rindfleish (Deputy Mayor), Cr Carlton Kopke, Cr Zoe Holcombe, Cr Denis Todd, Cr Dale Hogden, Roger Bailey (General Manager, GM), Nicole Benson (Director Technical Services, DTS), Lindsay Mason (Director Corporate and Community Services, DCCS), Leeanne Ryan (Director Environment and Development Services, DEDS), Ngaire Stevens (Manager Community and Children's Services, MCCS), Jennifer Maundrell (Manager Corporate Services, MCS), Amanda Wherrett (PA to DCCS, Minutes), Debra Bell, Phil Bell, Stuart Neal, Jenny Lloyd, Val Dries, Dianne Mulligan, Anna Ridolfi, Cathy Cummins, Louise Johnson, and Demi Knight.

APOLOGIES: Cr Jason Newton, Cr Kodi Brady, and Cr Aniello Iannuzzi.

INTRODUCTION

Mayor Ambrose Doolan welcomed attendees to the meeting and introduced the councillors, General Manager (GM), Director Technical Services (DTS), Director Corporate and Community Services (DCCS), Manager Community and Children's Services (MCCS), Manager Corporate Services (MCS) and PA to DCCS (Minute Taker).

MINUTES OF PREVIOUS MEETING WEDNESDAY, 12 APRIL 2023

Noted correction to previous minutes: present in attendance Jenny Lloyd (was written as Jeremy Lloyd).

BUSINESS ARISING

COMMUNITY MATTERS

- 1. Water Pressure Lawnside Drive and Manus Drive extremely low (Debra Bell)**
DEDS advised that an upgrade is planned for the Mendooran Water Supply Scheme where the water pressure at Lawnside Drive and Manus Drive will be addressed.
- 2. Seating at sports ground update (Debra Bell)**
DTS advised that the Council fencing contractor has scheduled works to commence week starting 23 October 2023.
- 3. Amenities block at the sports ground update (Debra Bell)**
DTS advised that the next step for this project will be the preparation and publication of tender documents for the modular building.
- 4. Main street trees update, and what type of trees will be used (Debra Bell)**
DTS advised that six Crepe Myrtles are to be planted in the main street of Mendooran. Further, protective tree surrounds and root barriers will be installed.

Community member asked whether the barriers will be like the existing ones.

DTS advised that the barriers are fence-like barriers that will be more visible compared to the existing ones.

- 5. Mechanics Institute upgrade. Lights in the body of the hall (Debra Bell)**
DTS advised that Council is awaiting a quote from an electrician for costs of the upgrade.

**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

Community member asked whether the upgrade quote will include the two light switches on separate stairwell landings?

DTS confirmed the upgrade quote will include the two light switches on separate stairwell landings.

6. Mechanics Institute western door not closing properly (Debra Bell)

DTS advised that maintenance was conducted on the door by a builder during works carried out early this year, and the door was closing when work was finished.

ACTION: DTS to investigate the Mechanics Institute western door not closing properly.

7. Mechanics Institute Hall floor is uneven (Debra Bell)

DTS advised that the only way to fix the floor is to replace the whole floor as a possible major works project, which is not currently budgeted. The community is encouraged to make an external budget submission to repair the Mechanics Institute Hall floor.

8. Mechanics Institute indoor toilets refurbished, to be used for the storage room (Debra Bell)

DTS advised that there is no budget for refurbishment this financial year, however, this project could be a future item. The community is encouraged to make an external budget submission for refurbishment of the Mechanics Institute indoor toilets.

9. Community Centre exterior light not working and the cover of the light is missing (Debra Bell)

DTS advised that Council is awaiting an electrician to commence work. The project is scheduled for completion by mid-November 2023.

10. Yarrow Road Merrygoen Creek Crossing update. Timeline on repair to enable access (Debra Bell)

DTS advised that Council previously resolved to do nothing further as the water level was too high to access the road. The water level has since dropped.

ACTION: DTS to assess the accessibility of Yarrow Road with a view to undertake repairs.

11. Mendooran Oval. Resources for Regions Round 9 program – Mendooran Oval amenity upgrade and expansion stage 1. \$599,879.00 (Dianne Mulligan)

DTS advised that a planning consultant has been engaged for a DA concept.

ACTION: DTS to provide information to community with a costing estimate of the Mendooran Oval amenity upgrade.

12. Mendooran swimming pool. Stronger Country Communities Round 5 program: Project overview includes Mendooran, no updates yet for Mendooran (Dianne Mulligan)

DTS advised that minor electrical works were completed, including new chemical

**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

resistant power points and a new earth rod.

**13. Flood damage roadworks. Grandchester Road. Has the program started yet?
(Dianne Mulligan)**

DTS advised that works on Grandchester Road were completed in 2022. There are more works scheduled to commence later in the year. Funding provided under Natural Disaster provisions must be spent by June 2024.

14. Park. BBQ and disability access (Dianne Mulligan)

DTS advised that \$140,000 was received under Local Roads and Community Infrastructure Round 4 (LRCI4) program to replace the shelter, seats and BBQ. In addition, works to upgrade pathways have a budget of \$140,000 to be considered in the 2024-25 financial year budget.

**15. Disability Inclusion Action Plan. Disability parking at the Community Centre -
Impact on item 16 (Dianne Mulligan)**

ACTION: DTS to assess tree planting locations in Mendooran, and consider the location of disability parking in Bandulla street.

ACTION: DTS to engage with property owners adjacent to the Community Centre prior to any works commencing.

16. Main Street. Tree planting, kerb and gutter tree damage (Dianne Mulligan)

ACTION: DTS to investigate the tree stump near 76 - 78 Bandulla Street, and assess the area for any kerb and gutter damage.

**17. Orana REZ. Wind and Solar farm projects, and EnergyCo D.A. requirements.
Impacts to roads, water, lifestyle, housing, doctors, and hospitals (Dianne
Mulligan)**

GM advised that this would be covered in Item 18.

COUNCIL UPDATES AND INFORMATION

18. Renewable Energy Zone (REZ)

DEDS provided an update on the REZ and associated projects.

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

Cr Kopke advised that there will be a \$128 million upfront funding payment for the Central West Orana REZ project. EnergyCo initially offered \$250,000 per annum funding to assist Council with assessing REZ projects, Council made a submission for another \$200,000 to cover arising expenses.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

19. Roads Restoration Program

DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face due to natural disasters.

Anna Ridolfi asked who is responsible for the section between the road and the kerb? There is a stretch of dirt on a road for 2-3 meters that needs sealing.

GM advised the resident needs to make an application for permission from Council to proceed with works.

20. Entry to the Pools

DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

Community member asked whether there is further movement on the request to open pools from 6pm to 7pm.

ACTION: DTS to investigate the possibility of Mendooran pool opening until 7pm.

Community member asked about more staffing at the pool.

DTS advised that Council is in the process of onboarding 2 - 3 more casual pool attendants, which is a process that takes several weeks to complete.

21. Projects and Grants

DTS advised that the projects and subsequent budgets for Mendooran are:

- Mendooran Footpath Renewal – Bandulla Street - \$15,000 General fund.
- Mendooran Urban Road Reseals - 15,000 General fund.
- Tooraweenah Road – TBC.
- Grandchester Road - 30,000 Natural Disaster funded.
- Bus Shelter Redevelopment Project, Coonabarabran \$25,442, and Dunedoo \$24,762 directions - CPTIGS + LRCIP 4 funded \$120,000.
- CCTV for all 6 pools - (all pools) \$150,000 LRCIP 4 funded.
- Mendooran Oval Amenity Upgrade - \$599,879. Resources for Regions 9 funded.
- Mendooran Tennis Courts Resurfacing - \$130,000 LRCIP 3 funded early 2024.
- Mendooran Tennis Courts Fencing - \$120,000 LRCIP 4 funded early 2024.
- Shire Wide Playground Upgrades LRCI4 funded \$400,000.
- Mendooran Park Picnic Shelter and Pathways Upgrade \$140,000 LRCI4 funded.
- Cemetery Signage Renewal Phase 1 \$50,000 LRCI4 funded.

22. Draft Public Gates and Cattle Grids on Public Roads Policy.

DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

23. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations)

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

24. Australia Day

**MINUTES OF THE MENDOORAN COMMUNITY CONSULTATION MEETING HELD
IN MENDOORAN MEMORIAL CLUB ON MONDAY 23 OCTOBER 2023
COMMENCING AT 5:30PM**

DCCS advised provided information about nominations for the 2024 Australia Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

GENERAL BUSINESS

25. Water Quality (Anna Ridolfi)

The water quality from the taps is poor and she recommended that people do not drink the water as chlorine is harmful to the body.

GM disagreed that tap water is harmful for drinking and explained that Council drinking water meets the water quality standards required. Council water quality is regularly tested and approved for drinking.

