



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

Date: Thursday 19 June 2025

Time: 5:00pm

**Location: Council Chambers
73 Camp Street
GRENFELL NSW 2810**

AGENDA

Ordinary Council Meeting 19 June 2025

**Noreen Vu
General Manager**

“Weddin Shire Council – working for and with the community”

Council's Mission Statement



Councillors (from left to right) Jeanne Montgomery, Wezley Makin, John Niven, Simon Rolls, Chad White, Michael Neill, Colleen Gorman (Deputy Mayor), Paul Best (Mayor), Jan Parlett







COUNCIL CHAMBERS LAYOUT

Minute Secretary				
Director Environmental Services				Cr Michael Neill
Acting Director Infrastructure Services				Cr Chad White
Mayor Cr Paul Best				Cr John Niven
General Manager				Deputy Mayor Cr Colleen Gorman
Director Corporate Services	Cr Wezley Makin	Cr Jan Parlett	Cr Jeanne Montgomery	Cr Simon Rolls

Public Gallery

WSC STRATEGIC DIRECTION

To attain the overarching objective of the Community Strategic Plan (CSP), population growth, Council will work together with the Weddin Community to achieve the following strategic objectives, listed in priority order:

No.	Strategic Objective	Key Area
1.	Collaborative wealth building (strong, diverse and resilient local economy)	 Economic
2.	Innovation in service delivery (healthy, safe and educated community)	 Social
3.	Democratic and engaged community supported by efficient internal systems	 Civic Leadership
4.	Culturally rich, vibrant and inclusive community	 Social
5.	Sustainable natural, agricultural and built environments	 Environment
6.	Shire assets and services delivered effectively and efficiently	 Economic

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1 OPENING

In accordance with the WSC Code of Meeting Practice, this meeting will be recorded for the purposes of audio-visual livestreaming via Council's website and YouTube channel. Those in attendance are asked to refrain from making any defamatory statements and comply with all relevant WSC codes, policies and procedures at all times.

2 ACKNOWLEDGEMENT OF COUNTRY

Weddin Shire Council would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land.

Weddin Shire Council would also like to pay respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Aboriginal Australians who are present.

3 ACKNOWLEDGEMENT OF SERVICE

We honour our service personnel who have sacrificed their lives in the defence of our freedom, peace and prosperity.

We acknowledge all of our frontline workers and volunteers who each day provide our essential and non-essential services, especially those within our Weddin Shire Local Government Area.

4 ATTENDANCE AND APPLICATIONS FOR LEAVE

ATTENDANCE

APOLOGIES

LEAVE OF ABSENCE

LEAVE OF ABSENCE APPLICATION

5 CONFIRMATION OF MINUTES

RECOMMENDATION

That Minutes of the Ordinary Council Meeting held 15 May 2025 be taken as read and **CONFIRMED**.

6 DISCLOSURES OF INTEREST**7 PUBLIC FORUM****8 MAYORAL REPORTS/MINUTES**

Nil

9 MOTIONS/QUESTIONS WITH NOTICE**9.1 NOTICE OF MOTION - JUNIOR WEDDIN SHIRE COUNCIL ADVISORY COMMITTEE**

File Number: C2.8.1

Mover: Cr Wezley Makin

Attachments: 1. ATT 1 | NOTICE OF MOTION | JUNIOR WEDDIN SHIRE COUNCIL ADVISORY COMMITTEE

CSP Objective: Democratic and engaged community supported by efficient internal systems

Budget: approx. \$6,000 for 3 meetings

MOTION

That Council establishes a Junior Weddin Shire Council Advisory Committee comprising local youth aged 12-18 to provide insight into the interests, concerns and ideas of young people across the Shire.

SUPPORTING COMMENTSBackground:

Youth are the future of Weddin Shire, yet are often excluded from civic processes. This committee will:

- Empower young people to engage with local government;
- Offer youth-led solutions to local issues;
- Foster civic pride, leadership, and community connection.

Implementation:

Committee to include up to two representatives from each local school (or home-educated youth by application);

- Quarterly meetings at Council Chambers or via digital platform;
- Chaired by a nominated Councillor (e.g. Cr. Wezley Makin), with staff support;
- Youth recommendations and ideas to be reported to Council annually or as required.

Funding:

Minimal cost, primarily administrative. Potential for state or federal grants to support youth engagement initiatives.

STAFF COMMENTS

The concept is a great initiative. It is noted that Council does not have a standalone community services department/team within Council like other local councils do to help serve as secretariat to this function.

To prepare the Business Paper required, minutes, action list etc the Junior Weddin Shire Council Advisory Committee will need to be supported by a staff member who is likely to spend up to one to two weeks preparing Business Paper and agenda, minute preparation and actioning items from the action list that is required. Action lists are likely further reports to the Council for approval and endorsement.

Council is currently undertaking a recruitment for a Cadet Communications Officer who could provide some level of secretariat support once hired. A budget allowance of up to \$6,000 for three meetings a year will need to be utilised to subsidise the secretariat function. This could come from the road maintenance budget.

It is recommended that rather than quarterly, that the group meet three times a year, to factor in the summer holiday period which largely impacts Quarter 2 and 3 each year.

Permanent community services functions would require additional employee(s) however Council is not currently resourced to undertake this function. It is recommended that the Junior Weddin Shire Council Advisory Committee is trialled upon the commencement of the Cadet Communications Officer. Alternatively, Council may wish to consider a Community Services Trainee through the Fresh Start Program however noting that this position is unlikely to fit within the organisation with a direct mentor.

A terms of reference is recommended to be tabled back to Council for consideration.

Staff Recommendation

That Council establishes a trial for the Junior Weddin Shire Council Advisory Committee comprising local youth aged 12-18 to provide insight into the interests, concerns and ideas of young people across the Shire subject to:

- Requesting that the General Manager to table a Draft Terms of Reference Junior Weddin Shire Council Advisory Committee.
- Allocation for \$6,000 for the secretariat function from the road maintenance budget towards this trial for the 2025-26.

Notice of Motion: Junior Weddin Shire Council Advisory Committee**Motion:**

That Council establishes a Junior Weddin Shire Council Advisory Committee comprising

local youth aged 12–18 to provide insight into the interests, concerns and ideas of young

people across the Shire.

Background:

Youth are the future of Weddin Shire, yet are often excluded from civic processes. This

committee will:

- Empower young people to engage with local government;
- Offer youth-led solutions to local issues;
- Foster civic pride, leadership, and community connection.

Implementation:

Committee to include up to two representatives from each local school (or home-educated

youth by application);

- Quarterly meetings at Council Chambers or via digital platform;
- Chaired by a nominated Councillor (e.g. Cr. Wezley Makin), with staff support;
- Youth recommendations and ideas to be reported to Council annually or as required.

Funding:

Minimal cost, primarily administrative. Potential for state or federal grants to support youth engagement initiatives

9.2 NOTICE OF MOTION - QUARTERLY 'MEET YOUR COUNCILLORS' COMMUNITY FORUMS**File Number:** C2.8.1**Mover:** Cr Wezley Makin**Attachments:** 1. ATT 1 | Notice of Motion | Quarterly “Meet Your Councillors” Community Forum**CSP Objective:** Democratic and engaged community supported by efficient internal systems**Budget:** approx. \$1,500.00 for facilities however additional budget of \$1,000 may be required for advertising/notification**MOTION**

That Council implements a quarterly “Meet Your Councillors” community forum program, rotating through Grenfell and surrounding villages), to foster open dialogue between elected representatives and residents.

SUPPORTING COMMENTS

Background:

Transparent governance and community engagement are foundational to effective local leadership.

A structured opportunity for face-to-face conversation will:

- Allow residents to raise local issues directly with councillors;
- Improve trust and understanding of Council decision-making;
- Provide grassroots insights to inform strategic planning.

Implementation:

Forums held once per quarter, beginning in the next financial year;

- Informal setting (e.g. local halls or cafes), after hours to encourage participation;
- Promoted via Council website, social media, newsletters, and community noticeboards

Funding

The funding required would be minimal as it would be proposed as community forum and catering would not be required. The events could be held at nominated establishments to reduce hiring facilities.

STAFF COMMENTS

This is a great initiative. A recommended budget of \$1,500 for facilities hire/donation. Some of the village facilities seek a donation to ‘hire’ the facilities.

Council has over the past few years conducted a Councillor Roadshow, enabling Councillors to be in the villages for a day to meet with residents and have a cuppa and chat.

Considerations that the Council may want to consider includes the hiring of a new General Manager who may wish to have staff along on the community forums as discussions relate to operational matters that Councillors are unable to direct staff on.

It is recommended that rather than undertake a quarterly meeting that this is reduced to two to three sessions a year due to harvest and the summer holidays.

Advertising may be required, and community letterbox drops also come at a cost to Council. An amount of \$1,000 is recommended to be set aside for this purpose.

It is recommended that the budget comes out of the road maintenance budget.

Staff Recommendation

That Council:

- Delegates the General Manager to organise two to three “Meet Your Councillors” community forum program, rotating through Grenfell and surrounding villages, to foster open dialogue between elected representatives and residents following the employment of the new General Manager.
- Allocate a budget of \$1,500 for facilities hire/donation and \$1,000 for advertising the ‘Meet Your Councillors’ in the 2025-26 budget.

Notice of Motion: Quarterly 'Meet Your Councillors' Community Forums**Motion:**

That Council implements a quarterly “Meet Your Councillors” community forum program, rotating through Grenfell and surrounding villages), to foster open dialogue between elected representatives and residents.

Background:

Transparent governance and community engagement are foundational to effective local leadership.

A structured opportunity for face-to-face conversation will:

- Allow residents to raise local issues directly with councillors;
- Improve trust and understanding of Council decision-making;
- Provide grassroots insights to inform strategic planning.

Implementation:

Forums held once per quarter, beginning in the next financial year;

- Informal setting (e.g. local halls or cafes), after hours to encourage participation;
- Promoted via Council website, social media, newsletters, and community noticeboards

Funding

The funding required would be minimal as it would be proposed as community forum and catering would not be required. The events could be held at nominated establishments to reduce hiring facilities.

9.3 NOTICE OF MOTION - INVESTIGATE POP-UP BUSINESS AS AN OPTION FOR UNOCCUPIED BUSINESS SITES IN GRENFELL**File Number:** C2.8.1**Mover:** Cr Colleen Gorman**Attachments:** 1. ATT 1 | Notice of Motion - Pop-ups In Main Street for June Meeting 2025**CSP Objective:** Collaborative wealth building (strong, diverse and resilient local economy)**Budget:** approx. \$500.00 Economic Development Budget**MOTION**

Investigate POP-UP Businesses as an Option for Unoccupied Business Sites in Grenfell.
For discussion as separate items:

Part 1

That Council delegates the General Manager to contact the owners of all unoccupied business sites in Main Street, Grenfell

- to determine their level of interest in providing a short-term rental site to potential Pop-Up businesses,
- to invite them to a meeting to discuss the requirements and processes needed for this to happen, as an opportunity to ask questions, explore the idea, and understand how Council is able to facilitate and support the owners throughout the process.

Part 2 : I move that the Council delegate the General Manager to allocate a Monthly Monday Workshop for Councillors

- to discuss and investigate the requirements that will enable short-term Pop-Up businesses to operate in the Main Street.

-

to invite Jason Kenah, and/or someone with similar experience, who has previously facilitated several Pop-Up Business arrangements, by successfully advertising, recruiting and co-ordinating both the business space owners and interested Pop-Up Businesses, to speak at the Workshop.

NO Funding will be required for the Councillors' Workshop if it is held, as intended, within the standard Monday Councillor Workshop that occurs each month to reduce any costs of conducting a workshop.

However, if there are a number of Business owners interested in renting their premises for a Pop-up business, then a combined Councillor / prospective businesses Information Meeting may be needed, hopefully to be held in business hours. The expected expense for this occasion will depend on numbers attending, but it should not exceed \$ 200.00.

If this Workshop is to occur in the evening to allow more to attend, it will result in some overtime for staff and catering to conduct the meeting. A modest amount of up to \$500 may be required from the Economic Development budget, however its unlikely to hit that threshold.

SUPPORTING COMMENTS

In recent years, I have become more and more concerned by the closure of local businesses in Grenfell and the number of unsightly, unoccupied business premises that remain, spoiling the backdrop of an otherwise welcoming, attractive Main Street, with its many trademark heritage features. Grenfell is not alone and several small towns and communities across Australia are facing this issue. Grenfell has upgraded the Main Street and also installed the much-admired Festoon lighting along its length, but the issue of unoccupied buildings remains and needs addressing. The introduction of temporary Pop-Up shops is an option that I would like Council to consider.

I am proposing that Council investigates the process, viability and associated costs of attracting, engaging and supporting the short-term occupation of Pop-Up Businesses (for various periods of time), in unoccupied business spaces in Grenfell's Main Street.

STAFF COMMENTS

This is a great initiative proposed. Premises located within Main Street along with the adjoining part of Burrangong Street up to the intersection of Short Street, are located within the E1 Local Centre land-use zone under Weddin Local Environmental Plan 2011.

The objectives of the E1 land use zone as outlined in the Weddin LEP are:

Objectives of zone

- To provide a range of retail, business and community uses that serve the needs of people who live in, work in or visit the area.
- To encourage investment in local commercial development that generates employment opportunities and economic growth.
- To enable residential development that contributes to a vibrant and active local centre and is consistent with the Council's strategic planning for residential development in the area.
- To encourage business, retail, community and other non-residential land uses on the ground floor of buildings.

The proposal to encourage pop-up businesses within the CBD area aligns with the objectives of the zone. State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 also provides that in many situations a change of use of a premises can be undertaken as exempt development, meaning that Development Consent is not required. However this is subject to meeting the applicable development standards.

The initiative proposes funding of up to \$500 from the economic development vote which is achievable within the 2025-26 budget.



WEDDIN SHIRE COUNCIL

NOTICE OF MOTION

MOTION: Investigate POP-UP Businesses as an Option for Unoccupied Business Sites in Grenfell.
Presented by Deputy Mayor, Colleen Gorman.

I hereby give notice of the following Motions, for discussion as separate items, at Council's next meeting:

MOTION - Part 1 : "that Council delegates the General Manager to contact the owners of all unoccupied business sites in Main Street, Grenfell

- to determine their level of interest in providing a short-term rental site to potential Pop-Up businesses,
- to invite them to a meeting to discuss the requirements and processes needed for this to happen, as an opportunity to ask questions, explore the idea, and understand how Council is able to facilitate and support the owners throughout the process.

Part 2 : I move that the Council delegate the General Manager to allocate a Monthly Monday Workshop for Councillors

- to discuss and investigate the requirements that will enable short-term Pop-Up businesses to operate in the Main Street.
- - to invite Jason Kenah, and/or someone with similar experience, who has previously facilitated several Pop-Up Business arrangements, by successfully advertising, recruiting and co-ordinating both the business space owners and interested Pop-Up Businesses, to speak at the Workshop.

FUNDING SOURCE (where expenditure is sought):

NO Funding will be required for the Councillors' Workshop if it is held, as intended, within the standard Monday Councillor Workshop that occurs each month to reduce any costs of conducting a workshop.

However, if there are a number of Business owners interested in renting their premises for a Pop-up business, then a combined Councillor / prospective businesses Information Meeting may be needed, hopefully to be held in business hours. The expected expense for this occasion will depend on numbers attending, but it should not exceed \$ 200.00.

If this Workshop is to occur in the evening to allow more to attend, it will result in some overtime for staff and catering to conduct the meeting. A modest amount of up to \$500 may be required from the Economic Development budget, however its unlikely to hit that threshold.



WEDDIN SHIRE COUNCIL

NOTICE OF MOTION

SUPPORTING COMMENTS:

In recent years, I have become more and more concerned by the closure of local businesses in Grenfell and the number of unsightly, unoccupied business premises that remain, spoiling the backdrop of an otherwise welcoming, attractive Main Street, with its many trademark heritage features. Grenfell is not alone and several small towns and communities across Australia are facing this issue. Grenfell has upgraded the Main Street and also installed the much-admired Festoon lighting along its length, but the issue of unoccupied buildings remains and needs addressing. The introduction of temporary Pop-Up shops is an option that I would like Council to consider.

I am proposing that Council investigates the process, viability and associated costs of attracting, engaging and supporting the short-term occupation of Pop-Up Businesses (for various periods of time), in unoccupied business spaces in Grenfell's Main Street.

Name: Deputy Mayor, Colleen Gorman

Signature :



Date: 29th May 2025

10 GENERAL MANAGER REPORTS

10.1 INTEGRATED PLANNING AND REPORTING | COMMUNITY ENGAGEMENT REPORT, COMMUNITY STRATEGIC PLAN, DELIVERY PROGRAM AND OPERATIONAL PLAN

File Number:

Author: EDO

Authoriser: General Manager

Attachments:

1. ATT 1 - Community Engagement Report 2025
2. ATT 2 - Community Strategic Plan 2035
3. ATT 3 - Delivery Program 2024 - 2028
4. ATT 4 - Operational Plan 2025 - 2026

CSP Objective: Shire assets and services delivered effectively and efficiently

Precis: To present the Community Engagement Report, Community Strategic Plan, Delivery Program and Operational Plan for adoption.

Budget: Nil

Recommendation

That Council:

1. Notes the information contained in this report including the:
 - a) Community Engagement Report
 - b) Weddin 2035: Community Strategic Plan (CSP)
 - c) Delivery Program (DP) 2024-2028 and
 - d) Operational Plan (OP) 2025-2026 including the budget.
2. Endorses the final:
 - a) Community Engagement Report
 - b) Weddin 2035: Community Strategic Plan (CSP)
 - c) Delivery Program (DP) 2024-2028 and
 - d) Operational Plan (OP) 2025-2026 including the budget.to be published on Council's website.
3. Approve the General Manager to make minor typographical edits before publishing the documents.
4. In accordance with the provisions of Section 535 of the *Local Government Act 1993*, Council makes, fixes, and levies the Rates and Charges for the 2025-2026 financial year.
5. Delegated the General Manager to submit Council's IP&R documents to the Office of Local Government prior to 30 June 2025, in accordance with the *Local Government Act 1993*.

PURPOSE

The purpose of this report is to present Council with the Community Engagement Report (Attachment 1), and final versions of the Community Strategic Plan (Attachment 2), Delivery Program (Attachment 3) and Operational Plan (Attachment 4) which must be provided to Office of Local Government by 30 June 2025 to meet Council's Integrated Planning and Reporting requirements (IP&R) under the *Local Government Act 1993*.

BACKGROUND

NSW Councils are required to develop a suite of documents as part of their IP&R. The Community Strategic Plan (CSP) is the most important of these documents. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to identify strategies for achieving these goals.

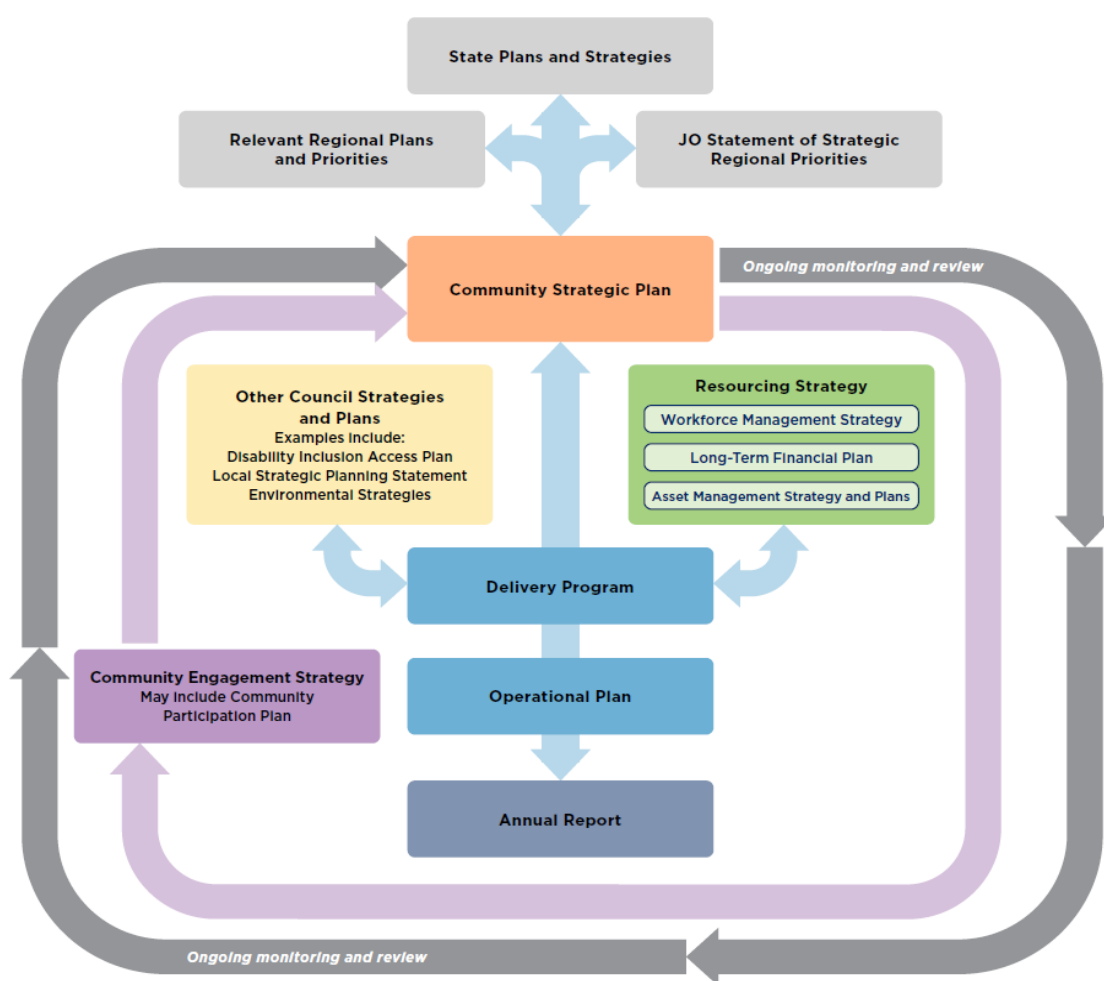


Figure 1: IP&R Framework

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework recognises that most communities broadly share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. The main difference lies in how each community responds to

these aspirations. The IP&R Framework allows NSW Councils to align their various plans, to understand how they interact and inform each another, and to maximise the benefit from their efforts by planning holistically for the future. The main components include the following:

- Community Strategic Plan - Weddin: 2035
- Delivery Program (2024-2028)
- Operational Plan 2025-2026

This report presented the final versions of the 10 year Community Strategic Plan Weddin: 2035, which has been developed in partnership with the Weddin Shire community. This report also presents the 4 year Delivery Program, and the 1 year Operational Plan.