26. Public Toilet Signage (Anna Ridolfi)

Requested a public toilet sign be installed in an area visible to people driving in to town.

Cr Kopke advised that the Traffic Advisory Committee discussed the need for this sign at their last meeting.

27. Water Restrictions (Dianne Mulligan)

Council water restrictions need to have more information available to the public.

ACTION: DEDS to arrange a letterbox drop distribution for water restriction notices in Mendooran, as well as Council website and social media notices.

28. Crown Land Allotments (Dianne Mulligan)

Does Council have a distribution map displaying local Crown Land allotments?

The information regarding Crown Land allotments is available on the Crown Land website.

Mayor Ambrose Doolan thanked everyone for attending, and declared the meeting closed.

There being no further business, meeting was closed 6:38pm.

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

PRESENT: Cr Ambrose Doolan (Mayor), Cr Kathryn Rindfleish (Deputy Mayor), Cr Zoe Holcombe, Cr Denis Todd, Roger Bailey (General Manager, GM), Leeanne Ryan (Director Environment and Development Services, DEDES), Nicole Benson (Director Technical Services, DTS), Lindsay Mason (Director Corporate and Community Services, DCCS), Steven Friend (Manager Fleet Services), Amanda Wherrett (PA for DCCS, Minutes), Malcolm Jones, Bernie McBain, Simone Wilson, Bill Tatt, Natasha Noakes, Lyn Petherbridge, Melissa Meyers, Gary Andrews, Ian Selwyn, Lisa Wright, Julie Mitchel, Jennifer Lambrill, Robert Lambrill, Dainelle Meyers, and Jim Larkin.

APOLOGIES: Cr Dale Hogden, Cr Carlton Kopke, Cr Kodi Brady, Cr Jason Newton, Cr Aniello Iannuzzi, and Ray Lewis.

INTRODUCTION:

Mayor Ambrose Doolan welcomed attendees to the meeting and introduced the councillors, General Manager (GM), Director Environment and Development Services (DEDES), Director Technical Services (DTS), Director Corporate and Community Services (DCCS), and Minute Taker (PA to DCCS).

MINUTES OF PREVIOUS MEETING TUESDAY 4 APRIL 2023

BUSINESS ARISING

COMMUNITY MATTERS

1. What date will Box Ridge Road be graded? (Bernie McBain)

Mr McBain requested that Box Ridge Road be graded, and suggested Council could obtain water for grading works from the river on his property if required.

DTS advised that once accessibility to Mr McBain's Box Ridge Road is possible, then grading works can be scheduled. DTS noted Mr McBain's offer to provide water from the river on his property for the grading works project.

ACTION: DTS to contact Mr McBain regarding grading works to be scheduled for Box Ridge Road.

2. Where are the football field dressing sheds upgrades up to? Particularly, the girls shower (Bernie McBain)

DTS advised that the Binnaway Football Club dressing shed project is part of the 2024/25 budget, and the project will commence in 2024/25 financial year.

Community member asked if the community can have input to this project?

DTS advised that Council has already spoken to the Binnaway Football Club regarding what was required for the upgrades.

3. Binnaway pool not opening on the stated date (Simone Wilson)

DTS advised that Council aimed to open the pool on 18 October 2023, however, due to an issue with the pool pump the pool remained closed. Council aims to complete the Binnaway pool maintenance in the next couple of days. Pool

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

season opening times throughout the Shire are scheduled in succession due to limitations in resources.

DTS advised that Council is trailing free entry to all six Shire pools, as Council realises the importance of pools to the Shire communities. Council aims to communicate more regarding scheduled pool closures.

Community member asked how old pool pump is.

DTS advised that the Binnaway pool pump is new. There was an issue with the pump wiring, causing the operational issue.

ACTION: DTS to investigate the age of Binnaway pool equipment, and provide a pool maintenance schedule update.

Community member stated that Shire pools have commercial value for a community, making a town attractive to newcomers.

Mayor agreed that Shire pools are valuable to the communities, and Council has resolved to trial free entry to Shire pools when a pool attendant is rostered on.

Community member asked if the Binnaway pool heat pads are working. In addition, could the skate park be assessed for maintenance work.

ACTION: DTS to investigate the operational status of the Binnaway pool heat pads.

ACTION: DTS to investigate the Binnaway skate park for maintenance requirements.

COUNCIL UPDATES AND INFORMATION

4. Renewable Energy Zone (REZ)

DEDS provided an update on the REZ and associated projects.

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

Mayor advised that all submissions made by Council have been objections to the REZ development, especially concerning: community impact; waste; and roads. The planning agreement applications are discussed in Coalition of Regional Energy Mayors (CoREM) meetings.

Community member asked how will the REZ development affect the Shire roads?

GM advised that Council has been making submissions on the various developments, this includes issues such as the impact on roads along with cumulative impacts.

DEDS advised that a submission can be made by residents, and are available on the Council website.

DEDS advised that an advisory committee will be established to recommend how funds are to be spent. Council will advertise for an expression of interest to be on this committee. Media releases will be circulated via the Council website and social media.

5. Roads Restoration Program.

DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

due to natural disasters.

6. Entry to the Pools

DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

Community member asked why the pool does not open until 7am.

ACTION: DTS to investigate the possibility of Binnaway pool opening at 6am.

7. Projects and Grants

DTS advised that the projects and subsequent budgets for Binnaway are:

- Binnaway Tennis Courts Renovation and Upgrade - \$261,000 LRCIP3 fund.
- Binnaway Pool Waste Water Disposal Improvements and Approvals - \$35,000 General fund.
- Binnaway Pool Continuous disinfectant dosing system - SCC5 fund.
- Binnaway Pool CCTV - \$150,000 LRCIP4 fund.
- Binnaway Footpath Rehabilitation - \$10,000 – General fund.
- Binnaway Pipe Drainage System – Norman Street / Yeulba Street - \$40,000 Stormwater levy.
- Binnaway Pipe Drainage System – Renshaw Street between Yarran Street and Cisco Street - \$50,000 Stormwater levy.
- Heavy Patching / Pothole Repair – Warrumbungle’s Way.
- Bus Shelter Redevelopment Project – Coolah direction, and Coonabarabran direction - Country Passenger Transport Infrastructure Grants Scheme CPTIGS fund, and LRCIP 4 fund.
- Binnaway Oval Amenities Upgrade - \$178,000 SCCF 5 2024/25 Project fund.
- Shire Wide Playground Upgrades - \$400,000 LRCIP 4 fund.
- Len Guy Park Binnaway Toilet Upgrade - \$80,000 LRCIP 4 fund.
- Piambra Road Reconstruction - \$346,016 LRCIP 4 fund.

Community member asked what the operation status of the Binnaway town bore is.

DEDS advised that Binnaway bore had water quality test samples returned with the presence of radio isotopes which resulted in the bore not being suitable for use.

Community members were unaware of Binnaway water restrictions as they missed the Council’s online notice.

ACTION: DEDS to arrange a letterbox drop regarding water restrictions for Binnaway.

8. Draft Public Gates and Cattle Grids on Public Roads Policy.

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

Community member asked who has the responsibility for building cattle grids?

DTS advised that the construction of cattle grids is the property owner's responsibility, in consultation with Council. There are new national standards for the construction of cattle grids, so property owners will have to comply with those standards.

Community member was concerned about the cattle grid ramp on Wingabutta Road. Since being graded, the ramp could not be used due to erosion, resulting in the grader becoming bogged. The land owner cannot shut the gate, and the ramp is in poor condition.

ACTION: DTS to assess the condition of Wingabutta Road, and the installation of a cattle grid ramp.

9. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations)

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

10. Australia Day.

DCCS advised provided information about nominations for the 2024 Australia Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

GENERAL BUSINESS

11. Water restrictions

DEDS advised that Level 1 water restrictions for Binnaway commenced on 10 October 2023. Visit Council website for information.

12. Change to Binnaway Waste Pick Up

DEDS advised that due to staffing requirements Binnaway waste collection will occur on Thursday 14 December 2023, instead of Friday 15 December 2023.

13. Community member asked if Council could clarify whether the Binnaway Hall is for hire or not?

**MINUTES OF THE BINNAWAY COMMUNITY CONSULTATION MEETING HELD IN
BINNAWAY BOWLING CLUB ON MONDAY 24 OCTOBER 2023
COMMENCING AT 5.30PM.**

DTS advised that Binnaway Hall is currently hired out for a single-use application only due to the Hall's condition.

14. Community member stated that she paid for the Binnaway Hall hire bond, and has had difficulty communicating with Council in regards to the receiving her bond back.

DCCS advised that a number of bond refunds were signed today, and that payment can be expected in the next couple days.