In addition, this report presents the Community Engagement Report, which outlines how Council engaged with the Weddin Shire community during the development of the CSP. It also summarises the community's responses to these engagement opportunities. As part of the IP&R framework, each Council is required to engage with their community to ensure the CSP is informed by community input. The range of engagement methods used and the depth of engagement achieved, are detailed in the Community Engagement Report.

ISSUES AND COMMENTS

Community Engagement Report

The Community Engagement Report outlines how Council engaged with the Weddin Shire community during the development of the Community Strategic Plan (CSP), as well as the level of community participation in the range of engagement opportunities provided. It details the various actions taken to involve the community in shaping the Integrated Planning and Reporting (IP&R) documents. Overall, the report provides Council with confidence that the CSP was informed by community engagement and reflects the communities vision.

Council completed a series of 5 pre-engagement community consultation workshops during February 2025 in Greenethorpe, Quandialla, Caragabal and a daytime and evening session in Grenfell which were facilitated by independent consultant, Steph Colman.

Additionally, Micromex Research were engaged to deliver a detailed telephone interview of 150 residents. A digital version of the survey was also made available and widely promoted to residents.

The following provides a summary of the consultation and engagement that occurred.

Date	Type of Consultation/Engagement
10-18 February 2025	Weddin 2035 Community Workshops in Greenethorpe, Quandialla, Caragabal and Grenfell (x2) attended by 80 people
20 March 2025	Draft CSP, DP and OP presented to Council meeting and endorsed by Council for public exhibition.
24 March – 3 April 2025	150 Micromex phone surveys were completed.
24 March - 21 April 2025	Public exhibition of draft CSP, DP and OP - Open for public comment. Informal face to face discussions with the broader community at Grenfell.
24 March 2025	Drop in chats at Greenethorpe, Quandialla and Caragabal.

2- 21 April 2025	32 Micromex online surveys were completed.
19 June 2025	Council meeting – adoption by Council of CSP, DP and OP.

In addition to these opportunities for engagement Council delivered a robust awareness campaign in relation to these opportunities for engagement, including a social media campaign comprising 32 Facebook posts, Grenfell Record print and digital adverts, newsletter articles, email signatures, posters and flyers and other place-based initiatives.

Community Strategic Plan

The vision of the Weddin 2035 is a “a vibrant, growing and welcoming community, rich in history, embracing its natural environment”. Weddin 2035 involves five themes of:

- Weddin’s People
- Weddin’s Economy
- Weddin’s Infrastructure
- Weddin’s Environment
- Weddin’s Leadership.

There are nine functions supported by 14 goals in the CSP.

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
COMMUNITY SERVICES, HEALTH AND WELLBEING <i>By 2035 Weddin will be:</i> <u>Goal 1:</u> Connected, Cohesive and Vibrant Community <u>Goal 2:</u> Healthier Community <u>Goal 3:</u> Safer, Secure and Supported Community RECREATION AND OPEN SPACE <i>By 2035 Weddin will be:</i> <u>Goal 4:</u> A Sport Loving Community	ARTS, CULTURE & TOURISM <i>By 2035 Weddin will be:</i> <u>Goal 5:</u> Stronger Connection to Culture LOCAL ECONOMY <i>By 2035 Weddin will be:</i> <u>Goal 6:</u> Economy will be Sustainable and Diversified	ROADS, INFRASTRUCTURE & ASSETS <i>By 2035 Weddin will be:</i> <u>Goal 7:</u> Our Infrastructure Achieves Betterment <u>Goal 8:</u> Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future <u>Goal 9:</u> Essential Assets and Infrastructure will Support Community and Economy to Prosper	PLANNING AND DEVELOPMENT <i>By 2035 Weddin will be:</i> <u>Goal 10:</u> Community Confidence in Strategic Land Use & Planning SUSTAINABLE ENVIRONMENT <i>By 2035 Weddin will be:</i> <u>Goal 11:</u> Sustainable Environment Contributing to an Efficient Community SUSTAINABLE WASTE MANAGEMENT <i>By 2035 Weddin will be:</i> <u>Goal 12:</u> Efficient Waste Manager	LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE <i>By 2035 Weddin will be:</i> <u>Goal 13:</u> Empowering Community Leadership <u>Goal 14:</u> Leverage of Quality Communication to Ensure Exceptional Governance Outcomes

Delivery Program

The Delivery Program is a four year plan which details the principal activities to be undertaken by the Council to perform its duties including implementing strategies set out in the Community Strategic Plan.

Operational Plan

The Operational Plan details the activities to be engaged in by the Council during the upcoming financial year, as part of the delivery program covering that financial year. It provides the statement of revenue policy, annual actions and annual budget.

Budget 2025-2026

2026 Financial Statement Budget	
	30/06/2026
Income from Continuing Operations	000's
Rates and Annual Charges	5,070
User Charges and Fees	2,770
Interest and Investment Revenue	356
Other Revenues	282
Grants & Contributions - Operating	12,124
Grants and Contributions - Capital	2,273
Net gain (loss) from the disposal of assets	325
Rental Income	1,656
Total Income from Continuing Operations	24,855
Expenses from Continuing Operations	
Employee costs	6,880
Borrowing Costs	357
Materials & Contracts	15,903
Depreciation	3,558
Other Expenses	406
Total Expenses from Continuing Operations	27,104
Net Operating Result from Continuing Operations	-2,249

Budget information is contained in the Operational Plan, including budget information by function. The following changes are for Council to note between the Draft copy that went to Public Exhibition and the Final Copy:

- An increase of \$10,000 in operating income for the Community Support Applications reflecting the in-kind allocation and charges against that work order.
- An increase of \$197,664 operating income for 3. Swimming Pools from \$270,000 to \$467,664, being the rollover of unspent FY2025 grant funding, noting that several maintenance issues have arisen with both the Quandialla and Grenfell aquatic centres that will need to be dealt with in the new financial year.
- An increase of \$11,500 operating expenditure for the 1. Henry Lawson Festival from \$45,000 to \$56,500 and update in the Council's Donations and In-Kind Contribution

Policy. It is noted that the Committee continues to make request to Council to increase its budget. This will allow for an increase in:

- event management to a value of \$26,500 from \$20,000;
- an increase to in-kind to \$25,000 from \$20,000;
- Marketing and promotion to remain at \$3,500 and the Art of \$1,500 purchase.
- An increase of \$32,000 operating expenditure for 4. ARIC & Internal Audit, being the rollover of unspent FY2025 internal audit budget. This will allow for assurance mapping that has been requested by the ARIC and for Council to undertake an internal audit in the same financial year.
- Additions to the budget of \$1,243,009 for the following Capital Expenditure not included in Draft Budget and/or included in the Operational Expenditure:
 - \$630,000 for 4. Capital Works non Natural Disaster, FLR, LRCI, EPA).
 - \$325,000 for 4. Plant
 - \$15,000 for 5. Cemeteries
 - \$273,009 for 5. ICT
- A decrease of \$327,000 operating expenditure for 4. Plant from \$1,827,000 to \$1,500,000 due to the above.
- A decrease of \$272,942 operating expenditure for 5. ICT from \$589,000 to \$316,058 due to the above.

Statement of Revenue Policy – Fees and Charges

The Council's Fees and charges are attached to the Operational Plan. A number of statutory fees were updated and confirmed the relevant state agency. Several statutory charges will be known early in the new financial year with subsequent changes to occur in the Fees and Charges. Council's fees and charges are set out by:

- (1) Fee is set to recover the costs of providing the goods or service
- (2) Fee is Statutory and set at maximum amount
- (3) Fee is set with a margin for oncosts and overheads
- (4) Fee is set less than the cost of providing the service

Roads and Capital Program

The predicted grant income and breakdown of expenditure is provided in the Roads and Capital Program. Compared to previous financial years, grant income has significantly decreased, and this raises a major financial concern for Council, given its heavy reliance on grants.

Grants like Local Roads and Community Infrastructure, Fixing Local Roads, Stronger Country Communities Fund, Bridges Renewal Program and Drought Communities Programme have ceased in the last 12 to 24 months with no replacements by the current governments. The NSW Repair Program is paused until 2027.

Council's ordered works through TfNSW for the State Highways has decreased when compared to the current and previous financial year.

Grant applications for new grants are a competitive process with other councils and sometimes industry.

POLICY/LEGAL IMPLICATIONS

The requirements of section 402 of the *Local Government Act 1993* (the Act) regarding the Community Strategic Plan states that:

- Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council on behalf of its community
- The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area
- The Community Strategic Plan must cover a minimum timeframe of 10 years
- The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives
- The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

Section 404 and s. 405 outlines the requirements for Council to develop the Delivery Program and Operational Plan. The documents have been prepared in accordance with these provisions.

FINANCIAL/RESOURCE IMPLICATIONS

The public consultation process involved engaging a professional facilitator and an extensive telephone and digital survey which has been budgeted for under Council's IP&R Budget.

2026 Financial Statement Budget	
	30/06/2026
Income from Continuing Operations	000's
Rates and Annual Charges	5,070
User Charges and Fees	2,770
Interest and Investment Revenue	356
Other Revenues	282
Grants & Contributions - Operating	12,124
Grants and Contributions - Capital	2,273
Net gain (loss) from the disposal of assets	325
Rental Income	1,656
Total Income from Continuing Operations	24,855
Expenses from Continuing Operations	
Employee costs	6,880
Borrowing Costs	357
Materials & Contracts	15,903
Depreciation	3,558
Other Expenses	406
Total Expenses from Continuing Operations	27,104
Net Operating Result from Continuing Operations	-2,249

The Roads and Capital Program shows a drastic decrease in grant allocations when compared to previous financial years. With no announcements for replacement grant programs with the current government, it is likely that this will see a downward trend in the Long Term Financial Plan.

INTERNAL/EXTERNAL CONSULTATION

As required under the IP&R Framework, Council undertook public consultation for 28 days of the draft CSP/OP/DP and invited submissions from the community on the draft documents. No written responses were received.

Stakeholders

The CSP also outlines a number of stakeholders in delivering the strategies of the CSP. It lists the key stakeholders and their role including:

Type	Explanation
Partner	Delivers services or projects in partnership with other organisations
Service Provider	Takes full responsibility for delivery services
Regulator	Has statutory responsibilities to ensure compliant service delivery
Funder	Funds other organisations to deliver services through grants or contracts
Advocator	Promotes the interests of the community to other decision-making organisations such as the State Government

Type	Explanation
Facilitator	Brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them

CONCLUSION

It is recommended that Council endorse the Community Engagement Report, Community Strategic Plan, Delivery Program and Operational Plan and delegate the General Manager to provide these to the Office of Local Government prior to 30 June 2025, as required by the Local Government Act 1993.



COMMUNITY ENGAGEMENT REPORT 2025



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Executive Summary - Weddin – A New Approach

A part of our community consultation, some 100 + people (approximately 20 in villages) have shared what they value about the Weddin Shire region, what they see as a successful community, and have given us their ideas to address challenges now and in the future. A further 150 residents participated in phone surveys with 22 number of people filling out the online survey.

Through this consultative process, Council listened, analysed and importantly have learnt about the aspirations, values and goals of the Weddin Shire community.

The consultation showed us that there is great enthusiasm and passion for the area amongst many residents but there is also a degree of frustration and some serious concern for the future amongst many. Furthermore, Council collaborated on its diverse role, including that of Enabler (advocating), Provider (acting as a direct agent) and Leader (towards developing strategy and policy) and deepening on the activity and services to the erst of the Shire.

The prospects for the next generation are of great concern to many. There are fears of a dwindling population as people leave town for better health care, better education, and more interesting employment.

The community is calling for courageous leadership and a clear way forward. They want greater involvement in decisions and more information and communication about Council activities and priorities. There needs to be strong and effective working relationships in place between the Councillors, Council staff, and the community. There was significant praise and positive feedback received in relation to recent Council initiatives to improve the facilities and amenity of the region. The community was quick to acknowledge that Council has made significant improvements to aspects of the region in recent times, but also keen to point out the areas in which Council could do more. Council staff were also acknowledged by the community for their contribution, and some were praised for their commitment and willingness to provide good outcomes for the community.

Outside of direct Council functions, there are critical concerns about access to healthcare, quality localised education, jobs and creating opportunity for business and population growth and development. The community also have pressing concerns about retail options, kerbside recycling, roads and footpaths, the protection of natural environment and the facilities and services available in the area, particularly for older people, people with disability and young people.

The community is looking to Council to provide cohesive leadership in the region that brings together all the diverse groups of people who care about, and are working towards, achieving a better future for the area.

This report captures what the community told us and includes detailed summary of the consultation. It also asks the community to think about their priorities for the future, and to consider how Council, community, business, and political leaders can work together to ensure the region is a dynamic, prosperous and caring place to live, work and raise a family. Many people generously gave considerable amounts of time to engage with Council and share their views. Their feedback was thoughtful, considered and rarely focused on their self-interest and development needs of the Shire. While they shared opinions based on their personal experience,

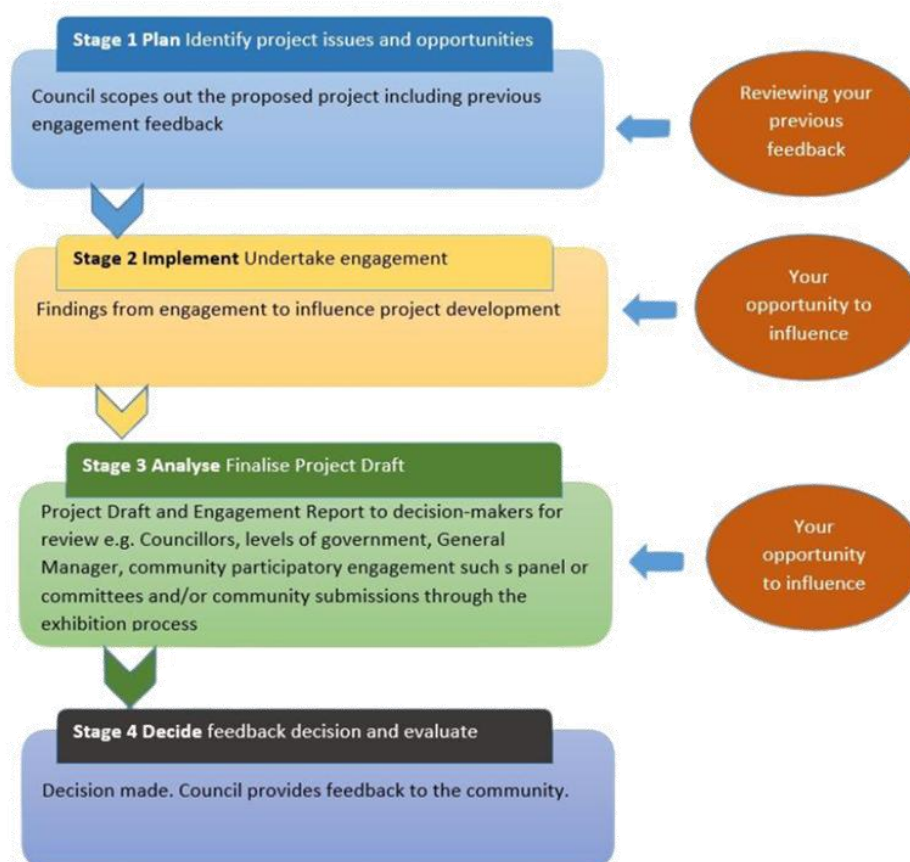
many people were concerned about others in the community and wanted to build and secure a better community for everyone.

We thank everyone who participated in the development of our integrated planning and reporting framework documents and shaping the Weddin: 2035 Community Strategic Plan.

1. Introduction

Following the Local Government Area elections in September 2024, the NSW Local Government Act 1993 requires the newly formed Council to develop and adopt a new 10-year Community Strategic Plan by 1 July 2025. While developed and implemented by Council, this is a document which must be informed by significant community consultation.

To help inform the Community Strategic Plan, Council undertook a comprehensive shire wide engagement program. These lead to the development of a vision promoting “a vibrant, growing and welcoming community, rich in heritage and embracing its natural environment.”



The key objective of this engagement was the identification, collection, and analysis of the answers to the following questions:

- What does our community value?
- As a community, what are our strengths?
- What could be improved?
- Where does the community see the Weddin Shire in 10 years?

- What opportunities would the community like to see pursued?
- What does Council do well?
- What could be done better by Council?
- What were the strengths/weaknesses of the Community Strategic Plan Weddin 2035.

This community consultation and engagement has resulted in the production of this report which will serve as the primary consultation source for Weddin Shire Council's 10-year Community Strategic Plan. The report will contain feedback from the community regarding their concerns and their priorities and will include a myriad of ideas presented by the community ranging from small suggestions to the big picture, longer term concepts.

To assist Weddin Shire Council in the development of the 10-year Community Strategic Plan, this report presents recommendations for Council to consider based on the feedback received. Recommendations for Council to consider are outlined at the beginning of this report. Some of these recommendations are outside the scope of Weddin Shire Council and involve Council taking an advocacy role to obtain support from state and federal governments.

1.1 Community Consultations

To ensure everyone in the Weddin community can share their ideas and perspectives through the community engagement process to inform our decision-making, Council engaged with these diverse groups of people, ensuring all voices were heard. It recognises, respects and values differences based on language, ethnicity, age, gender, religion, disability, sexual orientation and other variables that influence personal perspectives and situations. Council understands that different people like to engage in different ways, and what is suitable for one group may not be for others. Council continues to look for ways to identify gaps and find solutions in our community engagement approaches. Inclusive participation Community engagement activities will be sensitively planned for the intended audience and mitigate any barriers including:

- Valuing cultural protocols, knowledge and foster local problem-solving
- Building trust and establishing relationships with diverse communities
- A variety of engagement methods that is tailored, flexible and appropriate for the specific groups including our primary school children
- Accessible venues and engagement locations
- Provision for assistance where needed to participate
- Appropriate time and day for the target groups
- Phone surveys and online surveys

The community comments were a critical part of this report and were essential reading to understand the views of the community. These comments are often 'spoken from the heart' and it is acknowledged that they may not always be fully factually correct.

2. How did Council Engage

The vision for Weddin Shire is: “A vibrant, growing and welcoming Community, rich in heritage and embracing its natural Environment.”

Council’s Community Strategic Plan (CSP) delivers the message that the local community have a pride in the place they live and see within it an opportunity to grow and prosper. There is a shared vision for a future in Weddin that is:

- **Prosperous** – jobs, businesses and opportunities to boost the local economy
- **Liveable** – the basics are delivered with access to quality infrastructure, housing and services
- **Inclusive** – a place where all generations can lead and thrive
- **Sustainable** – balances the protection of its natural environment and welcomes new opportunities

Overall, the theme is that Weddin is - **A great place to live, work, visit and invest.**

The Weddin Shire Community Strategic Plan 2025 – 2035 identifies the community’s priorities and aspirations for the future, and the strategies that will be implemented to achieve the shared vision for the Shire.

By 2035, the Weddin Community described their aspirations to be considered against the five themes:

Our People – A thriving, inclusive, safe and healthy Community

Our Economy – A resilient economy with job opportunities and growth

Our Environment – A sustainable, beautiful environment, town and villages

Our Infrastructure – A connected, well serviced and bettered Shire

Our Leadership – Transparent governance and community led change.

2.1 Approach

Council’s Community engagement approach was aligned with Council’s Community Engagement Policy.

The policy recognises that community engagement and participation processes are a vital part of local democracy. It aims to strengthen trust between Council and the community and build confidence in Council’s ability to plan and make decisions that will respond to the present and future needs of the community.

Effective community engagement seeks to involve the community in decisions which affect them. It is critical in the successful development and implementation of acceptable policies, decisions, and strategic planning. It enables Council to improve its services by being responsive to the needs of the community.

2.2 Community Engagement Matrix

INFORM	CONSULT	INVOLVE	COLLABORATIVE	EMPOWER
 Public Participation Goal: To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	 Public Participation Goal: To obtain public feedback on analysis, alternatives and/or decisions.	 Public Participation Goal: To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	 Public Participation Goal: To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	 Public Participation Goal: To place final decision making in the hands of the public.

2.2.1 Promotion

The consultation process was well publicised to ensure maximum participation within the timeframe.

In addition to advertising and direct communication, the Weddin Shire Council Facebook page, Council website, Rates newsletter and the Grenfell Record was used to promote the events, and media releases were prepared for key local media outlets.

2.2.2 Community Consultation

Date	Type of Consultation/Engagement
10-18 February 2025	2035 Community Workshops in Greenthorne, Quandialla, Caragabal and Grenfell
March - April 2025	150 Micromex phone surveys and 32 online surveys were completed.
24 March - 21 April 2025	Public exhibition of draft CSP, DP and OP - Open for public comment. Drop in chats at Greenthorne, Quandialla and Caragabal. This includes informal face to face discussions with the broader community at Grenfell.
19 June 2025	Council meeting day – adoption by Council of CSP, DP and OP.

Council undertook three pre-draft consultation workshops in the three villages of Greenthorne (10 February 2025), Quandialla (11 February 2025) and Caragabal (12 February 2025) and the two workshops in Grenfell (17 and 18 February 2025). There was also a workshop conducted with the Councillors on 24 February 2025. Council had a facilitator Steph Coleman run all these workshops and her summary is attached in **Appendix 1**.

2.2.3 Community Workshops

Council delivered 5 workshops in Greenthorne, Quandialla, Caragabal, Grenfell evening and Grenfell daytime.

Approximately 100 individuals participated (with around 20 in the villages).

2.2.4 Micromex Telephone and Digital Surveys

Council engaged Micromex – Research and Consulting in early 2025 to carry out its topline community research via randomised phone surveys, that were undertaken as part of the CSP. 150 Micromex telephone surveys were undertaken between 24 March and 3 April. High level results have been highlighted in this report.

Micromex Digital Survey closed on 21 April 2025 and 32 people responded.

2.2.5 Social Media Promotion

Awareness raising activities for these engagement opportunities included a social media campaign (through Council's Facebook page) had over 12,000 reaches across 14 posts, with approximately 34,000 views. Over the course of the proportion engagement with the campaign grew.

3. What We Found?

Based on the Council's community consultation, the 5 previously mentioned themes of People, Economy, Environment, Infrastructure and Leadership proved to be highly relevant to the community. They reflected the priorities and the aspirations of the local community who participated in the community engagement.

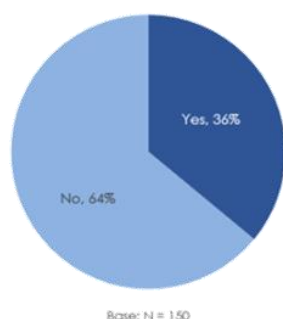
The feedback indicated that the current community strategic plan was not well understood by the community, and they cannot always see the steps being taken to achieve this vision.

3.1 Summary – Weddin's Community Strategic Plan



3.2 Awareness of Weddin's Community Strategic Plan

Of the 150 residents interviewed by Micromex, only 36% of residents are aware of the draft Weddin 2035 Weddin Community Strategic Plan. Females are significantly more likely to be aware.



	Overall 2025	Gender		Age		Time lived in area	
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years
Yes	36%	28%	44%	30%	39%	29%	39%
Base	150	77	73	52	98	46	104

	Ratepayer status		Location		Household status		Identify as living with disability
	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Yes	36%	32%	36%	37%	30%	42%	32%
Base	133	17	124	26	66	80	23

3.3 Support of the Community Vision

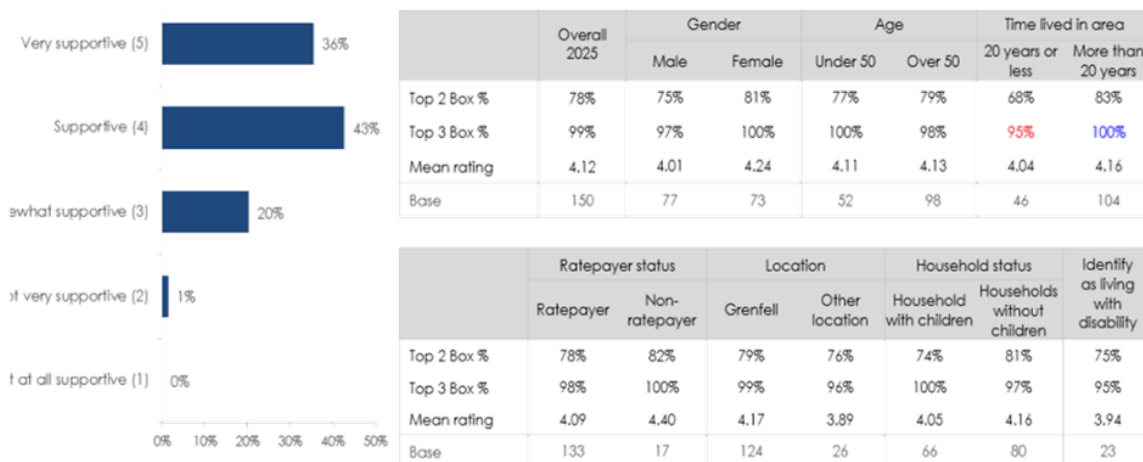
During the pre-consultation workshops with Steph Colman, council proposed to the community the vision of “A vibrant, growing and welcoming community, rich in heritage, and embracing its natural environment”. We asked participants to explain to us:

- What does that mean?
- What do they love about living here?

Detailed write up findings from Steph Coleman of these workshops are found in Appendix 1.

Every 4 years, Council documents a community vision in a Community Strategic Plan. The new vision is: “A vibrant, growing and welcoming community, rich in heritage, and embracing its natural environment”.

Nearly all (99%) residents are at least somewhat supportive of this Community Vision, with 78% being supportive/very supportive. Whilst still very high, those who have lived in the area for less than 20 years are significantly less likely to be supportive.



3.4 Reason for the Level of Support

71% of those who are very supportive/supportive of this vision stated that the plan is good/necessary/important for the community, while 44% of those who are not supportive/somewhat supportive suggested that Council needs better planning/action/consideration regarding this Community Vision.

	Overall 2025 (N=150)	Q9a. Support for the Vision	
		Very supportive/ supportive (N=117)	Somewhat supportive/ not very supportive /not at all supportive (N=33)
Plan is good/necessary/important for the community/town	59%	71%	13%
Need better planning/ action/ consideration	12%	4%	44%
Need more families/ younger residents/retain residents	12%	15%	0%
Distrust/need evidence of it happening	11%	10%	17%
Tourism is important	5%	7%	0%
Supporting local businesses/ employment is important	5%	3%	14%
History/ heritage of the area is important	5%	5%	5%
It is good to focus on the environment	4%	4%	5%
Need more medical services/ facilities	2%	0%	10%
Improving services/facilities/ area is important	1%	1%	0%
Council is doing their best	1%	1%	0%
Other comments	5%	1%	17%
Don't know	2%	2%	0%

Example verbatim responses (2025)

"It encompasses how I'd like to see the town move forward"

"Thinking of the future of the town is a good priority for the town"

"These issues are important for our community"

"It will make the place look nicer"

"Believe the Shire can do more to address all these things"

"The message is a bit vague"

"There are some things that shouldn't be listed"

"There are higher priorities that need to be prioritised first"

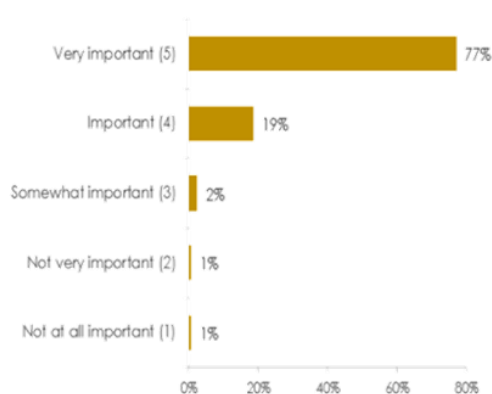
4. Importance of 'Weddin's People'



The theme "Weddin's People", involves improving access to health and wellbeing facilities, supporting recreation and open spaces and safe support spaces and infrastructure that promote a healthier, more connected and cohesive community.

4.1 Our People (*A thriving, inclusive, safe and healthy community*)

	Overall 2025	Gender		Age		Time lived in area		Ratepayer status		Location		Household status		Identify as living with disability
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 2 box %	96%	94%	98%	99%	95%	96%	96%	96%	100%	96%	96%	98%	94%	95%
Mean rating	4.72	4.60	4.84	4.80	4.67	4.61	4.76	4.70	4.84	4.73	4.67	4.78	4.66	4.64
Base	150	77	73	52	98	46	104	133	17	124	26	66	80	23



The 'Weddin's People' theme was rated important or very important by 96% of residents.

There was little differentiation by demographics, with slightly higher importance amongst females.

96% of residents rated their quality of life as 'good' to 'excellent', which has remained high since 2022. Residents rated their quality of life significantly higher than the Micromex Regional LGA Benchmark. Residents who identify as living with disability were significantly more likely to report a lower quality of life.

4.1.1 Most Valued Aspects of Living in Weddin

Like 2022, residents value the friendly community, rural aspect/lifestyle and peacefulness of living in the Weddin Shire Council Local Government Area.

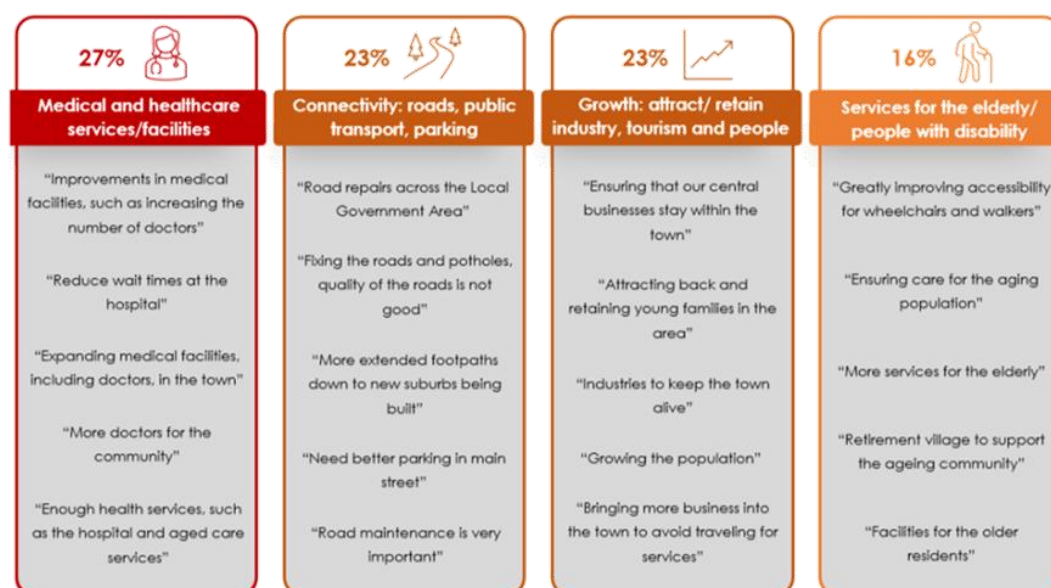
	2025 (N=150)	2022 (N=150)
Good/friendly community	36%	37%
Rural aspect/lifestyle	21%	21%
Peaceful/Quiet	19%	24%
Always lived here/know the area well	13%	12%
Location/Proximity to services	9%	4%
Safe area	7%	4%
Scenery/beautification	6%	0%
Community facilities	6%	2%
Nice area/well maintained	4%	3%
Good place to raise kids	3%	4%
Cheaper rates/low cost of living	3%	3%
Everything	2%	1%
Open spaces	2%	2%
Education	2%	1%
Easy to live here	1%	5%
Less traffic	1%	1%
Family	1%	3%
Climate	1%	1%
Community activities/events	1%	1%
Other	4%	0%
Don't know/nothing	2%	3%



4.2 Highest Priority Issues for the Community (Top 4 Priorities)

Over 1 in 4 residents believe medical and healthcare services/facilities is the highest priority issue for the community in the next 10 years.

Other priority areas include connectivity:



4.3 What do the Community want?

Priority Area	How the Community want their priorities actioned
Health and Wellbeing Services	<ul style="list-style-type: none"> • More GPs • Allied healthcare - availability of mental health services • Improved aged care, and services to enable people to stay at home for longer • Telehealth access
Education and Skills Development	<ul style="list-style-type: none"> • local access to quality schools and education that become a means to retain and attract population • Training and apprenticeships to help retain young people • Greater access to childcare and early education
Connectivity and Communication	<ul style="list-style-type: none"> • Improved digital connectivity across the Shire • Better communication so people understand services available • Transport options (including from villages), including accessible taxi
Public facilities and Recreation	<ul style="list-style-type: none"> • Improved recreation opportunities • Improved, more accessible and greater variety of Community spaces and places • Clean public toilets
Community Engagement and Belonging	<ul style="list-style-type: none"> • Strengthening of local events • Increase in volunteers and succession • Youth leadership

4.3.1 Community priorities

Overall, based on the consultation conducted, health, education and employment were clearly identified as the key critical issues that are important to the Weddin Shire community. This was evident in the online survey results but was also reflected in the feedback provided in the personal telephone interviews.

Access to quality **health care, education and employment** options were repeatedly highlighted by interviewees as key priorities. Issues with access to health care were also regularly raised in personal interviews and often evoked an emotional response.

Health and education are the responsibility of state government and Council cannot be responsible for solving these issues on its own, however the community is looking to Council to be a catalyst to engage other levels of government in the issue. Council can't solve the problems but does need to demonstrate leadership to bring the community together and unite them behind a common vision.

Other more immediate and specific concerns that the community has highlighted are **road maintenance, the need for kerbside recycling and the importance of attracting businesses and visitors** to the area.

There is a sense of pride in the natural environment and beautiful surroundings, and a feeling that these could be better utilised to improve the lifestyle in the Shire and attract more visitors. Several people believed that an affordable cost of living or more affordable housing would benefit the Weddin community.

4.4 Community strengths

The people, the lifestyle, the sense of community and the beauty of the natural and heritage environment were repeatedly highlighted as benefits of living in the Weddin Shire. There is a strong sense of history and there is pride in the journey the community has taken to bring it to where it is today. There is acknowledgment of the rich history that comes from the Indigenous traditional owners of the land and the settlement to the region and its ongoing agricultural success. This history of the region has helped create a strong, resilient and entrepreneurial community who have a powerful sense of 'who they are' and a deep integrity. The people care about each other and their way of life. Some families have lived in the region for generations and have made a significant investment in the community. They are often financially and emotionally invested in the Weddin Shire and feel a great commitment to their community.

Ideas that the community put forward included:

- Support major arts and cultural events
- Provide and support local cultural organisations
- Promote ways to attract and develop new cultural facilities and events in the community to attract more visitors and tourism in the Shire.
- Active Travel Plan - develop and maintain pedestrian and bicycle trails.
- Develop pathways and trails

Volunteer decline for our local sporting organisations will continue to be an issue into the future.

4.5 Health Care

Accessing quality health care is a major concern for many Weddin Shire residents. This is a key issue for many residents and presents as one of the major challenges for the Shire, as identified by the community. More than 80% of respondents in the online survey listed 'health' as an area in which Council should focus its advocacy efforts. In addition, health was raised regularly and with great concern by many people in face-to-face consultation sessions.

Access to health care is an issue for the population as it ages but also several residents expressed concern about paediatric care, availability of specialists for more serious illnesses, the standard of the hospital (both infrastructure and availability of services), access to mental health services and the need for more general practitioners. In addition to concerns about insufficient medical options there was also frustration with a lack of information about what medical options are available locally, and concern about what can, or is being done to solve the problem.

Staff housing at the Multi-Purpose Services (MPS) is limited and there is a need for advocacy for more funding and grants at allocating a residential site to build this required accommodation. NSW Health have approached Council to build housing on their land and this would be a good opportunity for the new Council to work towards.

There has been a request for a helipad site, and this will continue to be a challenge for Council to work with the NSW Government to fund this opportunity as it is not achievable in our current operating budgets.

4.6 Aged Care

The population in the region is ageing and the proportion of residents aged 60 years and over (and particularly those aged 75 years and over) continues to grow. There is concern that without access to appropriate, consistent, and sustainable medical care, older people who want to stay in the region may be forced to leave. As the population continues to age the need for general practitioners and other services that support our ageing community will become increasingly important.

4.7 Education

Education is valued by the community and there was much mixed feedback received regarding the quality of education available within the region, and the issues associated with children travelling to other towns for school. This was an issue that arose regularly, was unprompted but also revealed very mixed opinions.

Underlying all the different feedback however was a shared view that local quality education is important for the community and that there are opportunities to improve the education offering and this will result in more options for young people to get a good education, and for those who choose to, to stay in town, and also attract youth from outlying areas to travel to Grenfell for their education.

Across all the different views and opinions expressed, there is a strong desire to provide opportunities for the young people in the region and enable them to have creative and fulfilling careers while continuing to live in the region.

The community expressed significant concern about the options available to young people when they finish high school. This includes tertiary education at university and TAFE but also employment, apprenticeships and other on the job training.

Council should continue to advocate that local education institutions are effectively funded with focus on program delivery and fit for purpose facilities for the local community. This includes assisting trainees and apprentices in the Shire.

To ensure lifelong learning opportunities are provided with a focus of digital learning (supported by fit for purpose facilities), Council must continue its work towards improving Digital Connectivity in the next Council term. To ensure safety and wellbeing for its citizens, Police presence in the community should be in line with the BOSCA data and appropriate ratios.

Business and property owners clearly communicated that they would like to employ trained young people or take on apprentices, but that more creative thinking is required to ensure appropriate training opportunities are available locally.

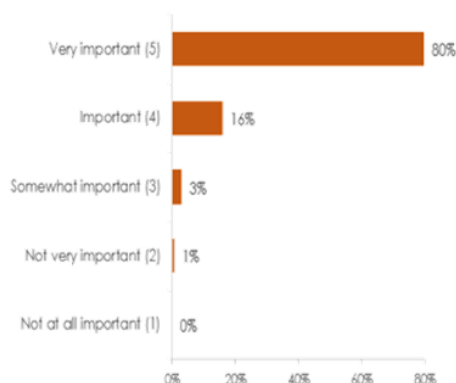
5. Importance of 'Weddin's Economy'



The theme "Weddin's Economy", involves maximising economic development opportunities. Supporting local business development, housing growth and the tourism economy, as well as developing strategies to provide adequate and quality education.

5.1 Our Economy (A resilient economy with job opportunities and growth)

	Overall 2025	Gender		Age		Time lived in area		Ratepayer status		Location		Household status		Identify as living with disability
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 2 box %	96%	96%	96%	97%	95%	94%	96%	96%	96%	97%	90%	100%	92%	87%
Mean rating	4.75	4.72	4.78	4.79	4.73	4.70	4.77	4.75	4.72	4.76	4.68	4.84	4.67	4.47
Base	150	77	73	52	98	46	104	133	17	124	26	66	80	23



The 'Weddin's Economy' theme was rated important or very important by 96% of residents.

Those who live without children and those who identify as living with disability were significantly less likely to rate it as important/very important.

5.2 What do the Community want?

Priority Area	How the Community want their priorities actioned
Jobs Creation and Retention	<ul style="list-style-type: none"> • Create local employment opportunities - retain young adults • Availability of locally supported Apprenticeships and training programs • Education and business collaboration – create job pathways
Local Business Support and Investment	<ul style="list-style-type: none"> • Make it easier to start a business - reduce barriers / red tape • Promote "shop local" • Fill empty shop fronts in town and villages
Industry Growth and Diversification	<ul style="list-style-type: none"> • Better support agricultural industry and reduce barriers to success (e.g. through service delivery) • Grow Aged Care industry • Invest in Trades
Tourism and Visitor Economy	<ul style="list-style-type: none"> • Raise the profile of the Shire and Villages as a connected-up visitor destination • Leverage Agritourism and Eco-tourism opportunities (e.g. Birdwatching, promotion of natural assets) • Rail trail implemented

5.2.1 Economic Growth

As the population ages, some of the community is concerned about the future viability of the region and specifically Grenfell and its surrounding village centres. A significant number of people expressed serious fears for the future if the population in the region does not grow. Many community members also expressed a view that some sectors in the community are not interested in planned, strategic, and continual growth or are focused on their personal interests to the detriment of the overall economic growth of the region.

While health and education are significantly impacted by state funding and policy decisions, economic growth in the region was perceived by the community as one of the direct and key responsibilities of Council. Feedback from the community indicated an expectation that Council could take a proactive approach in attracting business and people to the region and create an environment which encourages growth and business development. It is important to note that the existing business community has a role to play in collaborating with Council to ensure businesses grow and prosper- a partnership framework should be encouraged.

5.2.2 Jobs Growth and Creation

Generating the employment opportunities that the community wants requires economic growth. Many people in the community believe that the future of the region relies on having appealing jobs available to encourage people to stay in the area or move to the area. There is a real concern that too many people leave the region looking for employment opportunities. This need for growth and job creation was strongly articulated by many in the community. However, there were also business operators who said they found it difficult to attract staff. They need more good quality employees, but it is difficult to find them locally or attract them to the area. There is also the view that local employment is not as critical as it has been previously because more people are able to work from home for businesses all over the world.

5.2.3 Land Use, Residential Development and Housing

Significant concerns were raised across all the consultation platforms regarding the release of land, zoning issues and access to affordable housing in the region.

Access to rental housing for staff such as nurses, doctors, allied health professionals, schoolteachers and people working for large businesses in the area was raised as a significant issue for Grenfell and its surrounding areas.

Like many other country towns there are few quality houses available for rent and those on the market are often expensive or not meeting the needs of the potential resident (i.e., older people requiring a scaled down housing solution such as a two-bedroom flat near the CBD and health facilities) this was expressed during consultation.

Residents expressed that Weddin Shire Council needed to be on the front foot with seeking grant funding for critical housing infrastructure for health, education and other essential government services and to grow our resident population.

5.2.4 Better Sustainable Natural, Agricultural and Built Environments

Our community stated that our Council will need to:

- Maintain political focus on adverse events in regional and rural areas

- Maintain political focus on drought
- Maintain political focus on adverse events that impact rural areas
- Affordable, safe and reliable access to stock feed to protect animals and livestock.

5.2.5 Tourism

The community presented a myriad of ideas to attract visitors, and to encourage people to spend longer in the region. Feedback indicates that the community sees attracting tourists and promoting the region to be an important role for Council. More than 78% of respondents in the online survey said that they are aware of Council's tourism brand, Weddin Mountains Region.

The community also indicated the importance of Council working cooperatively with other Councils in the region to promote the broader area as a destination.

The community stated during consultation some ideas including:

- Developing regional tourism collaboration: trails; self-drive apps; events 'What's on' promotion
- Leveraging Weddin's heritage for potential tourism development
- Building on the success of existing events and encouraging new events
- Improving the Weddin visitor experience: signage (the new completed Weddin gateway signage); Destination Management Plan; event calendar; product improvement
- Actively promoting Grenfell and the surrounding areas as an attractive and interesting location for tourism
- Actively market opportunities for Main Street, street-level business activities taking advantage of recent planning changes

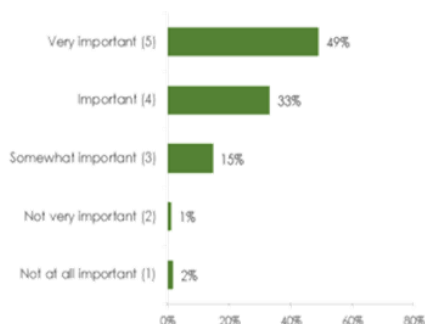
6. Importance of 'Weddin's Environment'



The theme "Weddin's Environment", includes planning for competing land use interests, including the availability of affordable housing, supporting new and ongoing environmental and renewable energy initiatives and facilitating sustainable waste management strategies.

6.1 Our Environment (A sustainable and beautiful environment, town and surrounding villages)

	Overall 2025	Gender		Age		Time lived in area		Ratepayer status		Location		Household status		Identify as living with disability
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 2 box %	82%	80%	85%	82%	82%	79%	84%	81%	91%	82%	83%	83%	81%	84%
Mean rating	4.27	4.17	4.37	4.19	4.31	4.26	4.27	4.23	4.49	4.29	4.17	4.22	4.27	4.45
Base	150	77	73	52	98	46	104	133	17	124	26	66	80	23



The theme 'Weddin's Environment' was rated important or very important by 82% of residents.