15. Community member asked if Council could explain why there is a \$40 million sitting in term deposits, and why is that money not spent on rate payers.

GM advised that a large amount of the Federal funds are for advanced payments, for example, the Financial Assistance Grant payments that have been paid a year in advance plus the Regional and Local Road Repair program fully paid in advance.

16. Community member asked if there is going to be any more kerb and guttering works planned for Binnaway?

DTS advised that kerb and guttering works are not part of the current projects for Binnaway.

GM advised that community members can make a submission to the External Budget for 2024/25.

17. Community member was concerned about the entrance bridge to Binnaway, from the Mollyan road side, being dangerous to drivers at night.

ACTION: DTS to investigate the Binnaway bridge visibility at night, and the need for reflective paint added to the bridge entrance on the Mollyan road side.

Mayor Ambrose Doolan thanked everyone for attending, and declared the meeting closed.

There being no further business, meeting was closed 6.45 pm.

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

PRESENT: Cr Ambrose Doolan, Cr Kathy Rindfleish (Deputy Mayor), Cr Jason Newton, Cr Zoe Holcombe, Cr Denis Todd, Roger Bailey (General Manager, GM), Nicole Benson (Director Technical Services, DTS), Leeanne Ryan (Director Environment and Development Services, DEDES), Steven Friend (Manger Fleet Services), Amanda Wherrett (PA to DCCS, Minutes), Kathryn Reynolds, Lee Doyle, Jo Murphy, Darren Stafford, Michelle Sternbeck, Adrian Rusten, Ann-Louise Capel, C. Furness, Karen Mandeno, Leonie Quick, Jillie Arnott, and Will Arnott.

APOLOGIES: Lindsay Mason (Director Corporate and Community Services, DCCS), Cr Dale Hogden, Cr Carlton Kopke, Cr Aniello Iannuzzi, and Cr Kodi Brady.

INTRODUCTION

Mayor Ambrose Doolan welcomed attendees to the meeting and introduced the councillors, General Manager (GM), Director Environment and Development Services (DEDES), Director Technical Services (DTS), Manager Fleet Services, and PA to DCCS (Minutes).

MINUTES OF PREVIOUS MEETING MONDAY, 27 MARCH 2023

Correction to Item 9: A community member's name was spelt incorrectly, change spelling to Katie Burgess (not Katie Burges).

BUSINESS ARISING

Relating to Item 5, community member asked what the progress is on upgrades to the Coolah pool timer and temperature regulator.

Cr Rindfleish advised that the Council contracted plumber was working at the Coolah pool earlier today.

ACTION: DTS to investigate the progress of the pool timer and temperature regulator maintenance.

Relating to Item 7, a community member asked for an update on progress of the access road to Coolah Tops National Park.

DTS advised that work to Coolah Tops National Park access road will continue once the road survey is completed. 5km of road is to be sealed starting at the Coolah Creek Road. Works will commence in February 2024. Council is waiting on the Public Gates and Cattle Grids on Public Roads Policy to be completed as there are a number of cattle grid ramps to be replaced during the project.

Relating to Item 9, a community member asked what the update is on the additional funding for the disabled toilets situated behind the old Coolah Shire Hall?

DTS advised that Council is planning to renovate the building at the rear of the old Shire Hall building and build a fully accessible toilet.

Relating to Item 10, a community member asked if the signage for the Coolah Tops National Park is approved by Council.

DTS advised of a delay due to a miscommunication with National Parks and Wildlife

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

Services regarding delivery of the signage. The signage is expected to be delivered and installed by the end of the first week of November 2023.

COMMUNITY MATTERS

1. What will be the cumulative effects and loss of visual amenity in regards to Central West Orana Renewable Energy Zone (CWO REZ)? (Kathryn Reynolds)

DEDS advised that Council has made submissions to the Environmental Impact Statement (EIS) and EnergyCo has not described how cumulative impacts from the development will affect the community.

Community member asked if Council receives funding toward the CWO REZ project?

GM advised that Council is currently receiving funding to assist with dealing with assessing REZ related issues. The commitment is \$250,000 per year for 3 years.

2. Will Council oppose proposed increase in capacity of the CWO REZ? (Kathryn Reynolds)

DEDS advised that Council is working towards a submission focusing on the Transmission Line. Further, each time EnergyCo increases the parameters of the project, they need to seek approval from public.

3. Will Council support the local community seeking to stop EnergyCo's HV transmission infrastructure? (Kathryn Reynolds)

Mayor advised that councillors and Council staff are working to minimise the downside and maximise the benefits for all the Shire residents. Cr Dale Hogden attended the CWO REZ Community Information Session in Dunedoo on 11 October 2023.

DEDS advised that Council is working through the assessment of the Environmental Impact Statement (EIS), intend to make a submission focused on cumulative impacts to the community.

4. Will Council write to Ministers for Planning and Energy seeking a moratorium on the CWO REZ, including a pause in the acquisition process of easements? (Kathryn Reynolds)

Mayor advised that Council is not of the view to write to the Minister for Planning to seek a moratorium at this point in time.

5. Will Council object to CWO REZ Transmission project currently on exhibition with Dept. of Planning? (Kathryn Reynolds)

GM advised that this question was covered previously.

6. Will Council make a submission supporting undergrounding of power lines in the CWO REZ, in the NSW Legislative Council's Select Committee into the feasibility of undergrounding the transmission infrastructure for renewable energy projects (that closes 10 November)? (Kathryn Reynolds)

Community Member stated that Cate Faehrmann, MLC for the Greens in the Upper House, intends to visit the CWO REZ, and has communicated her strong opposition to the project.

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

Kathryn Reynolds to send the GM information regarding details of Greens Minister Cate Faehrmann's proposed visit to the CWO REZ.

7. Will Council make a submission to the Minister for Planning that any decision of the CWO REZ Transmission project needs to be delayed until the undergrounding enquiry presents its findings (March 2024)? (Kathryn Reynolds)

Community member stated that this project should not progress until the enquiry has been finalised.

Council advised that the Minister of Energy, Penny Sharpe, stated that the project will be going ahead.

8. Have the open/closed signs for the Coolah Tops National Park, to be placed on Vinegaroy Road, been approved by Council? (Jo Murphy and Lee Doyle)

This item was covered in discussion previously.

Community member asked where Coolah Tops National Park sign will be placed?

ACTION: DTS to consult with National Parks and Wildlife Service on the location of the sign, and report back to community.

9. Tourism website upgrade. (Jo Murphy and Lee Doyle)

GM advised that the Council website is currently being updated.

Community member suggested that the Council website would be more user-friendly if each town had its own tab.

ACTION: DEDES to consider an upgrade of the Warrumbungle Region website to include a separate tab for each town in the Shire.

10. How can Council support and protect the residents of Coolah and the district from the negative impacts of the multiple renewable developments and transmission lines? (Jo Murphy and Lee Doyle)

This item was covered in discussion previously.

COUNCIL UPDATES AND INFORMATION

11. Renewable Energy Zone (REZ)

DEDS provided an update on the REZ and associated projects.

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

12. Regional Drought Resilience Plan

Regional Drought Resilience Plan is a project that Council is involved in with Gilgandra Shire council, with Gilgandra being the lead and project manager. The project involves development of a plan that assist communities to become drought resilient going into the future. Community engagement will commence during November, when dates are known we will advertise through the usual channels.

13. Roads Restoration Program

DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face due to natural disasters.
- Council has commenced preparation and implementation of a Disaster Resilience Strategy throughout the Shire, driven by community consultation. The Disaster Resilience Strategy will review the road

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

infrastructure and associated road assets, such as bridges, culverts, and causeways. Council will consider the risk communities face due to natural disasters.

14. Draft Public Gates and Cattle Grids on Public Roads Policy.

DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

15. Entry to the Pools

DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

16. Projects and Grants

DTS advised that the projects and subsequent budgets for Coolah are:

- Coolah Tennis Club fencing, \$45,000.
- 17a Cole Street – Bathroom Refurbishment, \$15,000.
- Coolah Office Auto Door - Installation of automatic door for access improvements, \$15,000.
- Pandora Gallery & Library – Carpet Replacement, \$50,000.
- Coolah Pool – plant room drainage improvements, \$45,330.
- Coolah Urban Road Reseals – Queensborough Street, \$4,000
- Coolah K&G Rehabilitation, \$50,000.
- Heavy Patching / Pothole Repair - Black Stump Way, \$TBC.
- Coolah Bowen Oval Sporting Facility Upgrades, \$449,911.
- Coolah Pull Up A Stump – Streets as Shared Spaces, \$131,535.
- Shire Wide Bus Stop Upgrades (LRCI4), \$185,000.
- CCTV Installation at Outdoor Pools (LRCI4), \$150,000.
- Shire Wide Playground Upgrades (LRCI4), \$400,000.
- Dog Parks for Coolah, Coonabarabran and Dunedoo (LRCI4), \$50,000.
- Coolah Pool Entrance Building Maintenance and Repair (LRCI4), \$100,000.

17. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations)

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

18. Australia Day

DCCS advised provided information about nominations for the 2024 Australia

**MINUTES OF THE COOLAH COMMUNITY CONSULTATION MEETING HELD IN
COOLAH COUNCIL CHAMBERS ON MONDAY 30 OCTOBER 2023 COMMENCING
AT 5:30PM**

Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

GENERAL BUSINESS

19. Community member asked if there would there be a budget for painting the Bowen Oval entrance.

DTS advised that if the existing oval budget allows, repainting of the entry sign could be conducted in the 2023-2024 financial year.

ACTION: DTS to assess whether the existing oval budget allows for the painting the Bowen Oval entrance.

20. Community member asked what the update is on the road works on Werribee Road.

DTS advised that a survey plan has been prepared. Council was required to provide information to Crown Lands' proposed acquisition notice that was sent to Council. The process with Crown Lands will need to recommence.

21. Community member asked about the update to Pandora Pass Road?

DTS advised that there are plans to work on the flood damaged area on Pandora Pass Road, when the grader is next scheduled to be in that area.

Mayor Ambrose Doolan thanked everyone for attending, and declared the meeting closed.

There being no further business, meeting was closed 6:30pm.

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

PRESENT: Cr Jason Newton, Cr Zoe Holcombe, Cr Denis Todd, Roger Bailey (General Manager, GM), Nicole Benson (Director Technical Services, DTS), Lindsay Mason (Director Corporate and Community Services, DCCS), Leeanne Ryan (Director Environment and Development Services, DEDES), Steve Friend (Manager Fleet Services), Amanda Wherrett (Pa to DCCS, Minutes), Darren Stafford, Lynne Estens, Kalyna Sparks, Margaret Bennell, Sacha Perram, Cath Sullivan, and Joel Amiet.

APOLOGIES: Cr Ambrose Doolan (Mayor), Kathy Rindfleish (Deputy Mayor), Cr Aniello Iannuzzi, Cr Carlton Kopke, Cr Dale Hogden, and Cr Kodi Brady.

INTRODUCTION

Cr Jason Newton welcomed attendees to the meeting and introduced the councillors, General Manager, Director Technical Services (DTS), Director Corporate and Community Services (DCCS), Manager Community and Children's Services (MCCS), Manager Corporate Services (MCS), and PA to DCCS (Minute Taker).

MINUTES OF PREVIOUS MEETING WEDNESDAY, 21 MARCH 2023

BUSINESS ARISING

COMMUNITY MATTERS

1. Public information campaign to explain that dog noise is a threat to economic security (Darren Stafford)

DEDS advised that Council has published articles previously to raise awareness of dog owners within the community regarding dog noise, and could reissue the public notice.

ACTION: DEDES to organise social media notice regarding dog noise to raise awareness in the Warrumbungle Shire.

2. Rangers to patrol residential areas to ensure they (dogs) are quiet. (Darren Stafford)

DEDS advised that Council rangers patrol the community regularly to monitor pet issues, particularly dogs roaming. In regards to dog noise, Council consider issues case by case.

Mr Stafford stated that dog noise is not only a nuisance, but it creates economic disruption, and conflict from neighbours having to raise the issue with other neighbours.

Cr Newton stated that dangerous dogs need to be reported to Council.

3. Infringement notices are issued when dog noise is unpleasant to householders and walkers. (Darren Stafford)

DEDS advised that dogs are a contentious issue in Coonabarabran. Council Rangers have limited time to attend to community response to animal issues. Council have procedures in place to report the issue of dog noise.

COUNCIL UPDATES AND INFORMATION

4. Renewable Energy Zone (REZ)

DEDS provided an update on the REZ and associated projects.

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

Cr Kopke advised that there will be a \$128 million upfront funding payment for the Central West Orana REZ project. EnergyCo initially offered \$250,000 per annum funding to assist Council with assessing REZ projects, Council made a submission for another \$200,000 to cover arising expenses.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

5. Water Restrictions

DEDS advised that Coonabarabran has been placed on Level 1 water restrictions as of 10 October 2023. Council closely monitor Timor Dam water level, which is currently at 70 % capacity. Council website will publish further information regarding water restrictions during the upcoming summer months.

Community member asked if Council could issue new bore water signs for resident's houses.

DEDS advised that Council has reissued bore water signs recently.

ACTION: DEDS to investigate whether updated bore water signs for resident's houses are available.

6. Regional Drought Resilience Program

DEDS advised that Gilgandra and Warrumbungle Shire Councils has received \$200,000 in funding through the Regional Drought Resilience Planning Program to develop the Castlereagh Country Drought Resilience Plan.

The program acknowledges that communities can learn from previous droughts and plan for broader community implications, and Gilgandra and Warrumbungle Shire Councils invite the community to have your say in the future implementation activities to support future resilience.

7. Roads Restoration Program

DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face due to natural disasters.

8. Draft Public Gates and Cattle Grids on Public Roads Policy.

DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

Mrs Sullivan asked who is responsible for the maintenance of gates either side of a cattle grid near her property that are extremely difficult to open and close.

DTS advised that the property owner is responsible for the gates either side of a cattle grid.

9. Entry to the Pools

DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

Community member asked whether there is further movement on the request to open pools from 6pm to 7pm.

DTS advised that Council has no further update on this request.

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

Community member asked if community members need to sign-in to the pool during free entry times.

DTS advised that all patrons are required to sign-in when attending the Shire pools.

Community member asked if Coonabarabran pool is currently fully functioning.

DTS advised that Coonabarabran pool is open and functioning.

10. Projects and Grants

DTS advised that the projects and subsequent budgets for Coonabarabran are:

- Coonabarabran Administration Building – Fire Safety Compliance, \$50,000.
- Native Grove Cemetery Arboriculture Works – \$15,000.
- Castlereagh River Coonabarabran Riverbank Revitalisation – \$974,000.
- Coonabarabran Pool Masterplan, Design and Construction Plans – \$199,440.
- Coonabarabran Footpath Rehabilitation – \$15,000 General fund.
- Coonabarabran Urban Road Reseals – Charles Street – \$13,400.
- Coonabarabran Urban Road Reseals – North Street – \$15,300.
- Coonabarabran K&G Rehabilitation – \$25,000.
- Flood Damage – Road Repairs North of Oxley (Goolhi Region) – Tender advertised and closing on 14 November 2023.
- Heavy Patching / Pothole Repair – Warrumbungles Way.
- Bus Shelter Redevelopment Project – Visitor Information Centre – \$34,452.
- Coonabarabran Oval No 3 New Amenity Block – \$889,716.
- Shire Wide Bus Stop Upgrades – \$185,000 – LRCI4 fund.
- CCTV Installation at Outdoor Pools – \$150,000 – LRCI4 fund.
- Shire Wide Playground Upgrades – \$400,000 – LRCI4 fund.
- Dog Parks for Coolah, Coonabarabran and Dunedoo – \$25,000 – LRCI4 fund.
- Coonabarabran Pump Park Shade and Seating Improvements – \$25,000 – LRCI4 fund.
- Cemetery Signage Renewal Phase 1 – \$50,000 – LRCI4 fund.
- Coonabarabran No 3 Oval New Skillion Roof – \$88,366 – LRCI4 fund.

11. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations)

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

12. Australia Day

DCCS advised provided information about nominations for the 2024 Australia Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

GENERAL BUSINESS

13. Community member asked if there are there any long-term plans to recycle water.

GM advised that Water Treatment Plant water is recycled to quality standard and then it is released into the Castlereagh River.

14. Community member asked if Council supports the installation of a grey water recycling system in to residential houses.

DEDS advised that residents may apply to Council for the installation of a grey water recycling system in to a residential house.

15. Community member asked if there is a plan to move the Native Grove Memorial from up the hill to down on the lawn area.

DEDS advised that there is no current plan to move the Native Grove Memorial.

16. Community member asked why there is an unsightly construction site in disrepair, upon entry to Dunedoo.

GM advised that the construction site in Dunedoo is the TRRRC retirement village project that remains due to a dispute between Council and the building contractor. Tenders are currently open for the job of demolition of the TRRRC site, which will commence hopefully by the end of the year.

17. Community member asked if Council could plant more street trees as street trees contribute to cooling the town from excessive heat.

DTS advised that the Town Beautification Committee have street tree planting in their Master Plan, and are awaiting funding for the tree planting project.

18. Cr Holcombe asked what will the rates increases will look like.

DCCS advised that mid 2023/24 financial year Council will hear about what rate peg will likely be.