There was no significant differentiation in results by demographics.

6.2 What do the Community want?

Priority Area	How the Community want their priorities actioned
Waste and Recycling Services	<ul style="list-style-type: none"> • Better management of waste disposal and illegal dumping • Availability of recycling services
Housing and Planning	<ul style="list-style-type: none"> • Make it easier for landowners to build new dwellings and subdivide – support succession • Reduce red tape for development • Encourage urban infill • Create more affordable housing
Conservation and Sustainability	<ul style="list-style-type: none"> • Improve management of creeks, dams, parks and native wildlife • Stronger weed and pest management • Protect and leverage natural assets
Beautification of Weddin Shire	<ul style="list-style-type: none"> • Improving the presentation of town and villages – clean up initiatives and maintenance
Climate and Energy	<ul style="list-style-type: none"> • Exploration of renewable energy and circular economy opportunities

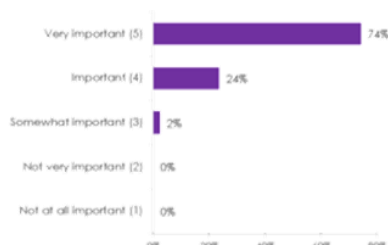
7. Importance of 'Weddin's Infrastructure'



The theme "Weddin's Infrastructure", involves the management of roads, bridges and road infrastructure, as well as enhancing access to active transport solutions and managing water, sewerage and urban drainage infrastructure.

7.1 Our Infrastructure (A connected, well serviced and bettered Shire)

	Overall 2025	Gender		Age		Time lived in area		Ratepayer status		Location		Household status		Identify as living with disability
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 2 box %	98%	99%	97%	97%	98%	96%	98%	98%	95%	97%	100%	96%	99%	100%
Mean rating	4.72	4.71	4.73	4.63	4.77	4.65	4.75	4.72	4.72	4.70	4.82	4.63	4.78	4.84
Base	150	77	73	52	98	46	104	133	17	124	26	66	80	23



The 'Weddin's Infrastructure' theme was rated important or very important by 98% of residents. There was no significant differentiation in results by demographics.

7.2 What do the Community want?

Priority Area	How the Community want their priorities actioned
Betterment and Safety of Roads Infrastructure	<ul style="list-style-type: none"> Road maintenance is delivered Roads capable of B-doubles and Road trains Improved drainage infrastructure
Water Security	<ul style="list-style-type: none"> Increase access to potable water in the Shire Develop the necessary infrastructure to achieve water security (esp. Caragabal) Ensure ongoing maintenance of infrastructure
Digital Connectivity	<ul style="list-style-type: none"> Infrastructure that enables digital connectivity across the Shire, especially in rural locations and Villages Access to Telehealth services
Pedestrian and Cycling Infrastructure	<ul style="list-style-type: none"> Improve walkability of town and Villages Ensure safe routes – town and visitor areas (e.g. Dam)
Effective Use of Assets	<ul style="list-style-type: none"> Explore opportunities for more effective use of Council-owned assets (e.g. Vacant buildings)

7.3 Roads, Assets and Infrastructure

More than a quarter of online survey respondents raised issues with roads and footpaths when asked what Council could do better in the open-ended survey question.

The feedback was much the same from all residents and primarily related to sealing roads that are currently unsealed, better maintaining the sealed roads in town and criticism of the work done recently to maintain the roads. There was also feedback about the need for more footpaths and better street lighting.

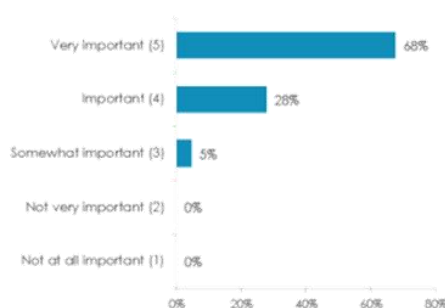
8. Importance of 'Weddin's Leadership'



The theme "Weddin's Leadership", includes improving community engagement and facilitating opportunities for residents to participate in decision making, as well as advocating for improved telecommunications and utilities across the region.

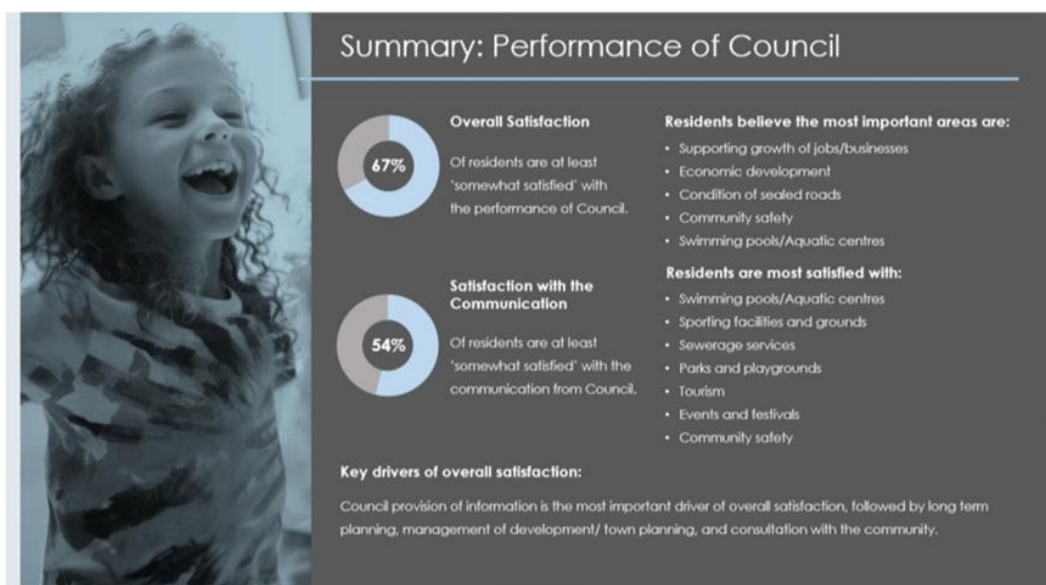
8.1 Our Civic Leadership (Transparent governance and community led change)

	Overall 2025	Gender		Age		Time lived in area		Ratepayer status		Location		Household status		Identify as living with disability
		Male	Female	Under 50	Over 50	20 years or less	More than 20 years	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 2 box %	95%	97%	93%	97%	94%	92%	97%	95%	96%	95%	97%	97%	94%	92%
Mean rating	4.63	4.61	4.66	4.55	4.67	4.58	4.65	4.62	4.68	4.63	4.63	4.58	4.66	4.69
Base	150	77	73	52	98	46	104	133	17	124	26	66	80	23



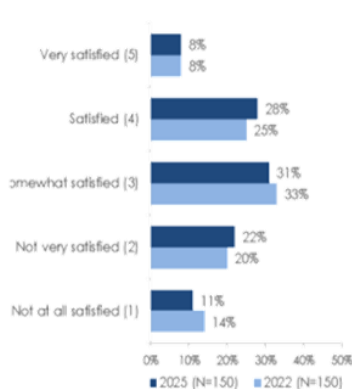
The 'Weddin's Leadership' theme was rated important or very important by 95% of residents.

There was no significant differentiation in results by demographics.



8.2 Overall Feedback

67% of residents are at least somewhat satisfied with the performance of Council over the past 12 months. This result has remained consistent with the 2022 results. Although residents still rated their overall satisfaction lower than the Micromex Regional LGA Benchmark, it is a positive result that the level of satisfaction has remained stable, especially as many other LGAs have experienced declines post 2022. Micromex noted that while Weddin had an improvement with overall satisfaction, most councils were trending down.



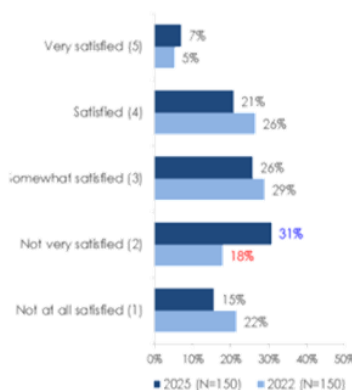
	Overall 2025	Overall 2022	Gender		Age		Time lived in area	
			Male	Female	Under 50	Over 50	20 years or less	More than 20 years
Top 3 Box %	67%	66%	67%	66%	62%	69%	72%	65%
Mean rating	2.99	2.94	3.02	2.96	2.80	3.09	3.06	2.96
Base	150	150	77	73	52	98	46	104

	Ratepayer status		Location		Household status		Identify as living with disability
	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 3 Box %	68%	54%	67%	64%	72%	63%	70%
Mean rating	3.00	2.90	3.03	2.78	3.02	2.98	3.21
Base	133	17	124	26	66	80	23

8.3 Resident's Satisfaction

54% of residents are at least somewhat satisfied with the level of communication Council has with the community, which is on par with the 2022 results, but lower than the Micromex Regional LGA Benchmark.

Younger residents (under 50) were significantly less likely to be satisfied compared to older residents.



	Overall 2025	Overall 2022	Gender		Age		Time lived in area	
			Male	Female	Under 50	Over 50	20 years or less	More than 20 years
Top 3 Box %	54%	60%	50%	58%	40%	61%	46%	57%
Mean rating	2.73	2.76	2.63	2.83	2.55	2.82	2.62	2.78
Base	150	150	77	73	52	98	46	104

	Ratepayer status		Location		Household status		Identify as living with disability
	Ratepayer	Non-ratepayer	Grenfell	Other location	Household with children	Households without children	
Top 3 Box %	56%	34%	52%	62%	49%	58%	66%
Mean rating	2.77	2.43	2.70	2.86	2.70	2.77	2.98
Base	133	17	124	26	66	80	23

Priority Area	How the Community want their priorities actioned
Governance	<ul style="list-style-type: none"> • Open and clear decision making • More efficient and responsive Council operations • Reduction in bureaucracy and red tape – simplify planning and funding processes for the benefit of Community initiatives • Greater accountability on how funds are spent

	<ul style="list-style-type: none"> • Greater communication between Council and the Community
Local Leadership	<ul style="list-style-type: none"> • Youth leadership development opportunities to support future sustainability • Village representation in Council decisions
Volunteers	<ul style="list-style-type: none"> • Stronger volunteer engagement • Greater support for Community groups, services and events • Succession planning

8.4 Written Submission Received from the Documents being Public Exhibition

To date, two written submission has been received, one relating to the Long Term Financial Plan and one relating to the Strategic Asset Management Strategy.

8.5 CSP themes from the Weddin Villages

The community engagement in the villages mainly emphasised getting the basics right, focusing on roads maintenance and asset infrastructure, garbage/waste collection, and water security and drainage.

The messaging that came out of the village towns were:

1. Greenethorpe "Build it and they will come"

- Tourism potential – rail trail
- Growth through improved planning regulations

2. Quandialla "A place people want to invest in"

- Retention requiring connectivity (digital and physical), local jobs, housing
- Tourism – western gateway to the Weddin's

3. Caragabal "Resilience and betterment"

- Growth through housing, jobs and secure water
- Leverage nearby employment opportunities e.g. the mine

The major takeaways/opportunities raised during these community meetings saw the community creating benefits across the following themes:

Sample of opportunities	People	Economy	Environment	Infrastructure	Leadership
Planning and development: Land zoning, subdivision, urban infill – increase housing supply, support rural succession, encourage investment		★	★	★	
Pursue aged care industry: Support ageing population, create new industry, create employment opportunities and leadership in this space	★	★		★	★
Specialist agricultural high school: Educate kids here, retain youth, support local agricultural economy	★	★			★
Locally supported training and apprenticeships Job creation and retention - young adults	★	★			★
Reduce red tape: Enable the community to pursue opportunities to the benefit of the community – housing, businesses, tourism, population		★	★	★	

8.6 Weddin CSP Current Challenges

All these challenges were identified in the current strategic plan, and were acknowledged as issues that Council can ‘influence’ but not ‘control’. Feedback indicates that community concern around these problems is escalating, and the community is increasingly looking to Council to take a stronger and more active role in influencing outcomes that benefit the region. Communication of the advocacy activities and outcomes could be further shared with the community to help build confidence. Council’s social media campaign in relation to the IP&R process and the engagement by the community saw the increased community awareness in this space.

There was considerable reach from Council awareness campaign about Councils involvement in IP&R including:

- Council’s 5 key themes within the community’s diverse priorities which were People, Economy, Infrastructure, Environment and Leadership.
- Council’s diverse roles as an **Enabler** (advocating), **Provider** (acting as a direct agent) and **Leader** (developing strategy and policy), depending on the activity and service it was providing for the wider Weddin community.
- Councils CSP has a Delivery Program that contains 14 goals that Council will deliver in the next 10 years
- Council being responsible for maintaining 1,187.2 km of roads and other transport infrastructure it was managing, including the importance of the Asset Management Strategy

- Council being responsible for 62 buildings, facilities and structures, 13 parks, 16 bridges and 142 box culverts and other diverse Council assets
- Council's Long Term Financial Plan outlining and understanding Council's various revenue sources and expenditure
- Council's Workforce Management Strategy providing a breakdown of its employees and Council's efforts into retaining and boosting its skilled workforce through its 6 initiatives.

(Reference can be made to **Appendix 2**.)

9 Learnings

This consultation process was also designed to answer the following questions. These questions have been addressed throughout this report and this section provides a concise summary of the answers from the community.

9.1 What does our community value?

The Weddin community values its people and its natural environment – creeks and national parks as well as the parks, playgrounds and open spaces. The community also values the lifestyle and work / life balance they enjoy in the region and appreciate the sense of community. Many residents believe they are fortunate to live in the area and many are loyal and committed to their town or village. The community values its history and achievements and takes pride in its agribusiness sector and entrepreneurial spirit. It values its resilience, integrity and the 'way of life' that the community has enjoyed for many years.

9.2 As a community, what are our strengths?

Many people in the region are actively involved in the community, are long-term residents and care about the future of the area. There is a sense of history, pride in the agricultural success in the region and there is an interest in, and appreciation of, the culture and the history of the traditional Indigenous owners of the land. There is also a strong team of volunteers in the community who make things happen by running the many community sporting clubs, cultural groups, natural resource management groups, health advocacy organisations and more.

There is a strong emotional and financial investment in the community from many rate payers and residents and importantly many people in the community are thinking about the region's future and are ready to move forward. There is a consensus that leadership and collaboration can be the foundation for growth.

9.3 What could be improved?

Access to better health services is the critical issue that would improve life in the Weddin Shire for the many residents, encourage them to stay and attract others. There is also room for improvement in the educational options offered at a secondary and tertiary level, and there is a significant opportunity to improve retail and dining options and attract other new and diverse entrepreneurs and businesses to the region. There is a strong emphasis on capitalising on agriculture i.e., value adding to the products grown in the region, as well as encouraging industrial business and manufacturing to the region. There are many concerns and frustrations that the

community wanted to express during this consultation, but the most significant opportunity is to unify the community behind a strong vision for the future and effective leadership.

9.4 Where does the community see the Weddin Shire in 10 years?

The community feedback demonstrated an understanding that there are changes needed to ensure a prosperous future for the region. There is concern that without concerted effort to improve access to health and education, and to create business, manufacturing and employment opportunities, the population of the region will decline, and this will impact on Weddin's future. The community wants a prosperous economy and a thriving community with the facilities and services in place that will encourage people of all ages to stay in the area, and others to move to the region. The community wants to maintain and improve their 'way of life' and be able to offer locals and visitors interesting employment, contemporary retail and dining options and access to well-maintained parks, cultural and arts activities, recreational facilities and natural spaces.

9.5 What opportunities would the community like to see pursued?

Feedback from the community highlighted the importance of better roads and infrastructure, better access to quality health care and education and the community wants Council to continue to advocate to improve these services. The community would also like to see thriving businesses, more diversity in retail and dining and a strong growing agribusiness sector. The community would like to see Council encourage and facilitate business growth, the development of more housing and the creation of additional facilities for young people, people with disability and older people. Good telecommunications throughout the whole region is also critical. The community would like to see capable, committed forward Councillors in place, and nimble, accountable, and proactive Council staff.

9.6 What does Council do well?

Weddin Shire Council's work to build and maintain new facilities and upgrade existing facilities such as the parks, recreational grounds, streetscape, and walking paths are acknowledged and appreciated by much of the community. There have been many significant projects undertaken in recent years and this is viewed very positively by the community. The community is particularly happy with the parks and outdoor facilities offered by Council in the region.

The library and Art Gallery were well received by the community and most residents feel Council provides good customer service and maintains community facilities well. Positive feedback was also received in relation to Council staff and specific Council initiatives and events.

9.7 What could be done better?

The community is calling on Council to take a stronger, more effective leadership role to advocate for the necessary services and facilities needed to enable it to grow. It is looking to Council to proactively facilitate development and new business opportunities in the Shire.

In essence, the community wants to see Council be a strong leader. Kerbside recycling, the maintenance of roads, the protection of the natural environment, and the provision of facilities for older people, people with disability and young people are all topical issues that the community would like to see Council act on.

Other concerns raised are direct Council responsibilities and it is important for Council to act and demonstrate that it has listened to the community feedback received. There are some actions that can be considered and addressed in the short term even before the next Community Strategic Plan is prepared.

Over-consultation and failure to act on the feedback received is often a frustration amongst rural communities. It is critical that when the next Community Strategic Plan is developed it is communicated effectively and broadly across the region and the community is brought 'on the journey' and feels some ownership of the plan.

Opportunities Council could leverage for the benefit of the Weddin community are:

- The rise of Asian markets and economies which will influence the region's agribusiness opportunities
- Demographic and social change which highlights the importance of improved social infrastructure – housing, health, education
- Digital disruption which means ensuring effective internet in villages so that the whole of the Weddin Shire is connected
- Climate change which clearly impacts the agribusiness sector.

This report includes key themes, and these themes can be used to help determine and structure Council's planning priorities.

These themes include the key enablers identified in the recommendations:

- **Economically Diverse** - the community raised several areas where opportunities exist for economic diversification and development including business and agribusiness, hospitality, tourism and transport and support services. This diversity will build jobs and business opportunities.
- **Skilled and Smart** - economic development and diversification increases the need for skilled and qualified workers, and therefore better education and training opportunities in the Shire.
- **Open and Connected** - in addition to business connectivity through telecommunications and transport, social connectivity and community attitudes are critical to growth. Social connectivity covers issues such as caring for older people and people with a disability, supporting young people, arts and culture and events. Making the region a great place to live will also attract visitors and new residents which further strengthens growth.
- **Healthy** – delivering recommendations in this space will mean the Weddin Shire can keep its people healthy, grow health services and encourage people of all ages to stay in the region.

These enablers are supported by leadership and collaboration which is critical to success and equally important is a focus on achieving a fair share of government funding.

The community consultation process showed that the community is ready to embrace its future – to build on its strengths, actively address needs and gaps and move forward with optimism.

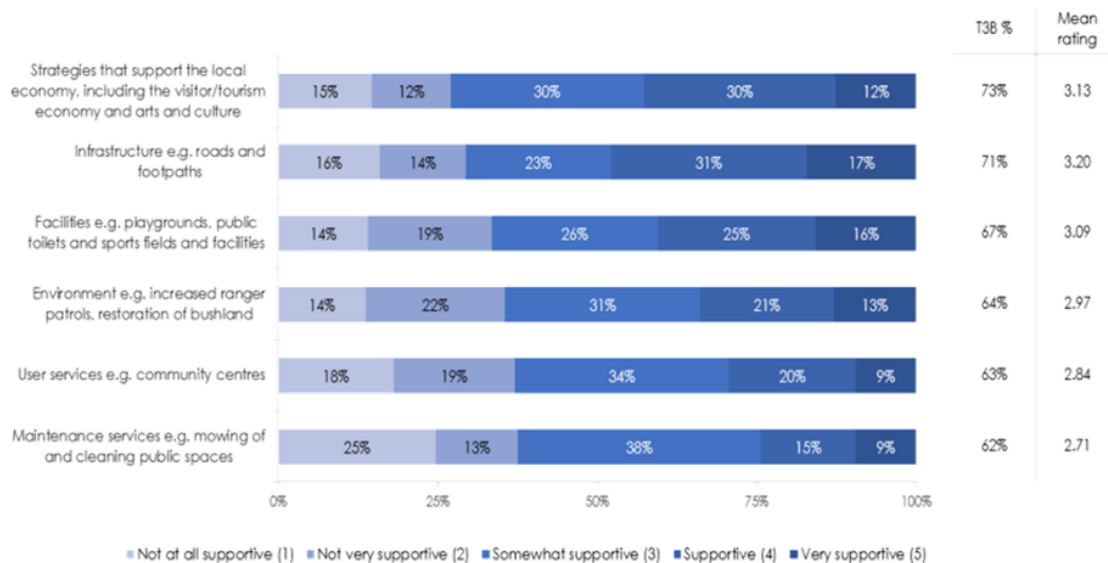
With effective leadership and collaboration, there are a host of opportunities that the Weddin Shire can leverage to make the Shire a better place to live, work and play.

10. Summary – Future Planning



10.1 Support for Paying More for Improved Services/Facilities

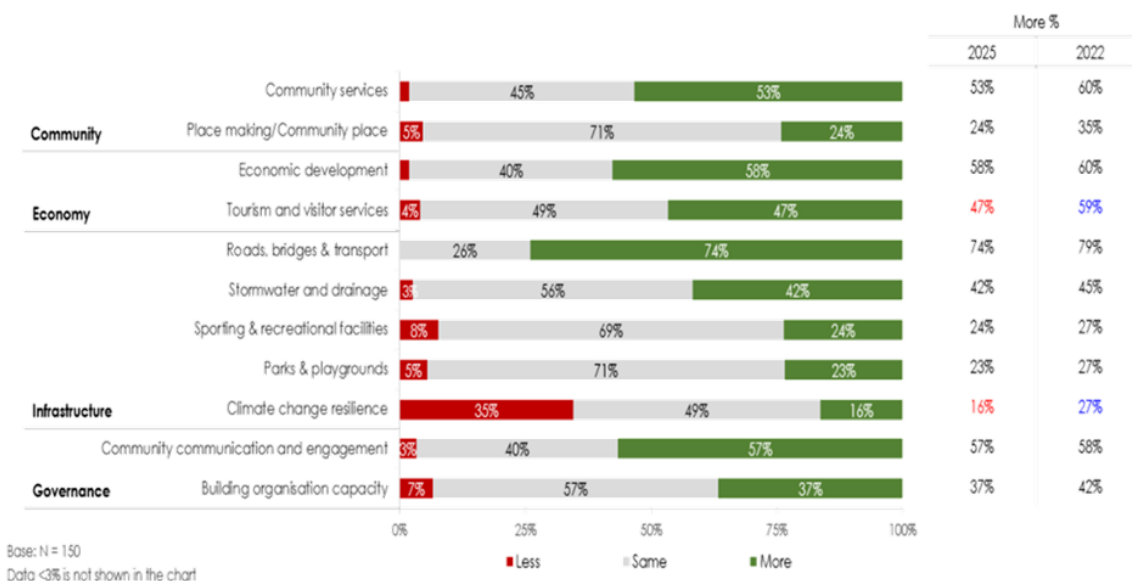
More than 60% of residents are at least somewhat supportive of paying more for improvements across all listed measures. 73% are at least somewhat supportive of paying more for strategies that support the local economy, while 1 in 4 (25%) residents are not at all supportive of paying more for maintenance services (e.g., mowing and cleaning of public spaces).