19. Community member asked about job vacancies and staffing levels within Council.

GM advised that Council are down 26 positions and not all of those positions are full-time. Council vacancies are currently at 13 -14%, and if Council staff were fully complimented there would be 207 employees.

20. Community member asked if Council would consider introducing green waste bins.

DEDS advised that Council could investigate costs associated with introducing green waste bins.

**MINUTES OF THE COONABARABRAN COMMUNITY CONSULTATION MEETING
HELD IN COONABARABRAN COUNCIL CHAMBERS ON TUESDAY 31 OCTOBER
2023 COMMENCING AT 5:30PM**

ACTION: DE DS to investigate costs involved with introducing green waste bins to Council waste pick up service.

Cr Jason Newton thanked everyone for attending and declared the meeting closed.

There being no further business, meeting was closed 6:38pm.

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**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

PRESENT: Cr Ambrose Doolan (Mayor), Cr Denis Todd, Roger, Cr Jason Newton, Cr Zoe Holcombe, Roger Bailey (General Manager, GM), Lindsay Mason (Director of Corporate and Community Services, DCCS), Steve Friend (Acting Director Technical Services, A/DTS), Leeanne Ryan (Director Environment and Development Services, DEDES), Amanda Wherrett (PA to DCCS, Minutes), Liz Cutts, Suzanne Fuller, Richard Crawley, Patrick Lever, Ted Hayman, James Brown, Evelyn Hampton, Rose Munro, Basil Kaadi, Daniella Gardener, Rick Crawley, Lorraine Gordon, and Sandra Rees.

APOLOGIES: Cr Kathy Rindfleish (Deputy Mayor), Cr Dale Hogden, Cr Carlton Kopke, Cr Aniello Iannuzzi, Cr Kodi Brady and Nicole Benson (Director Technical Services, DTS).

INTRODUCTION

Mayor Ambrose Doolan welcomed attendees to the meeting and introduced the councillors, General Manager (GM), Director Environment and Development Services (DEDES), (Director of Corporate Community Services (DCCS), Acting Director Technical Services (A/DTS), and PA DCCS (Minute Taker).

MINUTES OF PREVIOUS MEETING MONDAY, 27 MARCH 2023

BUSINESS ARISING

Relating to Item 5, Community member asked what the status of the water meter installations is.

DEDES advised that 80 water meters have been replaced in the 2022/23 financial year, and a further 100 water meters are scheduled to be replaced by the end of 2023/24 financial year.

Community member stated that Bligh Street water meter has not yet been replaced.

DEDES advised that Bligh Street water meter replacement has been scheduled.

ACTION: DEDES to investigate the locations of, and how many, water meters are to be replaced this financial year 2023/24.

Liz Cutts stated that the Baradine Progress Association was not advised of water meter replacement action.

ACTION: DEDES to report to Baradine Progress Association what the next scheduled water meter replacement works are.

Relating to Item 20, a community member asked what the update is on the project at the Narran Street property (adjoining the southern end of Baradine pool fence).

DEDES advised that the Narran Street project is ongoing, and that there are staff currently working there.

COMMUNITY MATTERS

1. Update on John's Crossing/Cumbril Road repair work. (Liz Cutts)

**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

A/DTS advised that works on the culvert have not commenced as there is no funding available yet. There is \$23,000 left for John's Crossing/Cumbril Road repair work, however, there is a lot of damage on the causeway. Council may need more funding for the repair work to commence.

Community member asked what the timeframe is for this project.

A/DTS advised: the timeframe for this project is dependent on Transport for NSW (TfNSW). The Shire endured a lot of natural disasters since 2021 and submitted claims for works, and \$10.5 million worth of claims have been approved. Council is halfway through the August - September 2022 works schedule. In addition, more claims have been submitted and are awaiting approval. Council aims to have the John's Crossing/Cumbril Road repair completed by June 2025.

2. Baradine Hall bookings. (Liz Cutts)

Liz Cutts asked if Council is aware that Baradine Progress Association takes the bookings for Baradine Hall. Further, could Council check with the Baradine Progress Association Chair or Community Development Coordinator that the Baradine Hall is booked before advertising the location.

A/DTS commented that Council is grateful to Baradine Progress Association for the work they do maintaining Baradine Hall bookings. Council has acknowledged the internal booking error with staff.

3. Rail Trails – Council vote denying proposal. (Suzanne Fuller)

The Rail Trails proposal was voted down by Council. For 14 years the Rail Trails projects have been submitted to, and approved by, most other councils. For two and half years Ms Fuller's business has increased tourism for Baradine, especially attracting motorcyclists and push cyclists to use her hotel. These cycle clubs use Baradine as part of their advertising which is promotion for the region. The Rail Trails idea has proven to be valuable.

DEDS advised that the Rail Trails project is an Economic Development and Tourism (EDT) committee strategy in progress to be reviewed.

Ms Fuller asked how do individuals obtain a seat on the EDT committee.

DEDS advised Ms Fuller that to obtain a seat on the EDT committee community members may become a representative of the Baradine Progress Association.

Ms Fuller asked could the Department of Planning maps of the Rail Trail routes have the abbreviations explained for the general public.

ACTION: DTS to advise the design team to use less abbreviations/symbols on public displayed maps. For those symbols that are necessary, ensure a key legend is provided.

4. What is happening with the footpath in Lachlan street? (Richard Crawley)

A/DTS advised that Council has completed the concept plan. A community engagement meeting is scheduled to discuss the proposed development.

**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

5. Revisit the nose-to-kerb parking in Baradine. (Patrick Lever)

Mr Lever clarified that the nose-to-kerb parking proposal is for Baradine only, not for the rest of the Shire.

ACTION: DTS to forward a copy of Mr Lever's written proposal to revisit the request for nose-to-kerb parking in Baradine to the Traffic Advisory Committee.

6. Security cameras in Baradine town centre. (Patrick Lever)

Request for CCTV cameras to be installed in Baradine town centre.

DCCS advised that Baradine community members could apply for funding through the external Budget submissions.

GM advised that Council cannot solve police related incidents, however, Council does meet with the Local Area Commander for regular meetings regarding matters raised by concerned community members in forums such as these community consultation meetings, and any other community feedback. Residents should call the police assistance line 131444 to report crime.

ACTION: GM to discuss the concerns raised by Baradine community at the next meeting with the Inspector.

Baradine Progress Association to provide Council with details regarding incidents of crime in Baradine, for the purpose of Council to discuss with the Local Area Commander at a future meeting.

COUNCIL UPDATES AND INFORMATION

7. Renewable Energy Zone (REZ)

DEDS provided an update on the REZ and associated projects.

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

Community member asked what the provision is for long term waste disposal of the REZ project.

DEDS advised that Council has asked these questions to the REZ developers

**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

through submissions, and have received no answer as yet. Community members may read Council's submissions to the REZ project on the Council website.

8. Regional Drought Resilience Plan

Regional Drought Resilience Plan is a project that Council is involved in with Gilgandra Shire council, with Gilgandra being the lead and project manager. The project involves development of a plan that assist communities to become drought resilient going into the future. Community engagement will commence during November, when dates are known we will advertise through the usual channels.

9. Roads Restoration Program

A/DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face due to natural disasters.

10. Draft Public Gates and Cattle Grids on Public Roads Policy.

A/DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

11. Entry to the Pools

**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

A/DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

Community member asked if Council could change the Baradine pool opening time to 6am.

A/DTS advised that the Baradine pool opening times are based on when staff are scheduled to test the water.

ACTION: DTS to assess Baradine pool opening times, and if Baradine pool could open at 6am.

Community member asked if volunteers could assist with the pool opening times being earlier.

GM advised that Council called for volunteers for the Baradine pool within the past couple of years, however, no one applied. In addition, no one applied for the pool attendant role in Baradine advertised recently.

12. Projects and Grants

A/DTS advised that the projects and subsequent budgets for Baradine are:

- Baradine Hall Painting – \$38,300.
- Baradine Footpath Rehabilitation – \$25,000.
- Baradine Urban Road Reseals – Darling Street – \$4,200.
- Baradine Urban Road Reseals – Barwon Street – \$4,000.
- Lachlan Street Baradine Shared Pathway (Stage 1) – \$250,000.
- Shire Wide Bus Stop Upgrades – \$185,000 – LRCI4 fund.
- CCTV Installation at Outdoor Shire Pools – \$150,000 LRCI4 fund.
- Shire Wide Playground Upgrades – \$400,000 LRCI4 fund.
- Baradine Pool Amenities Maintenance and Repair – \$100,000 LRCI4 fund.
- Cemetery Signage Renewal Phase 1 – \$50,000 LRCI4 fund.
- Baradine Road Causeway – \$550,000 LRCI4 fund.

13. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations)

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

14. Australia Day

DCCS advised provided information about nominations for the 2024 Australia Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

**MINUTES OF THE BARADINE COMMUNITY CONSULTATION MEETING HELD IN
BARADINE MEMORIAL HALL ON MONDAY 6 NOVEMBER 2023
COMMENCING AT 5:30PM**

GENERAL BUSINESS

15. Water Restrictions

DEDS advised that as of 7 November 2023, Baradine will commence Level 1 water restrictions in order to manage the demand on water consumption.

Community member asked if residents will be notified of the water restrictions.

DEDS confirmed that residents will be notified of water restrictions through social media, print media, and letterbox drop.

- 16.** Community member was concerned about an ongoing odour from the sewerage treatment facility near her house, and that calls were made with no response.

ACTION: DEDS to investigate and assess the sewerage treatment area and assess the odour issue.

- 17.** Community member asked if Council could build a disabled access ramp at 20 Wellington Street outside the Twisted café.

A/DTS advised that the section of footpath outside 20 Wellington Street is the property owner's responsibility to maintain.

- 18.** Patrick Lever asked if Council will repair the fence line area on his property adjacent to Walker Street, where water streams down a steep hill to the creek and Council road works have been digging.

ACTION: DTS to assess Patrick Lever's property adjacent to Walker Street for possible repair to the fence line.

Patrick Lever to provide Council with his contact details.

Mayor Ambrose Doolan thanked everyone for attending, and declared the meeting closed.

There being no further business, meeting was closed 6:55pm.

**MINUTES OF THE DUNEDOO COMMUNITY CONSULTATION MEETING HELD IN
DUNEDOO JUBILEE HALL ON TUESDAY 7 NOVEMBER 2023 COMMENCING AT
5:30PM**

PRESENT: Cr Ambrose Doolan (Mayor), Cr Kathy Rindfleish (Deputy Mayor), Cr Jason Newton, Cr Dale Hogden, Cr Zoe Holcombe, Roger Bailey (General Manager, GM), Lindsay Mason (Director Corporate and Community Services, DCCS), Leeanne Ryan (Director Environment and Development Services, DEDES), Steve Friend (Acting Director Technical Services, A/DTS), and Amanda Wherrett (PA to DCCS, Minutes), John Horne, Cathy Bowman, Kathryn Reynolds, Linden Ewin, Linda Ewin, Emma Bowman, Anne Bowman, Judith Batty, Wendy Hill, Julie Stanford, Allan Stanford, Pat Upston, John Marks, Anthony Jones, Alan Matlowe, Carol Wilton, Garry Wilton, Kylie Trengove, David Brennan, Kaylene Moorhouse, Wally Hudspeth, Jacqui Yeo, Warren Ledal, Ken Hodens, Tracey Mathew, Gawain Bowman, Kim McGiven, Mark Chad, Damian McCann, Sally Dent, Peter Colly, A Graham, Jim Bowman, Amanda Bowman, Sharon Nott, K Brougham, Louise Johnson, Sarah Armstrong, Ann Doran, Mark Dent, and Alistair McLaren.

APOLOGIES: Cr Aniello Iannuzzi, Cr Kodi Brady, Cr Carlton Kopke, Cr Denis Todd and Nicole Benson (Director Technical Services, DTS).

INTRODUCTION

Mayor Ambrose Doolan welcomed attendees to the meeting and introduced the Councillors, General Manager (GM), Director Corporate and Community Services (DCCS), Director Environment and Development Services (DEDES), Acting Director Technical Services (A/DTS), and PA to DCCS (Minute Taker).

MINUTES OF PREVIOUS MEETING MONDAY 3 April 2023

BUSINESS ARISING

COMMUNITY MATTERS

1. Three Rivers Retirement – Demolition and future plans. (John Horne)

DEDES advised that the demolition of the Three Rivers Retirement project is out for tender, and tender applicants have been short listed. Once this process is complete, Council will have more information from successful tender applicant when work will start, hopefully before Christmas. Council is in negotiations with several operators for the future plans for construction on the cleared site.

Community member asked if community members can salvage recyclable waste materials to raise funds for the community.

GM advised that the TRRRC site will be cleared by the successful tender group, and they have been requested to recycle as much waste as possible. The recycling process will be decided upon by the successful tenderer.

Community member asked what the budget of the site clean-up is.

GM advised that the budget for the demolition site clean-up is subject to confidentiality.

Community member asked what is remaining of the original budget.

Mayor advised that the remaining budget is \$5.6 million for the demolition and construction works on the TRRRC site. The funds from REZ accommodation

**MINUTES OF THE DUNEDOO COMMUNITY CONSULTATION MEETING HELD IN
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requirements could be used to increase the budget for existing planned social housing.

Community member asked why there is discussion taking place of different plans to the existing TRRRC building plans.

Mayor advised that Council will bring any design plans to the Dunedoo community for a consultation process.

Community member asked if Council could consider a multi-staged development with the \$5.6 million remaining budget.

Mayor advised that when Council receives a concrete offer from REZ, Council will consult the community with the details.

Community member stated that Dunedoo community is asking Council not to sign any agreement concerning the development of the TRRRC site without prior community consultation.

Mayor stated that Council agrees to consult with the Dunedoo community, in regards to TRRRC site development plans, prior to signing any agreement with REZ developers.

GM advised: Federal funding timelines requires funds to be spent by a particular date, or the funds are lost.

2. Milling Park – water allocation. (John Horne)

A/DTS advised that sprinklers are turned on for one hour per station, per week, between 6.30am and 7.30am. The scope of works has commenced for four stations, assessing the costings of nodes so that irrigation will become automatic.

Community members were concerned about possible future drought conditions and the park becoming a dust bowl.

GM advised that currently there are five of the Shire towns that are on Level 1 water restrictions.

3. Playground – any plans to fix it? (John Horne)

A/DTS advised that Milling Park soft-fall will be renewed by Regional and Local Roads Repair Program phase 4 (LRC14) project funding. Small holes in the soft-fall under the swings are scheduled to be fixed. Council is waiting for cooler weather to plant out the garden beds, and cover with wood chip. Plants are currently in the nursery at Dunedoo Works Depot. The gravel footpath at entry gate to the pergola is also to be renewed.

4. Renewable Energy Zone (REZ) – Updates on Council's position towards project. (John Horne)

DEDS provided an update on the REZ and associated projects.

Council has made submissions on projects raising various concerns including where water will be obtained. Submissions are available on Council's website.

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The transmission line project is deemed a State Significant Infrastructure project and the state government can override local government.

There is an EnergyCo steering group including Council members that discuss local issues relating to REZ projects. There is a regional leadership collective including other councils working on submissions to the project application process together.

The community will start to see activity in the next 12 months including more workers in communities, and the accommodation camps in action.

Community members may make submissions on the project at planningportal.nsw.gov.au/major-projects.

5. How much land has been purchased, or acquired, by the renewable energy companies (wind, solar, for batteries, transmission line)? (Cathy Bowman)

GM advised that Council is not in possession of the information regarding how much land has been purchased by the renewable energy companies.

6. What percentage are now in foreign ownership, and will they all be paying rates? (Cathy Bowman)

DCCS advised that Council is not in possession of the information regarding what percentage of land is in foreign ownership, and foreign ownership does not exempt land owners from paying rates.

7. Are there any discussions or agreements between Warrumbungle Shire Council and EnergyCo regarding potential road upgrades (i.e. Merotherie Road, which includes 1.7 kms of flood plain), workers accommodation/ legacy housing (i.e. Three Rivers Retirement Village site), water supply and waste removal for the Dunedoo area? (Emma Bowman)

This question was answered in the discussion above.

8. Is Warrumbungle Shire Council submitting an objection to the CWO REZ Transmission project currently on exhibition? (Emma Bowman)

This question was answered in the discussion above.

9. Has Council made representation to Ministers seeking a moratorium on the whole CWO REZ, and more specifically a pause in the compulsory acquisition process within the transmission Line Project? (Emma Bowman)

GM advised that seeking a moratorium on the CWO REZ is not on Council's agenda at this point. Council is advocating for the community.

Mayor encouraged community members to make submissions on REZ projects.

COUNCIL UPDATES AND INFORMATION

10. Renewable Energy Zone (REZ)

This item was addressed in the discussion above.

11. Regional Drought Resilience Plan

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DEDS advised that Gilgandra and Warrumbungle Shire Councils have received \$200,000 in funding through the Regional Drought Resilience Planning Program to develop the Castlereagh Country Drought Resilience Plan.

The program acknowledges that communities can learn from previous droughts and plan for broader community implications, and Gilgandra and Warrumbungle Shire Councils invite the community to have your say in the future implementation activities to support future resilience.

12. Status of the sewerage in Dunedoo

Community members were concerned about a sewerage odour in the town.