10.2 Future Investment

Nearly 3 in 4 (74%) residents would like Council to invest more in roads, bridges and transport. More than half suggested Council should invest more in economic development, community communication and engagement, and community services. Significantly fewer residents suggested more investment in climate change resilience, and tourism and visitor services compared to in 2022.

Those living in Grenfell are significantly more likely to have suggested increased investment in community services, tourism and parks & playgrounds, while those living in other locations suggested more investment in roads, bridges and transport. Older residents (over 50) are more likely to have suggested increased investment in tourism, while those identifying with disability are more likely to want more investment in community services.



10.3 Weddin's CSP Implementation

The Weddin Shire Council has a planning framework in place which reflect the feedback received from the community and address the needs the community has prioritised.

The implementation of these plans, with clear progress updates to the community, is critical so that the community is informed about outcomes and can better understand the work Council is doing, particularly the advocacy it is undertaking on the community's behalf. This work is being done but it seems that awareness is sometimes low. There seems to be the opportunity to share Council success and achievements more with the community.











Drawing on the skills, expertise and talents of the local community is also strongly recommended. Whether this involves informal discussions and ongoing consultation with key business leaders, advisory panels with a selection of informed individuals or a more formal group structure this interaction with the community will benefit Council and assist it to deliver on its goals. There are highly successful entrepreneurs, knowledgeable and experienced agribusiness experts and informed health and environment specialists living in the region.

Drawing on the expertise and knowledge of key people in the community will only benefit the outcomes for the Shire.










Appendix 1 (Steph Coleman's Presentation)

Appendix 2 Weddin's Social Media









IP&R Facebook Post Insights

	Did you know Weddin Shire Council is responsible for maintaining 1187.2 kilometres of road? If you want to know more about the range of transport infrastructure Council is responsible for, review the Weddin: 2035 Strategic Asset Management Strategy at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want ...	Views	Reach	Interactions
Photo - Mon, 21 Apr		800	409	2
	Did you know the Weddin: 2035 Long Term Financial Plan outlines the Council's various sources of revenue? If you want to understand more about Council's revenue and expenses review the draft Weddin: 2035 Long Term Financial Plan at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide...	Views	Reach	Interactions
Photo - Fri, 18 Apr		688	341	1
	Did you know that the Weddin: 2035 Operational Plan includes a schedule of rates for 2025/2026? Council has four categories of rates; Farmland, Residential, Mining and Business. If you want to see how much each category contributes to Council revenue, you can review the draft Weddin: 2035 Operational Plan at the following link:...	Views	Reach	Interactions
Photo - Thu, 17 Apr		3,073	1,247	9
	Weddin Shire Council has identified 5 key themes within the community's diverse priorities for Weddin Shire over the next 10 years. These themes are 'People', 'Economy', 'Infrastructure', 'Environment' and 'Civic Leadership'. If you want to know more about the Weddin: 2035 Community Strategic Plan, which includes the Delivery Program 2024-2028, view...	Views	Reach	Interactions
Photo - Wed, 16 Apr		2,864	1,175	10
	Did you know the Weddin: 2035 Workforce Management Strategy contains a breakdown of employees by years of service? If you want to know more about what Council is doing to retain its skilled workers, review the draft Workforce Management Strategy at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to...	Views	Reach	Interactions
Photo - Tue, 15 Apr		2,834	1,152	8
	Did you know Weddin Shire Council is responsible for maintaining 62 building, facilities and structures? If you want to know more about the diverse assets Council is responsible for, review the Weddin: 2035 Strategic Asset Management Strategy at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide...	Views	Reach	Interactions
Photo - Mon, 14 Apr		2,861	1,225	9
	Did you know the Weddin: 2035 Long Term Financial Plan contains a model predicting what employee costs to Council will be over the next decade? If you want to know more about Council's finances, review the draft Long Term Financial Plan at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide feedback...	Views	Reach	Interactions
Photo - Fri, 11 Apr		2,963	1,212	8
	Did you know that the Weddin: 2035 Operational Plan includes the Council's budget for 2026? The Draft Budget shows Council's operating revenue and capital revenue which is largely through external grants. Grants income is receipted when Council receives it. As some grants are paid upfront but take several years to expend, this can lead to the reven...	Views	Reach	Interactions
Photo - Thu, 10 Apr		3,010	1,279	9
	Council has diverse roles, including Enabler (advocating), Provider (acting as a direct agent), and Leader (developing strategy and policy), depending on the activity or service. If you want to know more about the roles of Council, review the draft Weddin: 2035 Community Strategic Plan, which includes the Delivery Program 2024-2028, at the following...	Views	Reach	Interactions
Photo - Wed, 9 Apr		3,004	1,312	9
	Did you know the Weddin: 2035 Workforce Management Strategy contains 6 initiatives to boost the skill and capability of Councils workforce? If you want to know more about what Council is doing to enhance retention of Council's workforce, review the draft Workforce Management Strategy at the following link:...	Views	Reach	Interactions
		3,123	1,349	9

IP&R Facebook Post Insights

	Did you know Weddin Shire Council is responsible for 13 parks, 16 bridges and 142 box culverts? If you want to know more about the diverse assets Council is responsible for, review the Weddin: 2035 Strategic Asset Management Strategy at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide...	Views	Reach	Interactions
Photo - Mon, 7 Apr		3,304	1,450	15
	Did you know the Weddin: 2035 Long Term Financial Plan contains a 10 year forecast of Council financial performance? If you want to know more about Council's finances, review the draft Long Term Financial Plan at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide feedback...	Views	Reach	Interactions
Photo - Fri, 4 Apr		2,715	1,254	11
	Did you know the Weddin: 2035 Operational Plan contains Council's draft budget for next financial year? If you want to know more about Council's finances, review the draft Operational Plan at the following link: https://www.weddin.nsw.gov.au/Council/Public-Exhibition If you want to provide feedback, complete the online...	Views	Reach	Interactions
Photo - Thu, 3 Apr		3,471	1,279	11
	Did you know the Weddin: 2035 Community Strategic Plan (includes the Delivery Program 2024-2028) and contains 14 goals that will guide Weddin Shire for the next 10 years? If you want to know more about Council's goals for the next decade, review the draft Community Strategic Plan at the following link...	Views	Reach	Interactions
Photo - Wed, 2 Apr		3,293	1,341	10
	Your Voice Matters! Help Shape the Future of Weddin Shire Weddin Shire Council wants to hear from YOU! We're inviting residents to have your say on the Weddin: 2035 – a plan that will guide the future of our Shire for the next 10 years. How you can participate: 1. Micromex Telephone Survey – A random survey of 150 residents. If you get a...	Views	Reach	Interactions
Photo - Wed, 2 Apr		723	330	4
	Weddin Shire Council Telephone Survey – Starts Today! Weddin Shire Council has commissioned a community telephone survey and we want to hear from YOU! Micromex Research will be conducting telephone surveys on behalf of Weddin Shire Council starting 24 March 2025. The team will be calling both landlines and mobile phones to gathe...	Views	Reach	Interactions
Photo - Mon, 24 Mar		4,826	1,562	8
	Weddin Shire Council Community Engagement Survey – We Want Your Feedback! Weddin Shire Council has commissioned a community telephone survey and we want to hear from YOU! Micromex Research will be conducting telephone surveys on behalf of Weddin Shire Council starting 24 March 2025. The team will be calling...	Views	Reach	Interactions
Photo - Thu, 13 Mar		6,581	1,779	21
	WEDDIN 2035 PLANNING Thank you to the participants of our Greenethorpe, Quandialla, Caragabal and Grenfell workshops. Today our Councillors are receiving a summary of what was said in these workshops on our opportunities and challenges. Council staff are also presenting to Councillors ideas for our: Community Strategic Plan Delivery...	Views	Reach	Interactions
Photo - Mon, 24 Feb		2,124	987	6
	It was wonderful to see so many people from our community come tonight to have their say on what they think Weddin Shire should be planning and working towards for 2035. Thank you to everyone who has come along to a workshop so far. TOMORROW is the last interactive workshops, which is part of developing our Community...	Views	Reach	Interactions
Photo - Mon, 17 Feb		2,723	1,086	20

IP&R Facebook Post Insights

	2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Fri, 14 Feb		1,115	569	2
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Tue, 11 Feb		856	418	1
	This morning we had a great turn out for our Weddin 2035 workshop at Quandialla, thank you to everyone who attended. Council received excellent feedback about the passion for your community. Lots of engaging conversations were held and as you can see a lot of information was captured throughout the morning that will be considered in th...	Views	Reach	Interactions
Photo - Tue, 11 Feb		2,773	1,140	17
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Mon, 10 Feb		789	409	2
	The Community Strategic Workshop at Greenethorpe saw a number of residents attend and contribute to the conversations earlier today. Council thanks you for your participation and we look forward to hearing the communities views at the upcoming workshops.	Views	Reach	Interactions
Photo - Mon, 10 Feb		2,238	983	11
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Sun, 9 Feb		857	461	1
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Fri, 7 Feb		865	465	5
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Fri, 7 Feb		6,884	1,951	17
	Weddin Shire Council invites you to our interactive workshops, as part of developing our Community Strategic Plan for 2035. Who will be running these sessions? Local business owner Steph Colman (Bulla Creek Brewery) will guide each session. What do the sessions involve? These sessions are designed to hear the vision, ideas and priorities of our...	Views	Reach	Interactions
Photo - Fri, 7 Feb		952	457	2



WEDDIN 2035: COMMUNITY ENGAGEMENT

Overview

- Five workshops
- ~100 people participated (~20 in Villages)
- Engagement with social media
 - Over 12,000 reach across 14 posts
 - ~ 34,000 views
 - Over the course of the advertising the proportion of follower accounts engaging with posts grew



24th Jan
2500 unique users reached
10,300 views – 46% followers, 54% non followers

WORKSHOP PROCESS

Workshop Process

- Build understanding of IP&R
- Explore the Vision, aspirations and priorities for 2035, across age demographics
- Identify opportunities and challenges in delivering on our 2035 aspiration – across five themes People, Economy, Environment, Infrastructure, Leadership

3



4

WEDDIN 2035 VISION

A vibrant, growing and welcoming Community, rich in heritage and embracing its natural environment

The Community have pride in the place they live and sees opportunity. There is a shared vision for a future in Weddin that is:

- **Prosperous** – jobs, businesses and opportunities to boost the local economy
- **Liveable** – the basics are delivered with access to quality infrastructure, housing and services
- **Inclusive** – a place where all generations can lead and thrive
- **Sustainable** – balances the protection of its natural environment and welcomes new opportunities

A great place to live, work, visit and invest.

ASPIRATIONS

In meeting the 2035 vision for Weddin, the Community described their aspirations which can be considered against the five themes..

Our People – A thriving, inclusive, safe and healthy Community

Our Economy – A resilient economy with job opportunities and growth

Our Environment – A sustainable, beautiful environment, town and villages

Our Infrastructure – A connected, well serviced and bettered Shire

Our Leadership – Transparent governance and community led change



6

OUR PEOPLE

A thriving, inclusive, safe and healthy Community

Priority Areas	How the Community wants to see their priorities actioned
Health and wellbeing services	<ul style="list-style-type: none"> • More GPs • Allied healthcare - availability of mental health services • Improved aged care, and services to enable people to stay at home for longer • Telehealth access
Education and skills development	<ul style="list-style-type: none"> • Quality schools and education that become a means to retain and attract • Training and apprenticeships to help retain young people • Greater access to childcare and early education
Connectivity and communication	<ul style="list-style-type: none"> • Improved digital connectivity across the Shire • Better communication so people understand services available • Transport options (including from villages), including accessible taxi
Public facilities and recreation	<ul style="list-style-type: none"> • Improved recreation opportunities • Improved, more accessible and greater variety of Community spaces and places • Clean public toilets
Community engagement and belonging	<ul style="list-style-type: none"> • Strengthening of local events • Increase in volunteers and succession • Youth leadership

7

OUR ECONOMY

A resilient economy with job opportunities and growth

Priority Areas	How the Community wants to see their priorities actioned
Job creation and retention	<ul style="list-style-type: none"> • Create local employment opportunities - retain young adults • Availability of locally supported Apprenticeships and training programs • Education and business collaboration – create job pathways
Local business support and investment	<ul style="list-style-type: none"> • Make it easier to start a business - reduce barriers / red tape • Promote "shop local" • Fill empty shop fronts in town and villages
Industry growth and diversification	<ul style="list-style-type: none"> • Better support agricultural industry and reduce barriers to success (eg. through service delivery) • Grow Aged Care industry • Invest in Trades
Tourism and Visitor economy	<ul style="list-style-type: none"> • Raise the profile of the Shire and Villages as a connected up visitor destination • Leverage Agritourism and Eco-tourism opportunities (eg. Birdwatching, promotion of natural assets) • Rail trail implemented

8

OUR ENVIRONMENT

A sustainable and beautiful environment, town and villages

Priority Areas	How the Community wants to see their priorities actioned
Waste and recycling service	<ul style="list-style-type: none">• Better management of waste disposal and illegal dumping• Availability of recycling services
Housing and planning	<ul style="list-style-type: none">• Make it easier for landowners to build new dwellings and subdivide – support succession• Reduce red tape for development• Encourage urban infill• Create more affordable housing
Conservation and sustainability	<ul style="list-style-type: none">• Improve management of creeks, dams, parks and native wildlife• Stronger weed and pest management• Protect and leverage natural assets
Beautification	<ul style="list-style-type: none">• Improving the presentation of town and villages – clean up initiatives, maintenance
Climate and energy	<ul style="list-style-type: none">• Exploration of renewable energy and circular economy opportunities

9

OUR INFRASTRUCTURE

A connected, well serviced and bettered Shire

Priority Areas	How the Community wants to see their priorities actioned
Betterment and safety of roads	<ul style="list-style-type: none"> • Road maintenance is delivered • Roads capable of B-doubles and Road trains • Improved drainage infrastructure
Water security	<ul style="list-style-type: none"> • Increase access to potable water in the Shire • Develop the necessary infrastructure to achieve water security (esp. Caragabal) • Ensure ongoing maintenance of infrastructure
Digital connectivity	<ul style="list-style-type: none"> • Infrastructure that enables digital connectivity across the Shire, especially in rural locations and Villages • Access to Telehealth services
Pedestrian and cycling infrastructure	<ul style="list-style-type: none"> • Improve walkability of town and Villages • Ensure safe routes – town and visitor areas (eg. Dam)
Effective use of assets	<ul style="list-style-type: none"> • Explore opportunities for more effective use of Council-owned assets (eg. Vacant buildings)

10

OUR LEADERSHIP

Transparent governance and community led change

Priority Areas	How the Community wants to see their priorities actioned
Governance	<ul style="list-style-type: none">• Open and clear decision making• More efficient and responsive Council operations• Reduction in bureaucracy and red tape – simplify planning and funding processes for the benefit of Community initiatives• Greater accountability on how funds are spent• Greater communication between Council and the Community
Local leadership	<ul style="list-style-type: none">• Youth leadership development opportunities to support future sustainability• Village representation in Council decisions
Volunteers	<ul style="list-style-type: none">• Stronger volunteer engagement• Greater support for Community groups, services and events• Succession planning



11

VILLAGES

- **Get the basics right** – roads, rubbish, maintenance, water
- Undertake **village beautification efforts**, incl. housing

Greenethorpe *"Build it and they will come"*

- Tourism potential – rail trail
- Growth through improved planning regulations

Quandialla *"A place people want to invest in"*

- Retention requiring connectivity (digital and physical), local jobs, housing
- Tourism – western gateway to the Weddins

Caragabal *"Resilience and betterment"*

- Growth through housing, jobs and secure water
- Leverage nearby employment opportunities eg. the mine

MANY OF THE OPPORTUNITIES RAISED BY THE COMMUNITY CREATE BENEFITS ACROSS THE THEMES

12

Sample of cross-cutting opportunities	People	Economy	Environment	Infrastructure	Leadership
Planning and development: Land zoning, subdivision, urban infill – increase housing supply, support rural succession, encourage investment		X	X	X	
Pursue aged care industry: Support ageing population, create new industry, create employment opportunities and leadership in this space	X	X		X	X
Specialist agricultural highschool: Educate kids here, retain youth, support local agricultural economy	X	X			X
Locally supported training and apprenticeships Job creation and retention - young adults	X	X			X
Reduce red tape: Enable the community to pursue opportunities to the benefit of the community – housing, businesses, tourism, population		X	X	X	

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SUGGESTIONS FOR ONGOING ENGAGEMENT

Members of the Community involved in shaping the Community Strategic Plan demonstrated a desire for continued engagement and communication regarding the development of the plan; and it's a great opportunity to walk the talk.

1. Councillor phonecalls – especially to those that attended from Villages
2. Personal email follow up to all that attended
3. A drop-in day / viewing session at The Hub when the draft CSP is ready





COMMUNITY STRATEGIC PLAN

2035



ACKNOWLEDGEMENT OF COUNTRY	1
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WEDDIN : 2035

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land on which it operates, respecting Elders past, present and emerging. Council seeks at all times to show respect to all people and cultures whose privilege it has to serve.

The word “Weddin”

The name Weddin has its origins in the Wiradjuri word 'Weedin', which means a place to sit, stay or remain, relating to the mountains' status as a place where indigenous youths underwent a period of ceremonial isolation during the course of their initiation.



WEDDIN : 2035

WELCOME

Weddin Shire Council is delighted to share our Community Strategic Plan Weddin: 2035. This Plan presents an inspiring roadmap for our region as we move towards 2035 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. The Strategic Plan is the key plan that will guide us as we work together to achieve great things for our Weddin Shire.

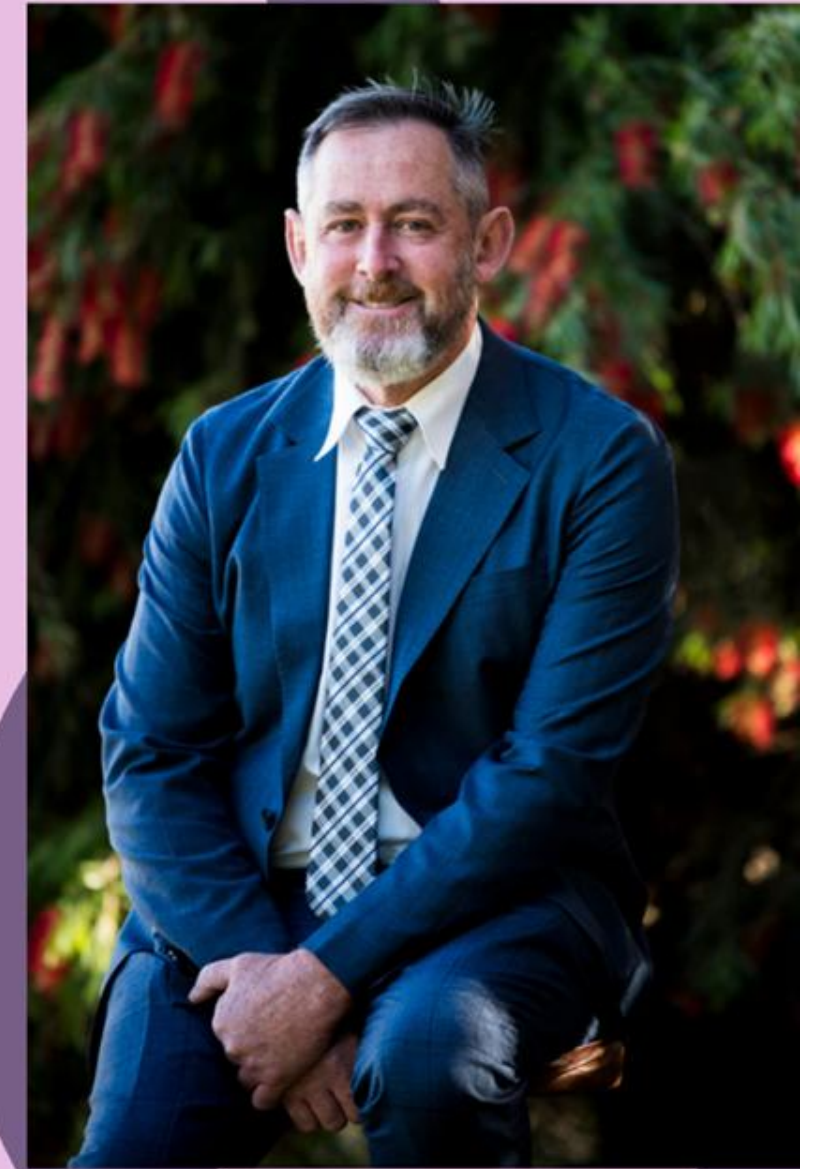
Since the first Community Strategic Plan (Plan) was developed in 2009, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services, which we have been successful in delivering like the Grenfell Medical Centre, Grenfell Aquatic Centre, updating our Tourism wayfinding signage across our town and villages and beautification of the Grenfell Main Street. Weddin Shire Council has a custodial role in initiating, preparing and maintaining this Plan. Its implementation draws on the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

As part of developing this plan, Council undertook extensive community engagement including workshops in our villages of Caragabal, Greenethorpe and Quandialla, as well as two workshops in Grenfell, telephone and online surveys and a 28 period of public exhibition. This process meant aspirational goals were identified to help us achieve Weddin 2035.

Our Delivery Program, which covers a 4-year time frame is included in our Community Strategic Plan. The Operational Plan covers a 1-year time frame and explains Council's revenue statement, budget and annual actions. Council's resourcing strategy including our Long Term Financial Plan; Workforce Management Plan and Strategy Asset Management Strategy have also been prepared.

Welcome to Weddin: 2035 Community Strategic Plan.

CR PAUL BEST
MAYOR



WEDDIN : 2035



Cr Paul Best
MAYOR



Cr Colleen Gorman
DEPUTY MAYOR



Cr Wez Makin



Cr Jeanne Montgomery



Cr Michael Neill



Cr John Niven



Cr Jan Parlett



Cr Simon Rolls



Cr Chad White

WELCOME BY COUNCILLORS

Welcome to Weddin 2035.

Councillors of Weddin Shire Council, we know that our Shire is a great place to live. We understand that to be part of a liveable community, these things just don't happen. It requires a community vision, shared ideas and a greater commitment for continuous improvement. After the September 2024 elections, we have embarked on an ambitious journey to deliver a new Community Strategic Plan in a relatively short timeframe. After much engaging consultation and listening to your comments, we are happy to present the Weddin: 2035 Community Strategic Plan. The Community Strategic Plan is our community's plan.

Our region encompasses the township of Grenfell and villages of Caragabal, Greenethorpe and Quandialla and rural locality of Bimbi. We are a strong and resilient rural community. We have had several challenging years, including natural disasters from drought to flooding and emerged after COVID-19. The pre-consultation workshops told us, that the community has many expectations of us, as your elected Council, and of each other as individuals, businesses, organisations and service partners in our community.

We hope you enjoy your plan, the Community Strategic Plan and its accompanying framework. We look forward to implementing the strategies.

For Councillors 2025

WEDDIN : 2035



OUR VISION

A vibrant, growing and welcoming community, rich in history, embracing its natural environment

WEDDIN : 2035

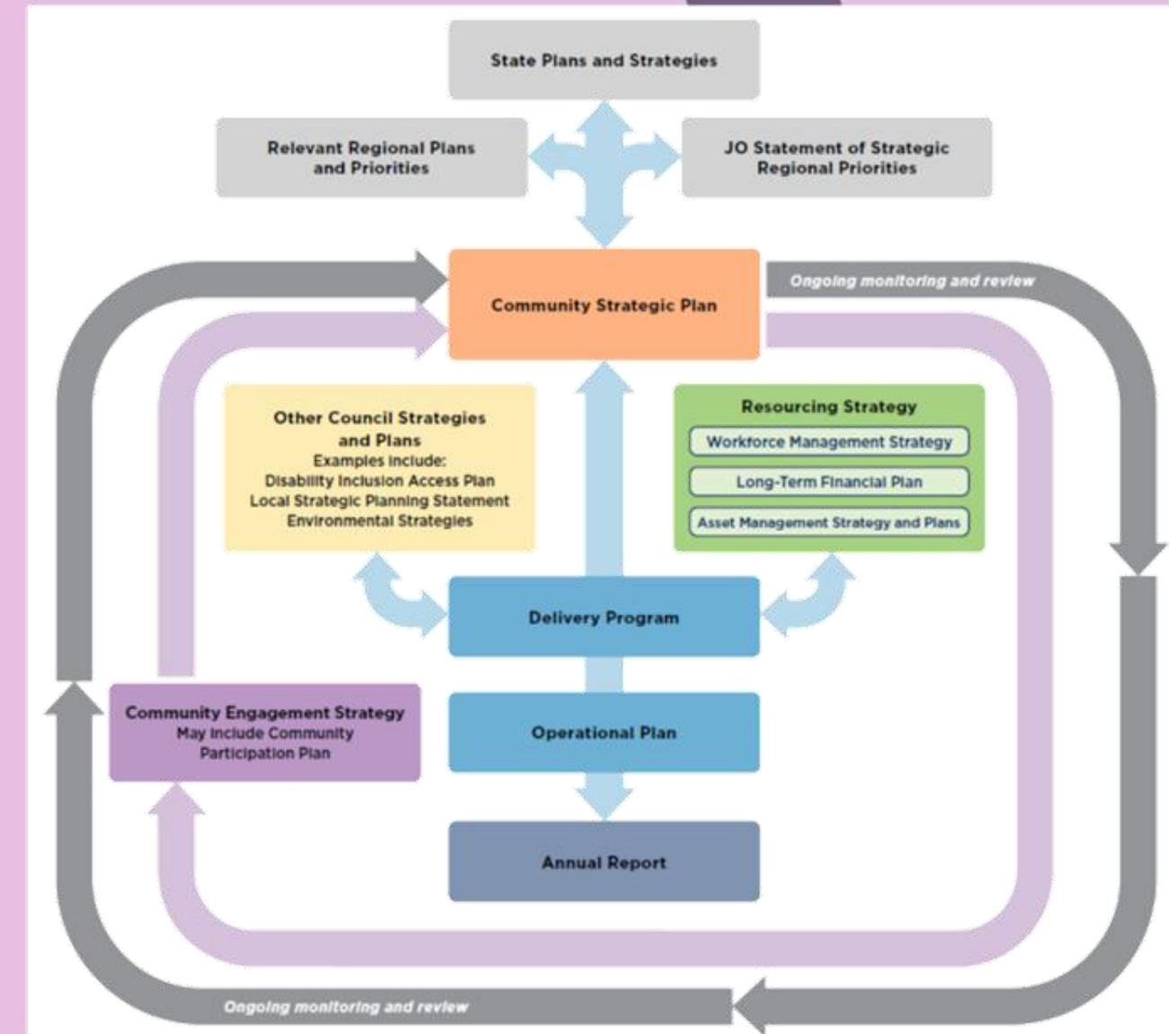
INTEGRATED PLANNING AND REPORTING FRAMEWORK

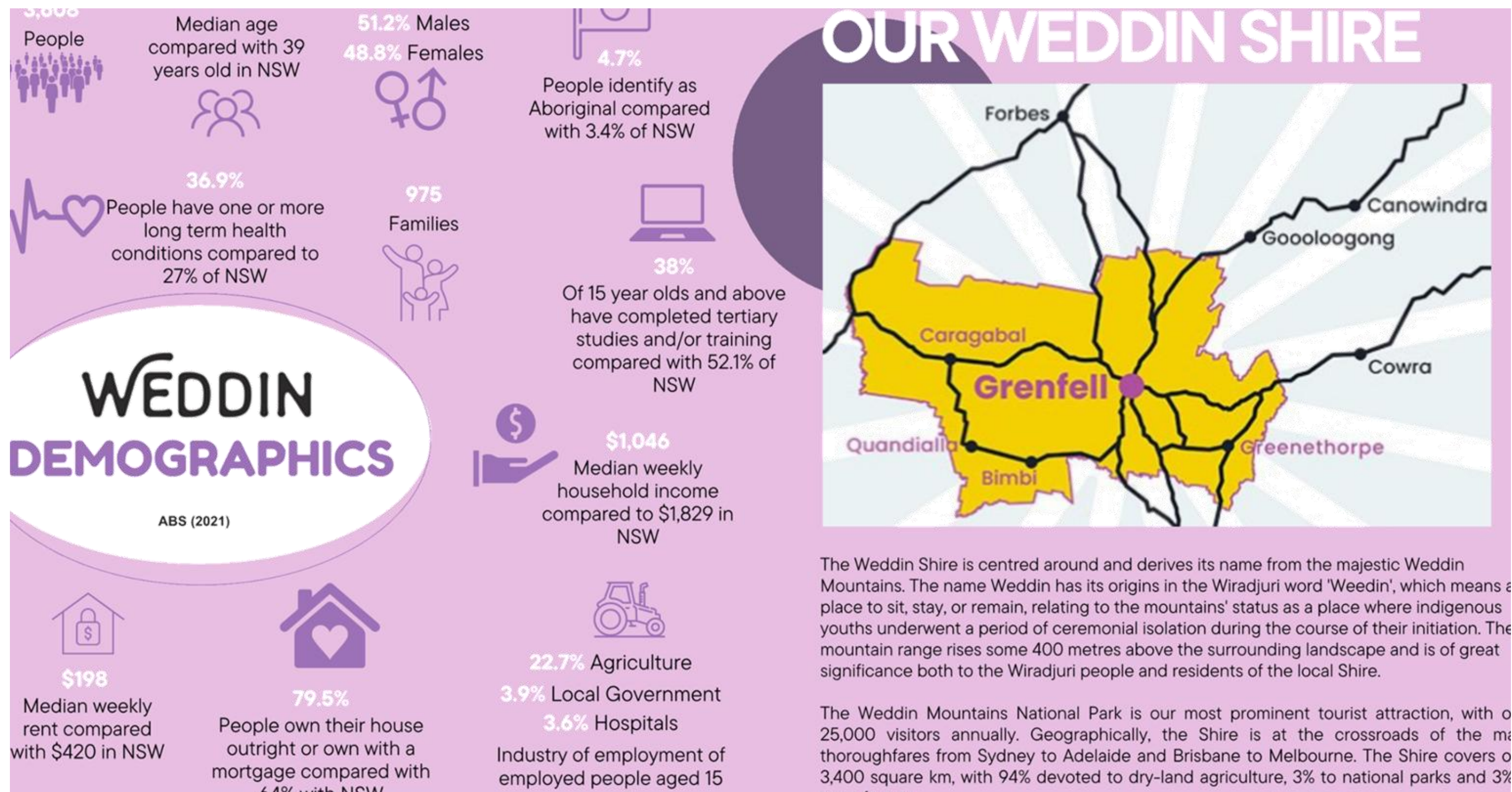
The Integrated Planning and Reporting (IP&R) Framework is the New South Wales (NSW) Government's perpetual planning cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

Weddin: 2035's principal driver is the IP&R Framework which is also the community's vision, aspirations, and priorities, leading on a collaborative and progressive approach on how Council, government stakeholders, and the community would plan for Weddin Shire's future. The Plan should be a journey of continuous improvement for the Council in partnership with the community.

Weddin: 2035 is supported with the other documents that form part of the IP&R Framework. The Delivery Program is a program detailing the principal activities to be undertaken by the Council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the resources available under the resourcing strategy in accordance with s. 404 of the Local Government Act 1993.

The Operational Plan is adopted before the beginning of each financial year and details the activities to be engaged in by the Council during the year as part of the delivery program covering that year in accordance with s. 405 of the Local Government Act 1993.







WHAT'S SPECIAL ABOUT WEDDIN

Weddin's new CSP Weddin 2035 has been developed in response to the following community considerations:

- What makes Weddin a great place to live?
- Why is it special to you?
- What do you value most about Weddin and our community?
- Imagine our community in ten years from now – what would it look like?
- Which services would you like to see more of?
- Are you willing to pay more for extra services?
- What does a bright future for the Weddin Shire look like?
- How will we get there?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies, and measures to aid performance monitoring and reporting.

In identifying community aspirations and priorities, Council must identify the issues and challenges that the community faces, as well as discuss the service levels the community can afford. Service levels describe the quantity, quality, and amount of a service that the community receives, and it follows that high service levels and a broad range of services create the highest cost and therefore need the most funding from rates, user payers, fees and charges or funding from other sources.

The Council is constantly trying to balance community aspirations, service levels and affordability.

Weddin Shire faces unique challenges due to its geographical characteristics, such as:

- Accessibility
- An economy driven primarily by agriculture and tourism
- Small ratepayer/permanent population base
- Cost of procuring assets and services from nearby cities
- Extreme weather and disaster events

This plan embraces an integrated and strategic planning approach that satisfies the legislative requirement for all local governments to have strategic management plans to help shape the future.

The CSP describes:

- Weddin community's priorities and aspirations



WEDDIN: 2035

COMMUNITY ENGAGEMENT

In February 2025, five community engagement workshops were held across Weddin Shire, in Caragabal, Greenethorpe, Quandialla, and twice in Grenfell, drawing around 80 residents. A telephone survey of 150 randomly selected residents was conducted, alongside a digital survey open to the wider community. All IP&R documents were placed on public exhibition for 28 days, ending Monday, 21 April 2025. Written submissions were received on the Long Term Financial Plan and Strategic Asset Management Strategy, key elements of the Resourcing Strategy. Community engagement informed the development all IP&R documents.

Council extends its sincere thanks to all residents who participated in the engagement process. Community input is a vital component of informed decision-making, and Council greatly values the

How they found the information?

Followed our posts on Facebook
Dates: January - 24 | February - 6, 7, 9, 10, 11, 14, 17, 24 | March - 13, 24
April - 4, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 21

Visited our website (Public Exhibition)
Dates: 24 January 2025 | 13 March 2025 | 17 April 2025

Read about it in the Grenfell Record, including Council Column, Full Page Advertisement and Digital Leaderboard Advertisement
Dates: January to April 2025 - Council Column
3 & 10 April 2025 - Full Page Ad
3 - 21 April - Leaderboard Digital Ad

Attended Community Engagement Workshops
Dates: Greenethorpe - 10 February 2025 | Quandialla - 11 February 2025
Caragabal - 12 February 2025 | Grenfell 17 & 18 February 2025

Weddin Shire Council Staff Email Signatures
Dates: Early February 2025 - Community Engagement Workshops
Late February 2025 - Micromex Phone Survey
April 2025 - Have Your Say! with hyperlink

How submissions were provided to Council

Email: mail@weddin.nsw.gov.au
Written submissions: 78 Camp Street, GRENFELL NSW 2810
Dates: Opened 24 March 2025 - Closed 21 April 2025 at 5pm

MICROMEX via a Telephone Survey
Dates: Opened 13 March - Closed 2 April 2025

Completing the online survey
Dates: Opened 2 April - Closed 21 April 2025

WEDDIN : 2035

COMMUNITY ENGAGEMENT SUMMARY (PRE – CONSULTATION)

What Matters Most

The Weddin community takes pride in the place they live and see opportunity for the future. They cherish the sense of belonging, the beautiful natural landscape surrounding them, and the ability to raise their families in a safe, close-knit environment. They understand the critical importance of volunteer run organisations in maintaining the strength of their community into the future.

Above all, what matters most for the community is getting the basics right. They place great importance on quality infrastructure, housing and services that support their ability to live and work locally, but also enable them to connect and do business, beyond the Shire. There is a shared vision for Weddin as a great place to live, work, visit and invest.

The community described a Shire that is:

Prosperous – with jobs, business and opportunities to boost the local economy.

Liveable – where the basics are delivered with access to quality infrastructure, housing and services.

Inclusive – with opportunities for people from young to old, to feel supported in their community.

Sustainable – a place which balances the protection of it's natural environment and welcomes new opportunities for growth

Challenges

The Weddin community highlighted several challenges standing in the way of their aspiration for the future, and this was particularly pertinent in the three villages.

Road infrastructure, effective waste management and digital connectivity consistently presented in Workshops as current challenges and barriers to liveability and growth.

Restrictive planning processes and lack of incentives are seen as a key barrier to the creation of more housing and the development of new local business and industry – in turn affecting growth and the presentation of town and villages.

The lack of succession and youth leadership in volunteer run community organisations is seen as a challenge that needs to be addressed to ensure future prosperity.

Access to quality healthcare and education were cited as important issues, that when addressed meaningfully, will present growth opportunities for the Shire.

WEDDIN : 2035

COMMUNITY ENGAGEMENT SUMMARY (PRE – CONSULTATION)

Key Priorities

The Weddin Community described their priorities for the future against five key themes:

People: a thriving, inclusive, safe and healthy community. They want to see improved health services; more focus on local education and apprenticeships and improved connectivity across the Shire. Improving public facilities, more recreation opportunities and a strengthening of community engagement is important.

Economy: a resilient economy with job opportunities and growth. They want to see a focus on job creation and retention and greater support for, and a reduction of barriers to, the creation of new local businesses. They see opportunity in industry growth and diversification, and leveraging opportunities to grow the visitor economy.

Environment: A sustainable and beautiful environment, town and villages. They want to see better waste management and a focus on the beautification of town and villages in particular. Changes to planning to enable the creation of more housing is key, and protecting and leveraging natural assets is considered an opportunity, alongside the exploration of circular economy initiatives.

Infrastructure: A connected, well serviced and bettered Shire. They want to see the overall betterment of roads, water security and digital connectivity across the Shire. They are interested in exploring opportunities for the more effective use of Council-owned assets.

Leadership: Transparent governance and community led change. They want to see open and clear decision making and more efficient and responsive Council operations, with greater communication to the community. They see an opportunity for the development of youth leadership and greater village representation and want support to grow the volunteer base and ensure effective succession.

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<p>COMMUNITY SERVICES, HEALTH AND WELLBEING By 2035 Weddin will be:</p> <p>Goal 1: Connected, Cohesive and Vibrant Community 1.1 Initiate effective community based programs aimed at enhancing engagement, cohesion, collaboration and liveability</p> <p>Goal 2: Healthier Community 1.2 Improve access to better health and wellbeing facilities</p> <p>Goal 3: Safer, Secure and Supported Community 1.3 Create and enable safe places and community support services/spaces</p> <p>RECREATION AND OPEN SPACE By 2035 Weddin will be:</p> <p>Goal 4: A Sport Loving Community 1.4 Support sporting and recreation organisations to drive better sports and recreation opportunities</p> <p>1.5 Improve quality of parks, open spaces and recreational facilities</p>	<p>ARTS, CULTURE & TOURISM By 2035 Weddin will be:</p> <p>Goal 5: Stronger Connection to Culture 2.1 Develop and drive the visitor economy</p> <p>2.2 Support our local families with connection to place</p> <p>LOCAL ECONOMY By 2035 Weddin will be:</p> <p>Goal 6: Economy will be Sustainable and Diversified 2.3 Grow our reputation as a place to live, work and invest</p>	<p>ROADS, INFRASTRUCTURE & ASSETS By 2035 Weddin will be:</p> <p>Goal 7: Our Infrastructure Achieves Betterment 3.1 Engage a strategic approach to maintain and manage critical road network</p> <p>3.2 Advocate for disaster resilience and build back better</p> <p>3.3 Our buildings and facilities support our area to grow</p> <p>Goal 8: Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future 3.4 Strengthen our strategic approach to the management of our water, sewerage and urban drainage infrastructure services</p> <p>Goal 9: Essential Assets and Infrastructure will support Community and Economy to Prosper 3.5 Maximise our community's access to innovative infrastructure</p>	<p>PLANNING AND DEVELOPMENT By 2035 Weddin will be:</p> <p>Goal 10: Community Confidence in Strategic Land Use & Planning 4.1 Balance of competing land use interest, including the availability of suitable and affordable housing</p> <p>SUSTAINABLE ENVIRONMENT By 2035 Weddin will be:</p> <p>Goal 11: Sustainable Environment Contributing to an Efficient Community 4.2 Support new and ongoing environmental/renewable energy initiatives that will bring about broader environmental benefits for future generations</p> <p>SUSTAINABLE WASTE MANAGEMENT By 2035 Weddin will be:</p> <p>Goal 12: Efficient Waste Manager 4.3 Facilitate sustainable waste management expectations and our</p>	<p>LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE By 2035 Weddin will be:</p> <p>Goal 13: Empowering Community Leadership 5.1 Invest in community engagement/collaboration for contribution on major initiatives and programs</p> <p>Goal 14: Leverage of Quality Communication to Ensure Exceptional Governance Outcomes 5.2 Engagement with local community to increase community participation in decision making</p> <p>5.3 Strategy development to drive culture of continuous improvement</p>

WEDDIN: 2035

OUR ROLE

Council has many overlapping and varying roles depending on the nature of the service or activity.

The roles of the Council are summarised below:

ROLE	FUNCTION
Enabler	<ul style="list-style-type: none">• Information provider and channel• Advocate• Facilitator
Provider	<ul style="list-style-type: none">• Direct service agent• Part funder• Regulator
Leader	<ul style="list-style-type: none">• Strategic planning• Policy setter• Educator



COMMUNITY
STAKEHOLDERS

The community has a range of diverse groups with overlapping roles. Community members are part of many different community groups, not defined by their residential area but their individual lifestyle and choices.

A broad summary of the types of groups and roles of the groups within our community include:

ROLE	FUNCTION
Residents	Citizens, parents, children, families, retirees, business owners, employees, voters, leaders, volunteers, ratepayers
Non- Resident	Contributor to the economy and vibrancy
Business Owners	Employers, drivers of the economy; providers
Non For Profits/Service Groups	Generators of economic output and support; enablers, service providers, community wellbeing promoters; advocates
Sporting Clubs	Community health and wellbeing facilitator; contributor to vibrancy
Interest Groups/ Progress Associations	Advocates of a specific cause or outcome; culture influencer
Federal Government	The Federal Government raises money to run the country by collecting taxes on incomes, goods and services, and company profits, and spends it on national matters. This includes post, telecommunications; trade and commerce; international trade; immigration; defence.
State Government	State and Territory Governments also raise money from taxes but receive more than half their money from the Federal Government and spend it on state and territory matters. This includes public transport, roads, schools, hospitals, public housing

WEDDIN: 2035

WEDDIN: 2035 IN ACTION

A vibrant, growing and welcoming community, rich in history, embracing its natural environment

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<p>COMMUNITY SERVICES, HEALTH AND WELLBEING By 2035 Weddin will be:</p> <p>Goal 1: Connected, Cohesive and Vibrant Community</p> <p>Goal 2: Healthier Community</p> <p>Goal 3: Safer, Secure and Supported Community</p> <p>RECREATION AND OPEN SPACE By 2035 Weddin will be:</p> <p>Goal 4: A Sport Loving Community</p>	<p>ARTS, CULTURE & TOURISM By 2035 Weddin will be:</p> <p>Goal 5: Stronger Connection to Culture</p> <p>LOCAL ECONOMY By 2035 Weddin will be:</p> <p>Goal 6: Economy will be Sustainable and Diversified</p>	<p>ROADS, INFRASTRUCTURE & ASSETS By 2035 Weddin will be:</p> <p>Goal 7: Our Infrastructure Achieves Betterment</p> <p>Goal 8: Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future</p> <p>Goal 9: Essential Assets and Infrastructure will Support Community and Economy to Prosper</p>	<p>PLANNING AND DEVELOPMENT By 2035 Weddin will be:</p> <p>Goal 10: Community Confidence in Strategic Land Use & Planning</p> <p>SUSTAINABLE ENVIRONMENT By 2035 Weddin will be:</p> <p>Goal 11: Sustainable Environment Contributing to an Efficient Community</p> <p>SUSTAINABLE WASTE MANAGEMENT By 2035 Weddin will be:</p> <p>Goal 12: Efficient Waste Manager</p>	<p>LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE By 2035 Weddin will be:</p> <p>Goal 13: Empowering Community Leadership</p> <p>Goal 14: Leverage of Quality Communication to Ensure Exceptional Governance Outcomes</p>



WEDDIN'S PEOPLE

We recognise the quality of life in the Weddin Shire is determined by the people who make our community and the place we choose to live.