DEDS advised that Council is working to rectify and resolve the sewerage odour in Dunedoo. The Sewerage Treatment Plant upgrades aim to improve the performance of the sewage treatment system.

13. Roads Restoration Program

A/DTS provided an update on the roads and the Natural Disaster Restoration works. Key points:

- Natural Disaster Restoration works are approximately 50% complete.
- \$10,568,493 in Natural Disaster funding has been approved for restorations. Two claims, \$3,004,143 for sealed roads, and \$594,000 for unsealed roads, were recently made and are under assessment.
- Council has engaged contractors, to supply an unsealed road maintenance crew to assist with the Natural Disaster restoration works.
- Three tenders have been advertised for flood damage road repairs: Sandy Creek area; Upper Lahey's Creek Roads; and North of Oxley area Goolhi and surrounds.
- \$864,683 has been received under the Pothole Repair Program, with over 80% of the funding spent so far. Funds must be spent by January 2024. A second Jet Patcher has been hired to assist with the works and staff are working weekends, as well as rostered days, to get the work done.
- \$4,590,978 has been under the Regional and Local Roads Repair program for urgent repairs to the road network. The program has recently been extended from 29 February 2024 to 31 October 2027.
- A Disaster Resilience Strategy is in development. This strategy will be driven by community consultation and will review road assets, such as bridges, culverts, and causeways, then look at the risk communities face due to natural disasters.

ACTION: DTS to lodge a report to Transport for NSW to investigate damaged road near the property "Yeoville", as it is a state road.

14. Draft Public Gates and Cattle Grids on Public roads Policy.

A/DTS provided an update on Public Gates and Cattle Grids on Public Roads Policy. The policy has been reviewed and aims to support procedures for application, issuing of permits, inspections, assessments, and maintenance of public gates and cattle grids. Once finalised, the draft policy will be placed on public exhibition before it is adopted.

15. Entry to the Pools

A/DTS provided information on free entry to all pools across the Shire when a pool attendant is rostered on. Season ticket holders will have access from 6am until the pool closes.

16. Projects and Grants

A/DTS advised that the projects and subsequent budgets for Dunedoo are:

- Dunedoo Urban Road Reseals – Whitely street – \$26,000.
- Flood Damage – road repairs Sandy Creek area – tender closed 19 October, submission being evaluated.
- Flood Damage – road repairs Upper Lahey’s Creek region, Tender closed today, 7 November 2023. Submission will be evaluated shortly.
- Heavy patching / pothole repair – Digilah Road.
- Dunedoo pool new amenity building – \$900,000 staff finalising contract to be lodged.
- Shire wide bus stop upgrades – \$185,000 LRCI4 fund.
- CCTV installation at outdoor pools – \$150,000 one camera at each Shire pool, LRCI4 fund.
- Shire-wide playground upgrades \$400,000 LRCI4 fund.
- Dog parks for Coolah, Coona and Dunedoo – \$120,000 LRCI4 fund.
- Dunedoo pedestrian access improvements – \$60,000 LRCI4 fund.
- Cemetery Signage Renewal Phase 1 – \$50,000 LRCI4 fund.

17. Budget – Upcoming calls for submissions (External Budget Submissions, Annual Donations, Community Financial Assistance Donations).

DCCS provided information about upcoming opportunities to have input to the 2024/25 Budget.

Additionally, applications will open early in the new year for Annual Donations, and the next round of Community Financial Assistance Donations.

Guidelines for Community Financial Assistance Donations has been reviewed, and moving forward, low priority will be given to groups that have already received a donation in the first round of funding each year.

18. Australia Day

DCCS advised provided information about nominations for the 2024 Australia Day Awards. These awards are run in conjunction with the NSW Local Citizen of the Year Awards.

GENERAL BUSINESS

- 19.** Community member asked why the public forum section was omitted from the recording of the October Council meeting.

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GM advised that there were technical problems during the beginning of the October Council meeting. Though recording the public forum is not a requirement of Council meetings, Council aims to include the public forum in the recording of each Council meeting.

20. Community member asked if the dog park will have dog free areas.

ACTION: DTS to investigate if the dog park has dog free areas, and report back to the community.

Mayor Ambrose Doolan thanked everyone for attending, and declared the meeting closed.

There being no further business, meeting was closed 7.17pm.

DRAFT

**MINUTES OF THE AUSTRALIA DAY AWARDS COMMITTEE MEETING HELD IN
THE COONABARABRAN COUNCIL CHAMBERS ON THURSDAY
14 DECEMBER 2023 COMMENCING AT 3.33PM.**

PRESENT: Cr A Doolan (Mayor), Cr D Todd, Cr Z Holcombe, Cr J Newton,
Cr K Rindfleish, and Roger Bailey (General Manager, GM),

APOLOGIES:

RESOLVED that the apologies from Cr A Iannuzzi, Cr D Hogden, Cr C Kopke and
Cr K Brady be accepted.

MOVED: Councillor Holcombe **SECONDED** Councillor Newton

For – Unanimous

The Mayor called for Conflicts of Interests

Cr Doolan declared a less than significant conflict of interest, his brother in law, Duncan
Graham has made the nominations.

Cr Holcombe declared significant conflict of interest, in the nomination for Siding Spring
Observatory StarFest for Community Event of the Year.

MOVED: Councillor Newton **SECONDED** Councillor Holcombe

For – Unanimous

Item 1 Recipients for the 2024 Australia Day Awards

Table 1 – Citizen of the Year

RESOLVED that Paul Wangmann be the recipient of the Citizen of the Year Award.

MOVED: Councillor Todd **SECONDED** Councillor Holcombe

For – Unanimous

Table 2 Young Citizen of the Year

RESOLVED that Declan Eshman be the recipient of the Young Citizen of the Year
Award.

MOVED: Councillor Holcombe **SECONDED** Councillor Newton

For – Unanimous

Table 3 – Senior Citizen of the Year

RESOLVED that John Franklin be the recipient of the Senior Citizen of the Year Award.

MOVED: Councillor Newton **SECONDED** Councillor Holcombe

For – Unanimous

**MINUTES OF THE AUSTRALIA DAY AWARDS COMMITTEE MEETING HELD IN
THE COONABARABRAN COUNCIL CHAMBERS ON THURSDAY
14 DECEMBER 2023 COMMENCING AT 3.33PM.**

Table 4 – Sportsperson of the Year

RESOLVED that Poihaere Birtles be the recipient of the Sportsperson of the Year Award.

MOVED: Councillor Holcombe **SECONDED** Councillor Todd

For – Unanimous

Table 5 – Young Sportsperson of the Year

RESOLVED that Kiesha Rusten be the recipient of the Young Sportsperson of the Year Award.

MOVED: Councillor Rindfleish **SECONDED** Councillor Newton

For – Unanimous

Having earlier declared a Conflict of Interest. Councillor Holcombe left the meeting at 3.45pm

Table 6 – Community Event of the Year

RESOLVED that the Tunes on the Turf, Dunedoo be awarded the Community Event of the Year Award.

MOVED: Councillor Rindfleish **SECONDED** Councillor Newton

For – Unanimous

Councillor Holcombe returned to the meeting at 3.51pm

Table 7 – Environmental Citizen of the Year

RESOLVED that May Whittall be the recipient of the Environmental Citizen of the Year Award

MOVED: Councillor Newton **SECONDED** Councillor Holcombe

For – Unanimous

Table 8 – Young Environmental Citizen of the Year

RESOLVED that the St John’s Primary School Baradine Bird Helpers be the recipients of the Young Environmental Citizen of the Year Award.

MOVED: Councillor Todd **SECONDED** Councillor Newton

For – Unanimous

**MINUTES OF THE AUSTRALIA DAY AWARDS COMMITTEE MEETING HELD IN
THE COONABARABRAN COUNCIL CHAMBERS ON THURSDAY
14 DECEMBER 2023 COMMENCING AT 3.33PM.**

Table 9 – Cultural Achievement Award

RESOLVED that Yulu-gi-Mari Dance Group be the recipient of the Cultural Achievement Award.

MOVED: Councillor Holcombe **SECONDED** Councillor Rindfleish

For – Unanimous

Certificate of Recognition – Recipient for each town

RESOLVED that Certificates of Recognition be issued to

- Coonabarabran: Narelle Pfeiffer
- Coolah: No nominations received
- Dunedoo: Pamela Bowman
- Binnaway: Margaret Scifleet
- Mendooran: No nominations received

MOVED: Councillor Todd **SECONDED** Councillor Newton

For – Unanimous

There being no further business, meeting was closed 3.56PM.

PRESENT: Cr Jason Newton (Chair), Cr Dale Hogden, Cr Denis Todd, Mr Elliott Shannon, Mr Greg Piper, Mr Mark Prugger (6.56pm), Mr Stewart Rodgers and Mr Mal Unicomb* (Local State Member).