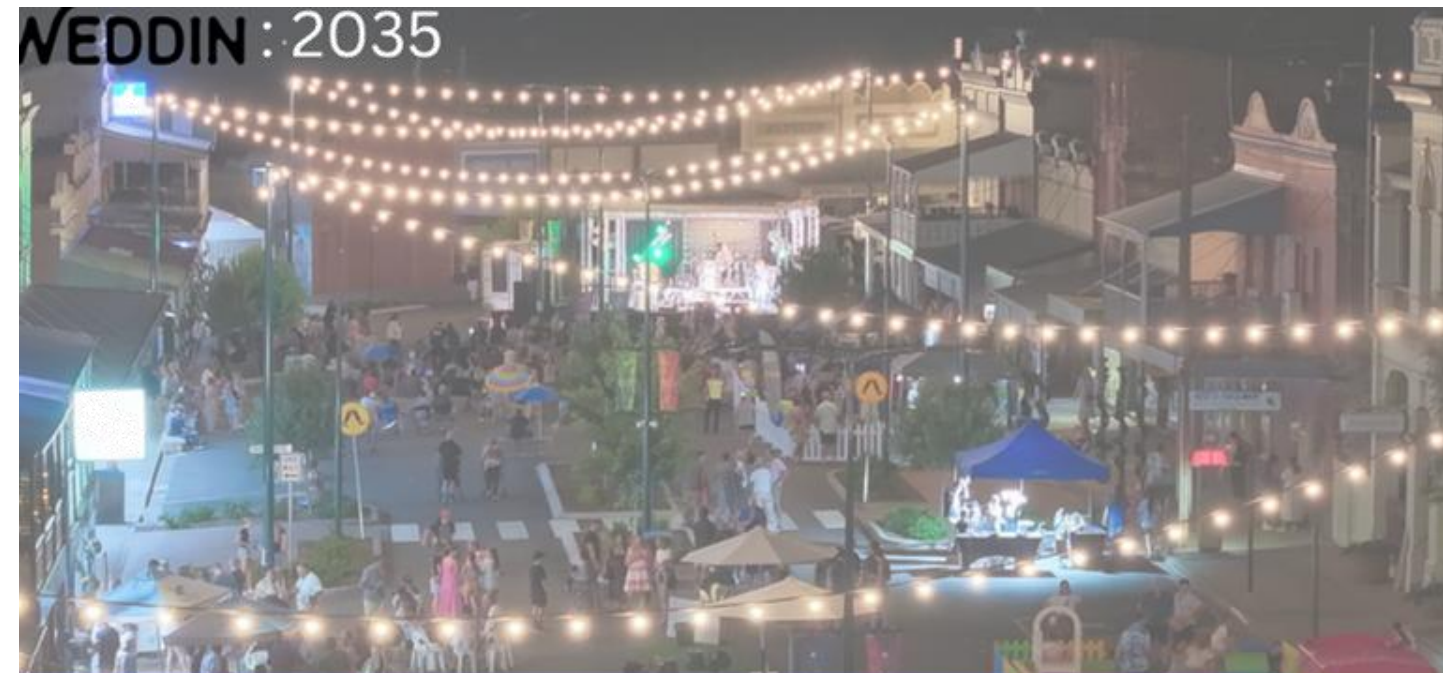
In a community we aspire to be vibrant and inclusive, supporting each other in creating a wonderful place to live, work and play.

The people of our community are the greatest assets and community cohesion relies on us acting in the best interests of the Shire as we seek to provide essential services in an equitable and affordable manner across all our township and villages.

What is important to the Community:

- The relaxed lifestyle and close community feel of the Shire is retained and enhanced
- Our health services/facilities allow us to live an enjoyable lifestyle

Goal 1: Connected, Cohesive and Vibrant Community		
STRATEGY	WHAT SUCCESS LOOKS LIKE	COUNCIL'S ROLE
1.1 Initiate effective community based programs aimed at enhancing engagement, cohesion, collaboration and liveability	<ul style="list-style-type: none"> A wide range of community and cultural events are held 	Enabler Provider Leader
Goal 2: Healthier Community		
1.2 Improve access to better health and well being facilities	<ul style="list-style-type: none"> Facilities and services are in place to encourage healthy lifestyles 	Enabler Provider Leader
Goal 3: Safer, Secure and Supported Community		
1.3 Create and enable safe places and community support services/spaces	<ul style="list-style-type: none"> Policing activities are undertaken that keep the community safe Organisations are supported and encouraged to foster respect, inclusivity and safety Proactive crime preventions actions protect the community 	Enabler Leader
OUR PEOPLE: RECREATION AND OPEN SPACE		
GOAL 4: A Sport Loving Community		
1.4 Support sporting and recreation organisations to drive better sports and recreation opportunities	<ul style="list-style-type: none"> The local sporting community is supported across our Shire 	Enabler Provider Leader
1.5 Improve quality of parks, open spaces	<ul style="list-style-type: none"> Have in place (and accessible to everyone) quality aged, disability and health services 	Enabler



WEDDIN'S ECONOMY

Strong and diverse local economy is essential to provide a range of services to our community employment for residents. Our overall prosperity is intrinsically linked to the industries of culture and tourism and the jobs they provide.

Employment opportunities in a variety of sectors is vital to retaining our youth in the community, attracting skilled workers and their families and minimising overall unemployment, and increasing community well-being.

Council plays a key role in creating the right conditions for investment, employment, and growth in the Shire with the Council's primary role being fostering economic growth; providing supporting infrastructure, land use planning that facilitates commercial and industrial development, and promoting our community for business investment.

What is important to the Community:

- Economic growth and financial sustainability
- Have increased work opportunities available enhanced by innovation
- Improve the affordability of living within the Shire

OUR ECONOMY: ARTS, CULTURE AND TOURISM

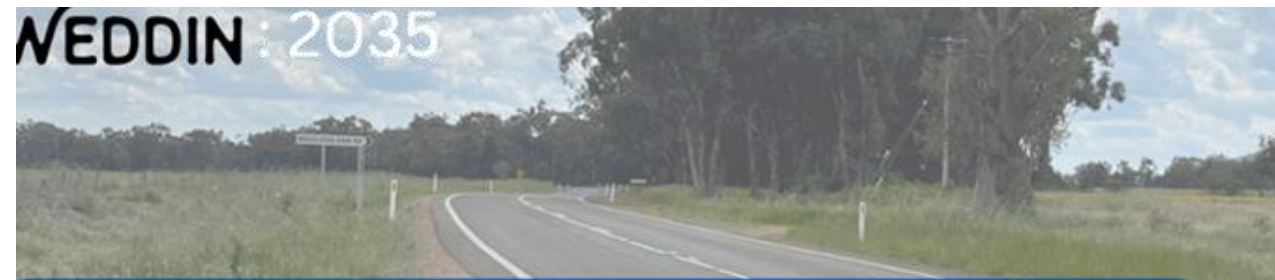
Goal 5: Stronger Connection to Culture

STRATEGY	WHAT SUCCESS LOOKS LIKE	COUNCIL'S ROLE
2.1 Develop and drive the visitor economy	<ul style="list-style-type: none"> Improve the value generated from tourism 	Enabler Provider Leader
2.2 Support our local families with connection to place	<ul style="list-style-type: none"> Our residents remain in the area Children receive localised quality education 	Enabler Provider Leader

OUR ECONOMY: LOCAL ECONOMY

Goal 6: Economy will be Sustainable and Diversified

2.3 Grow our reputation as a place to live, work and invest	<ul style="list-style-type: none"> Have in place land use planning that encourages a mix of housing types to meet demand Develop high value employment opportunities 	Enabler Provider Leader
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WEDDIN'S INFRASTRUCTURE

In the Shire's population spread across Grenfell and our villages of Caragabal, Penethorpe, Quandialla and the rural locality of Bimbi, around 80 per cent of the Shire roads are unsealed.

Infrastructure is one of Council's core services and one of its most challenging. A strong road network provides opportunities for economic prosperity and supports healthy social interactions.

With such a large road network, Council has a responsibility to manage the cost of maintaining the network's assets. This ensures that we are handing infrastructure to future generations that is of equal value or better to that which was afforded to us.

Council also has a role to work with other levels of government and private industry to contribute to the use of assets that benefits them directly and acknowledges the service we provide to visitors and travellers through our region.

Council also manage a number of assets including our buildings, facilities, sewerage and drainage networks.

What is important to the Community:

We have in place roads/infrastructure that supports our lifestyles and businesses
Our health is supported by fit for purpose infrastructure
Transport infrastructure allows us to effectively move around the region and beyond as needed.

Goal 5: Our Infrastructure Achieves Betterment

STRATEGY

WHAT SUCCESS LOOKS LIKE

COUNCIL ROLE

3.1 Engage a strategic approach to maintain and manage critical road network

- Have in place strategic asset management strategies for meeting the future transportation needs across the Shire
- Develop and sustainably fund the existing transport infrastructure
- Ensure land use planning provides for appropriate and sustainable transport infrastructure

Enabler
Provider
Leader

3.2 Advocate for disaster resilience and build back better

- Natural disaster funding allows for betterment considerations
- Council's ability to access betterment funding and delivering on the projects

Enabler
Provider
Leader

3.3 Our buildings and facilities support our area to grow

- Council's facilities are renewed to help support our business and allows improved community access

Enabler
Provider
Leader

Goal 8: Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future

3.4 Strengthen our strategic approach to the management of our water, sewerage and urban drainage infrastructure services

- Our water and wastewater infrastructure are well maintained and has capacity to meet the growth across the region
- Facilities exist to safely deal with wastewater from the community

Enabler
Provider (ex water)
Leader

Goal 9: Essential Assets and Infrastructure will support Community and Economy to Prosper

3.5 Maximise our community's access to

- Have in place planning that identifies the infrastructure needed to support the community

Enabler

WEDDIN : 2035

WEDDIN'S ENVIRONMENT

The Weddin Shire contains many areas of exceptional natural beauty made up of unique landscapes like the Weddin Mountains and offers an experience and an environment unlike most any other region in the country.

In addition to supporting our sense of identity and belonging through the township and villages we live in with our rich history, our natural environment is the base for much of our economic prosperity, recreational activity and is vital to our health and well-being.

Our land use development is carefully monitored to preserve the unique lifestyle we enjoy, with a commitment to improving our environment for the enjoyment of ourselves and future generations. The Council, in partnership with stakeholders, has a role in setting an example for the Shire in sustainable business models as we seek to preserve our natural environment.

Waste management continues to be a pressing issue for Weddin Shire Council as we move to sustainable waste management for our facilities as well as the expectations of the NSW Government to deliver on more sustainable waste options

What is important to the community:

- Ensure the natural environment and the ability of the community to enjoy and use this environment is protected
- Planning and development is diversified but also sustainable

OUR ENVIRONMENT: PLANNING AND DEVELOPMENT

Goal 10: Community Confidence in Strategic Land Use & Planning

STRATEGY	WHAT SUCCESS LOOKS LIKE	COUNCIL'S ROLE
4.1 Balance of competing land use interest, including the availability of suitable and affordable housing	<ul style="list-style-type: none"> • Develop land use plans so that development is sensitive to the region's natural environment, history and sustainability 	Enabler Leader

OUR ENVIRONMENT: SUSTAINABLE ENVIRONMENT

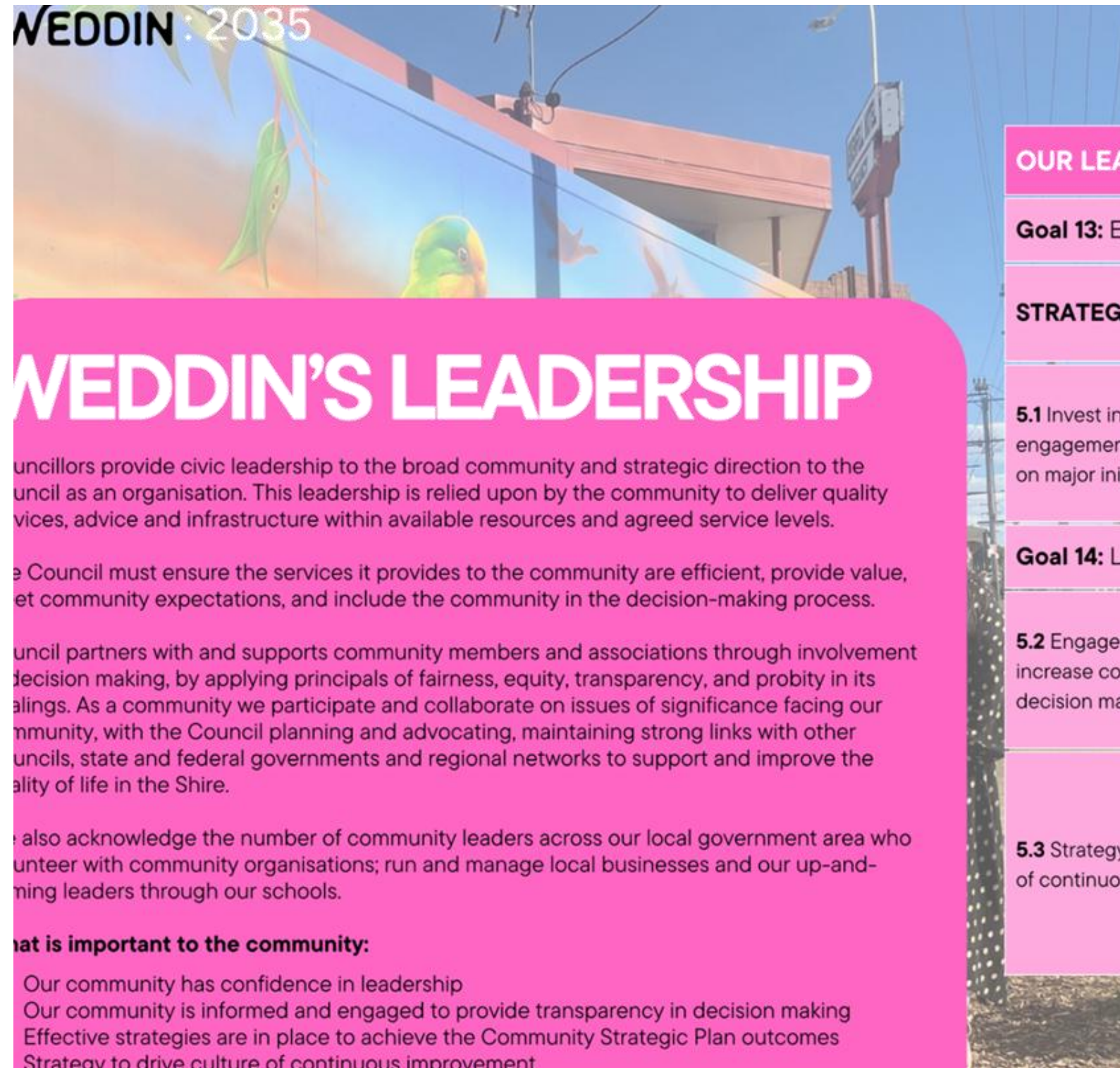
Goal 11: Sustainable Environment Contributing to an Efficient Community

4.2 Support new and ongoing environmental/renewable energy initiatives that will bring about broader environmental benefits for future generations	<ul style="list-style-type: none"> • Have plans in place so that open spaces and recreation areas minimise environmental impacts and maximises environmental sustainability • Actions in our Renewable Energy Action Plan are undertaken 	Enabler Leader
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OUR ENVIRONMENT: SUSTAINABLE WASTE MANAGEMENT

Goal 12: Efficient Waste Manager

4.3 Facilitate sustainable waste management expectations and our immediate waste management issues.	<ul style="list-style-type: none"> • Sustainable waste management services are provided to our residents in compliance with the EPA requirements 	Enabler Provider Leader
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WEDDIN'S LEADERSHIP

Councillors provide civic leadership to the broad community and strategic direction to the Council as an organisation. This leadership is relied upon by the community to deliver quality services, advice and infrastructure within available resources and agreed service levels.

The Council must ensure the services it provides to the community are efficient, provide value, meet community expectations, and include the community in the decision-making process.

The Council partners with and supports community members and associations through involvement in decision making, by applying principals of fairness, equity, transparency, and probity in its dealings. As a community we participate and collaborate on issues of significance facing our community, with the Council planning and advocating, maintaining strong links with other councils, state and federal governments and regional networks to support and improve the quality of life in the Shire.

We also acknowledge the number of community leaders across our local government area who volunteer with community organisations; run and manage local businesses and our up-and-coming leaders through our schools.

What is important to the community:

- Our community has confidence in leadership
- Our community is informed and engaged to provide transparency in decision making
- Effective strategies are in place to achieve the Community Strategic Plan outcomes
- Strategy to drive culture of continuous improvement

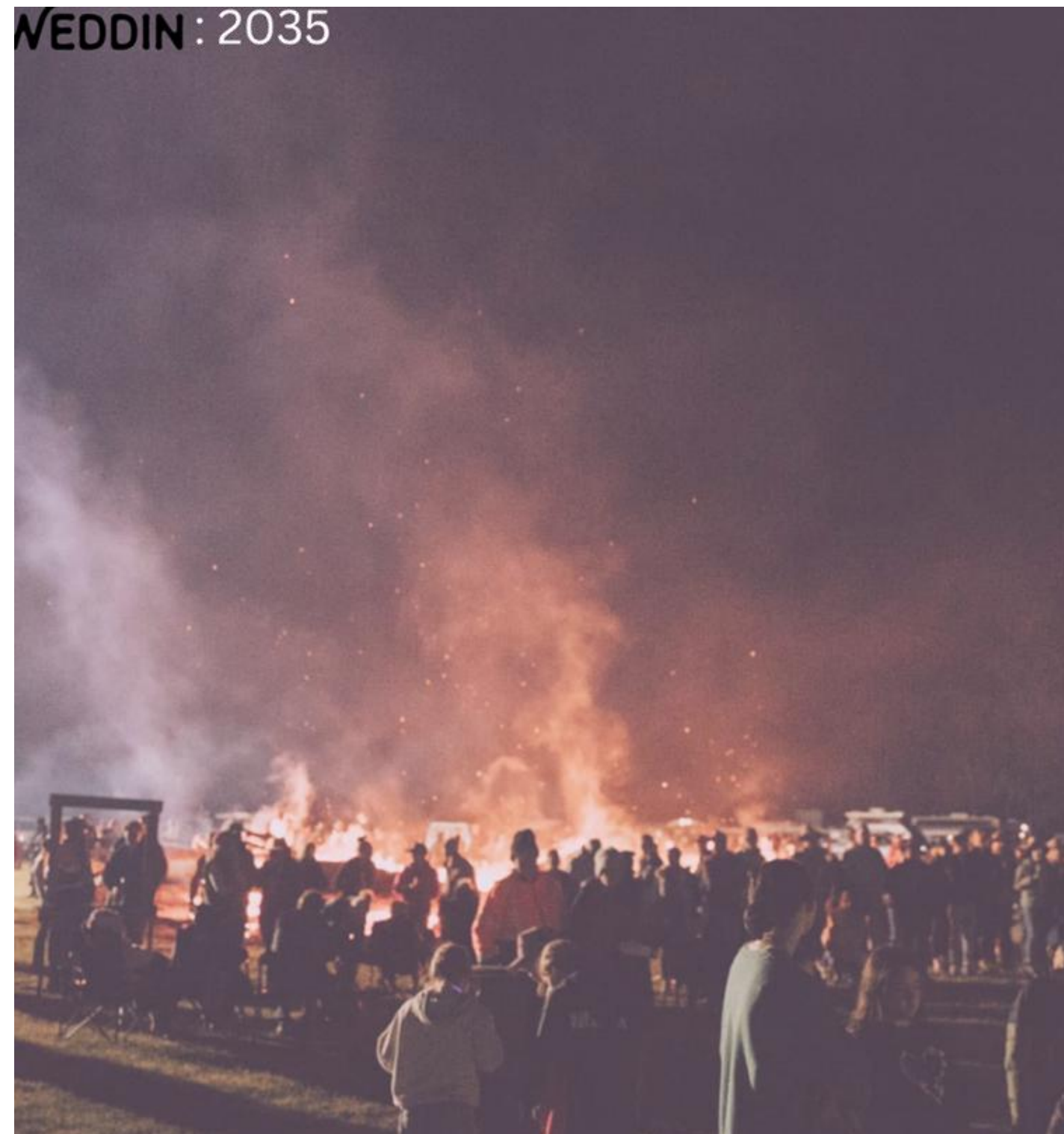
OUR LEADERSHIP: LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE

Goal 13: Empowering Community Leadership

STRATEGY	WHAT SUCCESS LOOKS LIKE	COUNCIL'S ROLE
5.1 Invest in community engagement/collaboration for contribution on major initiatives and programs	<ul style="list-style-type: none"> Community engagement strategies are put in place to effectively consult and engage with stakeholders 	Enabler Provider Leader

Goal 14: Leverage of Quality Communication to Ensure Exceptional Governance Outcomes

5.2 Engagement with local community to increase community participation in decision making	<ul style="list-style-type: none"> A range of consultation mechanisms that facilitate input from the stakeholders are used 	Enabler Provider Leader
5.3 Strategy development to drive culture of continuous improvement	<ul style="list-style-type: none"> Clear agreed standards are in place and applied about how public services are provided Timely and relevant information is communicated to stakeholders on matters impacting on them 	Enabler Provider Leader



WHAT WILL WE DO?

COMMUNITY STRATEGIC PLAN

The Weddin: 2035 Community Strategic Plan brings together the aspirations and priorities of the community. The CSP has been organised to describe the balance and connections between what the community has stated and asked for and what needs to be done.