** Attendance via Zoom video conference.*

IN ATTENDANCE: Ms Nicole Benson (Director Technical Services) and Mr Ali Talebi (Acting Manager Road Operations).

Director Technical Services introduced Ali Talebi as the interim Roads Manager.

CONFLICT OF INTEREST: Mr Elliott Shannon and Mr Greg Piper declared a conflict of interest due to owning grids (less than significant).

APOLOGIES: Ms Debra Bell

CONFIRMATION OF MINUTES

1/2324 RECOMMENDED that the minutes of the Warrumbungle Road Network Advisory Group meeting held in Coonabarabran on 4 October 2023 be confirmed.

Shannon/Rodgers

BUSINESS ARISING FROM THE MINUTES

Nil

AGENDA ITEMS

a) Policy Review – Gates and Grids on Public Roads

DTS explained the process for adopting the policy. Once the Group is satisfied with the draft version it would be presented to a Council meeting seeking endorsement for public exhibition. The exhibition period gives the community, especially landholders affected by the policy, an opportunity to have a say and provide their feedback. Feedback on significant issues is reported back to Council and depending on the nature of the feedback the policy may be amended. From there the policy is usually endorsed by Council and implementation can begin.

The draft Gates and Grids on Public Roads Policy was discussed at length. All group members participated in the discussion and agreed to several amendments with the key ones being references to the Roads Regulation 2008 changed to the 2018 Regulations; clarification of the distance from either side of a grid that is to be maintained to be worded as written in the legislation “not exceeding 20m”; minimum width of a grid to be 4m; carrying capacity of grids to be minimum 14tonne/axle; amendment of the installation methodology to ensure grids are not creating wells that hold water; fleshing out of the Private Works option for landholders under the Maintenance clause; and updating of the specifications in Annexures A and B to reflect clauses 10.1 Gates and 10.2 Grids.

It was noted that the cost to purchase install a new 4m wide grid compliant with Australian Standards could be upwards of \$8,000. The impact of this could be that landowners may opt to remove grids and fence the road. This may cause another financial burden for the cost of fencing. Surveying of boundaries and width of road corridors was then discussed.

ACTION - DTS to come back to the Group with information on width of roads and road corridors as well as where landowners could source maps from.

Other matters related to the draft Gates and Grids on Public Roads Policy that were discussed included: -

- Options for Council to assist landholders with removal, maintenance, and/or installation of grids. It was noted that Council does Private Works where and this is always an option subject to resourcing and work schedules.
- Whether Council could complete inspections and/or any maintenance when performing routine maintenance resulting in a lower cost to the landowner.
- What happens to a grid bounded by a number of properties where no landowner takes ownership?
- The draft Policy is good for new grids.
- The application form needs to be simple and easy to follow.
- Management of retrospectives needs to be thought through.
- Having a lead time for people to become compliant should be considered in light of the potential costs to some landholders.
- All landholders affected by the draft Gates and Grids on Public Roads Policy should be contacted in some way before or during the public exhibition.

b) Natural Disaster Response and Recovery Update

- DTS provided an update on the Natural Disaster Response and Recovery works highlighting the level of funding received so far as well as key milestones and dates for expenditure of funds. It was noted that of three tenders advertised for Natural Disaster Restoration Works associated with the AGRN 987 event, preferred tenderers had been selected for Tenders 1 and 2 and contract documentation is being prepared. Tender 3 is under assessment with an outcome expected by the end of December 2023 and an information report will be provided to Council outlining all three tender outcomes in February 2024.
- DTS advised that Council has engaged two contractors, Rollers Australia and Rigour Excavations, to supply unsealed road maintenance crews to assist with the Natural Disaster Restoration Works. Both contractors have been with Council since August 2023.
- Cr Hogden stated that he had received a request from a landowner in the Dunedoo area that Council write to Rollers Australia and congratulate them for the work they had completed in the area at places such as Pine Ridge Road, Lawson Park Road and North Pine Ridge Road.

ACTION - DTS to write to Rollers Australia congratulate them for the work they had completed in the Dunedoo area at places such as Pine Ridge Road, Lawson Park Road and North Pine Ridge Road.

GENERAL BUSINESS

The following items were discussed without resolution:

- The Group should consider writing to the State and Federal Members when the time comes to see whether there is funding available to assist landholders with management of grids.

There being no further business the meeting closed at 7.30pm.

The next meeting will be held at the Coonabarabran Council Chambers on Monday 16 January 2024 commencing at 5.00pm.

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CHAIRPERSON

PRESENT: Cr Kathryn Rindfleish (Chairperson), Cr Kodi Brady, Mrs Fay Chapman, Mrs Paula Duggan, Mrs Robyn Hennessy, Ms Suellyn Tighe, Mrs Sallie Weatherall and Ms Kim Ellis.

IN ATTENDANCE: Mrs Nicole Benson (Director Technical Services), Mr Zachary Estens (Acting Manager Urban Services & Facilities) and Mr Nigel Baker* (Pool Supervisor).

* Attendance via Zoom video conference.

APOLOGIES: Mr David Hunter and Mr Brett England

CONFIRMATION OF MINUTES

2/2324 RECOMMENDED that the minutes of the Coonabarabran Swimming Pool Advisory Committee meeting held on 17 July 2023 be confirmed.

Brady/Weatherall

BUSINESS ARISING FROM THE MINUTES

Kim Ellis said that at the last meeting it was agreed that an interim Masterplan progress update every three months, or as milestones were reached would be provided. The rationale being that the meetings are now six months apart. Nothing had been received since the last meeting.

ACTION - That an interim Masterplan update be provided to Committee members every three months, or as milestones are reached.

AGENDA ITEMS

a) Coonabarabran Pool Masterplan

DTS explained the process that had been followed to date. Due to a lack of responses to the RFQ that was advertised in August 2023, the plan is now to remove the community engagement component and complete that separately. The RFQ will be advertised in the coming weeks subject to staff resources.

A conversation around what community engagement might look like took place. It could include a drop in session at the Pool; surveys sent to organisations including schools PE faculty, P&C, Cooina, Coonabarabran Swimming Club, Coonabarabran LALC, Allied Health, NDIS, disability services, and season ticket holders. There could be a BBQ at pool with hard copy surveys, print outs of the current concept plans and committee members could assist with surveys. Upcoming carnivals would be a captive audience.

Committee members said that the pool looks amazing and congratulated the Pool Supervisor and his team on the great job they are doing.

b) Scheduled Maintenance and Renewal Works

It was noted that the continuous disinfectant dosing unit has been installed and that's why the water looks beautiful. It was reported that staff have been performing general maintenance and preparation of the pool and surrounds for Australia Day celebrations.

c) Free Entry

DTS stated that attendances had increased significantly since free entry had been introduced. The Pool Supervisor advised the attendance figures up to 31 December 2023 being - Coonabarabran 3,753, Binnaway 1,634, Coolah 2,553, Baradine 2,723, Dunedoo 3,100 and Mendooran 800.

The Chairperson explained that Council decided to have free entry as a way to allow more people to access the pools. Another way to increase access and provide some flexibility was the introduction of four week passes and it was noted that sales of these passes was high.

The Pool Supervisor explained that recruitment of Pool Attendants had started slowly but that the current number was at least two Pool Attendants per pool.

DTS explained that along with the positive news of increased attendances due to free entry, antisocial behaviour had also increased across most pools. One member of staff had been physically assaulted, and others had also been threatened and verbally abused. Patrons had also been intimidated by some attendees not adhering to the Conditions of Entry. Council's Pool Misconduct Management Procedure has been enforced regularly with suspensions being issued to at least ten patrons. Police have had to be called to pools on a number of occasions to deal with children and adults being abusive.

The Chairperson raised the issue of children supervising younger brothers and sisters and stated that Coonamble Council have a rule whereby parents must register children and their ages to qualify for free entry to pools.

It was suggested that the CCTV funded by Local Roads and Community Infrastructure Phase 4 planned for all pools may be a deterrent for poor behaviour.

GENERAL BUSINESS

The following items were discussed without resolution:

- No specific Australia Day activities planned for Coonabarabran Pool and Aqua offered to assist with a BBQ if one is put on. Suellyn Tighe said that Australia Day means different things to different people and that not everyone celebrated the day.
- Suellyn Tighe asked if recognition of the two Aboriginal women who raised funds to build the original Coonabarabran Pool could be included in the Masterplanning exercise. DTS advised that if information comes forward it could be included.

There being no further business the meeting closed at 5.59pm.

The next meeting will be held in the Gallery Meeting Room, Coonabarabran on Wednesday, 7 August 2024 commencing at 5.00pm.

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CHAIRPERSON