Information in this section is grouped into the five themes:

- P – Our People
- ED – Our Economy
- E – Our Environment
- I – Our Infrastructure
- L – Our Leadership

No one theme is more important than the other. We must balance across all themes which will bring the greatest benefit. Measures have been applied because it is important to measure our success. Each goal and strategy includes measures to check our progress and provide positive benefits and feedback to the community. Measures will be reported on in the State of the Shire Report, formally referred to as the End of Term Report.

Our CSP displays the five themes which are supported with eight (8) function areas. It provides ideas on how each of us as an individual, a community organisation, business or industry group and state agency can contribute to the CSP.

The CSP reinforces the role we all must play in creating and fostering the community we want.

DELIVERY PROGRAM AND OPERATIONAL PLAN

The CSP strategies cascade down into the Council's Delivery Program. Unlike the CSP which is the community's document that all government agencies and organisations should implement, the Delivery Program is specific to Council and what we can deliver. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operations

WEDDIN : 2035

WEDDIN: 2035 WHAT WE HEARD

A vibrant, growing and welcoming community, rich in history, embracing its natural environment

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<p>KEY WORDS:</p> <p>Thriving, safe, inclusive, healthy</p> <p>SIMILAR THEMES:</p> <ul style="list-style-type: none"> • Community engagement and belonging • Health and wellbeing • Education and skills • Reducing isolation and barriers to participation – digital connectivity, communication, transport • Public facilities and recreation – across all ages groups; parks, spaces, building and public toilets 	<p>KEY WORDS</p> <p>Growth, jobs, sustainability</p> <p>SIMILAR THEMES:</p> <ul style="list-style-type: none"> • Develop the visitor economy • Business and industry growth (farming, aged care, local business, new industry opportunities) • Job creation and retention – keep people here 	<p>KEY WORDS</p> <p>Essential services, connectivity</p> <p>SIMILAR THEMES</p> <ul style="list-style-type: none"> • Get the basics right – roads and maintenance (physical connectivity) • Digital connectivity • Water security 	<p>KEY WORDS</p> <p>Sustainable, beautiful, planning</p> <p>SIMILAR THEMES</p> <ul style="list-style-type: none"> • Protection and sustainability of the natural environment • Beautification of town and villages • Waste and recycling – better waste management services • Green initiatives – exploration of circular economy opportunities • Housing and zoning – affordability, urban infill, changes to zoning to enable development and improvement, reduction in red tape to pursue development 	<p>KEY WORDS</p> <p>Governance, community driven change</p> <p>SIMILAR THEMES</p> <ul style="list-style-type: none"> • Council transparency, communication and building understanding in the community • Local leadership and volunteering – encouraging youth leadership, broader community involvement and clear succession planning (recognition of volunteering as the backbone of the community) • Advocacy and representation – across demographics and locations • Reducing bureaucracy – simplifying planning processes for

WEDDIN: 2035

WEDDIN: 2035 WHAT CAN YOU DO

A vibrant, growing and welcoming community, rich in history, embracing its natural environment

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<ul style="list-style-type: none"> • Get to know your neighbour • Be part of our cultural and community events • Be physically active • Use our existing services and facilities • Volunteer • Respect and value the community's diversity 	<ul style="list-style-type: none"> • Shop local – buy local • Use local and regional providers • Promote Grenfell, Caragabal, Greenethorpe, Quandialla and Bimbi as a great place to visit • Be part of our tourism events and activities • Grow and develop our local workforce 	<ul style="list-style-type: none"> • Be mindful of wet weather conditions on our unsealed roads • Keep footpaths clear of vegetation • Report unsafe conditions with our infrastructure • Report any sewer and drainage issues to council and water issues to Central Tablelands Water • Write letters to our roads ministers to advocate for betterment in roads funding for Weddin Shire 	<ul style="list-style-type: none"> • Minimise your energy use • Conserve water where you can • Compost your food and garden waste • Donate your clothes • Have a garage sale • Volunteer for an environmental initiative 	<ul style="list-style-type: none"> • Join in the conversation of our strategies, plans and policies • Participate in our community engagements and consultation • Support the work of Section 355 Committees

WEDDIN: 2035

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WEDDIN
Shire Council



DELIVERY PROGRAM

2024 / 2028



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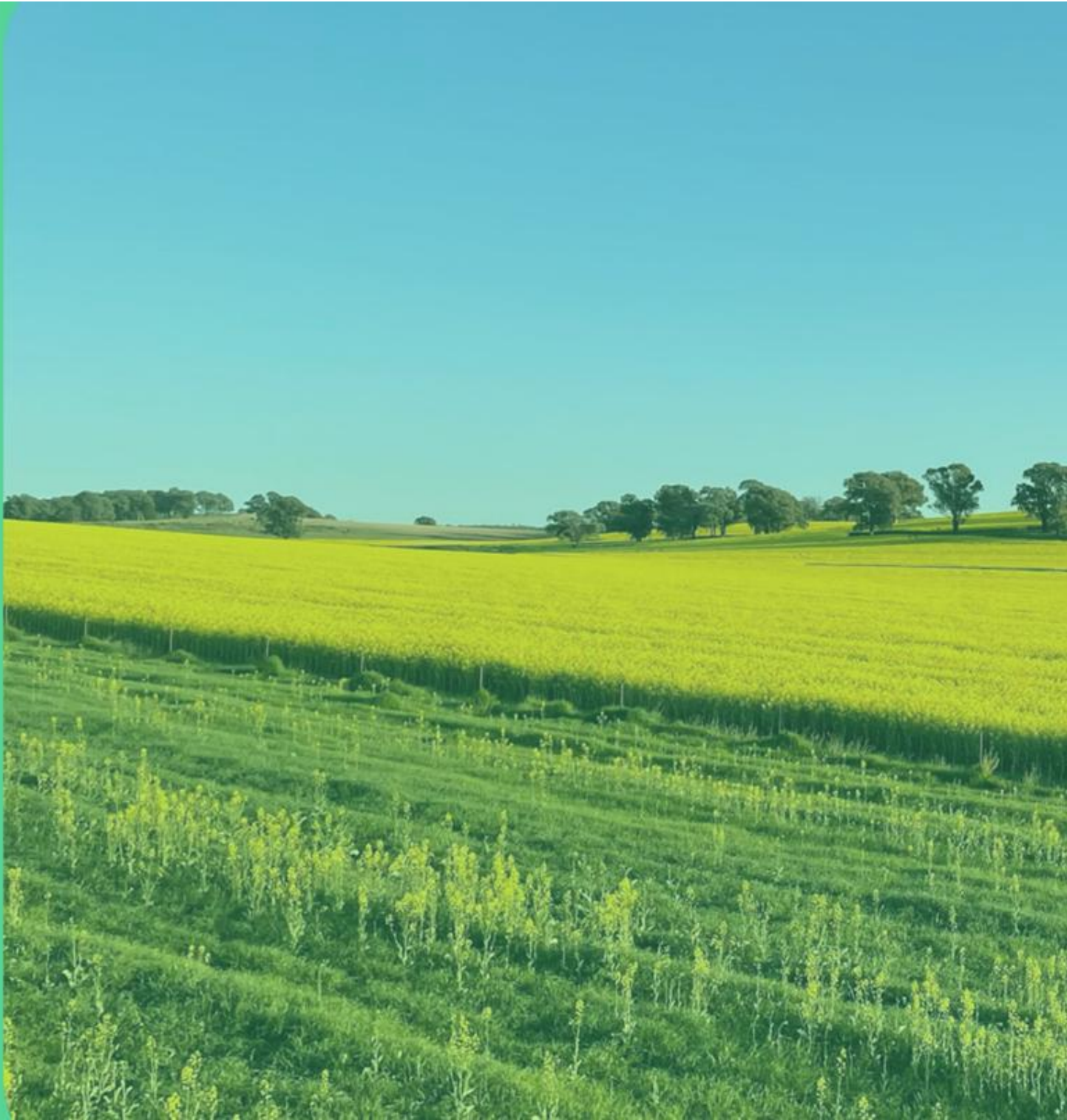
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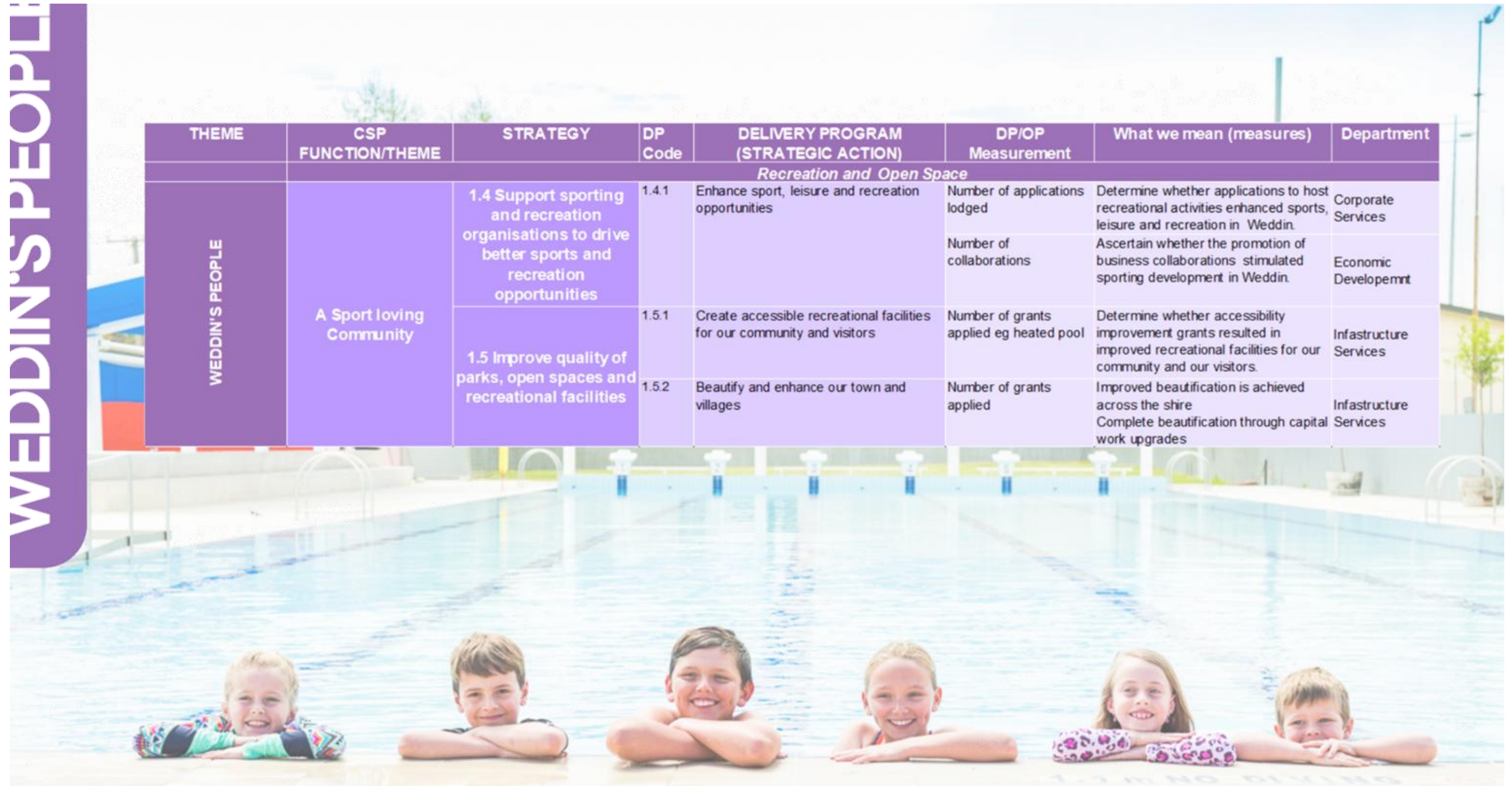
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THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
<i>Community Services, Health and Well being</i>							
WEDDIN'S PEOPLE	Connected, Cohesive and Vibrant Community	1.1 Initiate effective community based programs aimed at enhancing engagement, cohesion, collaboration and liveability	1.1.1	Encourage community connection by supporting and delivering a diverse range of cultural, creative and community programs and events	Welcome packages to residents Welcome event Number of events Number of opportunities created VIC numbers	Awareness raising activities for upcoming cultural programs . Welcome packs/ functions Community cohesion events Volunteers are well supported Marketing and promotion activities undertaken Events held	Economic Development
			1.1.2	Celebrate, acknowledge and empower our local Aboriginal heritage	Number of opportunities created	Include Aboriginal culture in Council facilities and marketing materials The number of events/ functions Number of support and collaboration with community organisations	Economic Development
	Healthier Community	1.2 Improve access to better health and well being facilities	1.2.1	Advocate for regional health services to meet demand for primary and secondary health care	Participation in Interagency meeting Number of promoted fitness and wellbeing activities Number of bookings to Council's recreational facilities.	Health and fitness activities facilitated by Council Recreational activities undertaken by residents	General Manager Economic Development
			1.2.2	Improve safe and sustainable networks of water, sewer and stormwater systems to meet health and safety standards	Caragabal water feasibility study addresses grant funding an ongoing subsidy requirements Our Town and Villages have water security	CTW Caragabal Water feasibility study completed Town and villages have secure water during drought	Infrastructure
	Safer, Secured and Supported Community	1.3 Create and enable safe places and community support services/spaces	1.3.1	Strengthen social connectedness through safe places, programs and events	Number of CPTED approvals Number of grants for events Natural Disasters reconstruction works delivered Number of recovery programs, events Number of advocacy	Assess whether Crime Prevention Through Environmental Design (CPTED) minimised risk at public Assess changed social cohesion as a result of events delivered Assess Natural Disaster reconstruction works have been completed Lessons learnt have been documented Assess which methods of advocacy	Health and Building Economic Development Emergency Management Corporate
			1.3.2	Advocate for improved accessible			

WEDDIN'S PEOPLE

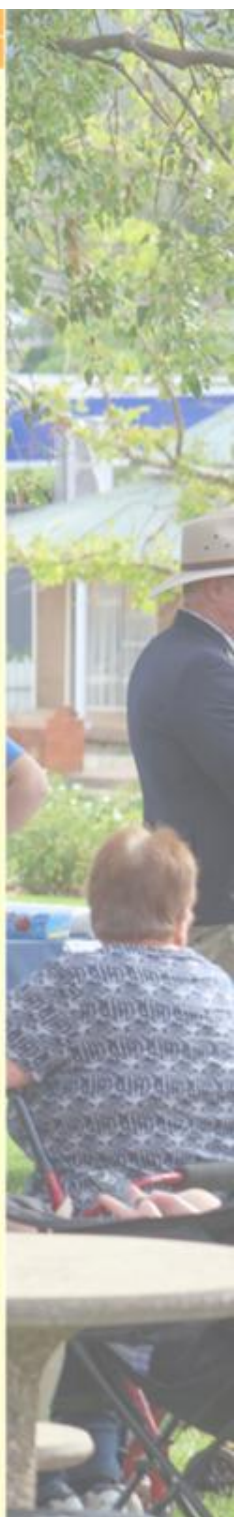


THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
<i>Recreation and Open Space</i>							
WEDDIN'S PEOPLE	A Sport loving Community	1.4 Support sporting and recreation organisations to drive better sports and recreation opportunities	1.4.1	Enhance sport, leisure and recreation opportunities	Number of applications lodged	Determine whether applications to host recreational activities enhanced sports, leisure and recreation in Weddin.	Corporate Services
					Number of collaborations	Ascertain whether the promotion of business collaborations stimulated sporting development in Weddin.	Economic Development
		1.5 Improve quality of parks, open spaces and recreational facilities	1.5.1	Create accessible recreational facilities for our community and visitors	Number of grants applied eg heated pool	Determine whether accessibility improvement grants resulted in improved recreational facilities for our community and our visitors.	Infrastructure Services
			1.5.2	Beautify and enhance our town and villages	Number of grants applied	Improved beautification is achieved across the shire Complete beautification through capital work upgrades	Infrastructure Services



WEDDIN'S ECONOMY

THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
Arts, Culture and Tourism							
WEDDIN'S ECONOMY	Stronger Connection to Culture	2.1 Develop and drive the visitor economy	2.1.1	Raise the Shire's profile as a desirable visitor destination	Review undertaken	Determine whether the Destination Management Plan has been successful in promoting Weddin as a desirable visitor destination Number of initiatives from DMP that have been implemented ie new brand, cycling focus, leveraging of WMNP	Economic Development
					Number of grant applications Number of tourism product Number of products developed	Assess whether grant applications and tourism product boosted the visitor economy across Weddin Assess partnerships to grow the arts, culture, community and tourism sector of the Shire. Number of council community collaborations ie Grenfell Cultural Centre	Economic Development
		2.2 Support our local families with connection to place	2.2.1	Develop strategies which facilitate adequate and quality education choices for the community, from early childhood to secondary and beyond	Number of collaborations Number of advocacy	Our schools remain open with better services	Economic Development

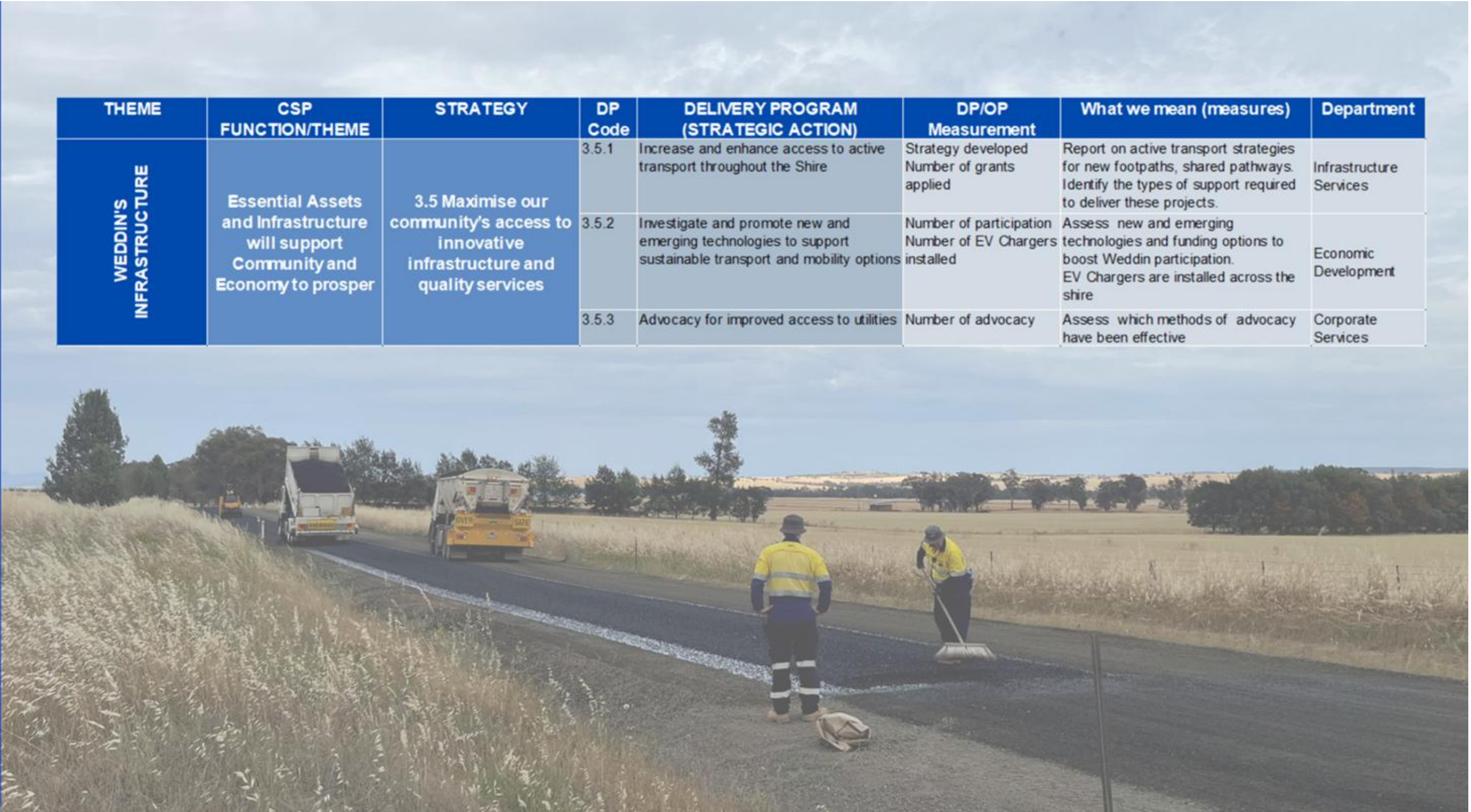
THEME	CSP	STRATEGY	DP	DELIVERY PROGRAM	DP/OP	What we mean (measures)	Department	
WEDDIN'S ECONOMY	Economy will be sustainable and diversified	2.3 Grow our reputation as a place to live, work and invest	2.3.1	Attract new investment employment growth and housing growth opportunities to the Shire	Number of grant applications Number of plans updated	Assess whether land use planning has encouraged the co-location of jobs, housing, essential services, transport and recreational activities in the Shire. Number of new industries established, number of new businesses started in, or relocated to, Weddin ie use ABR data)	Economic Development	
			2.3.2	Maximise our economic development opportunities such as industrial development	Number of collaborations Develop a Circular Economy Framework including feasibility Number of grant applications, Increase in industrial land Number of planning proposals Number of initiatives developed Number of advocacy	Determine whether the revitalised ED strategy has brought about economic development opportunities in Weddin. Determine whether Council's Circular Economy Framework will attract new investment into the Shire. Assess whether grants applications and planning proposals deliver economic development opportunities for the Shire. (number of actions from the EDS implemented/ delivered) Assess actions to sustainably grow the economy of the Shire (and what further needs to be done if this is not yielding the results Council seeks). Number of council industry collaborations Number of new industries established, number of new businesses started in, or relocated to, Weddin ie use ABR data	Economic Development	
			2.3.3	Sustain our current industries to help them develop and grow	Number of regional strategies developed through CNSWJO/Country Mayors/TfNSW Number of b-double route grant applications Number of council engagement with local business	The b-double routes are increased across the region Our farming community is supported with better access to transport Our businesses remain open and profitable Our local workforce enjoy working here and businesses are connected across sectors	Infrastructure Economic Development	
			2.3.4	Position Weddin as a Leader in Digital connectivity for the community's access to the wider world.	Number of advocacy Number of connectivity projects implemented Number of actions implemented	Improved rating on NSW Digital Connectivity Index Increased number of connectivity projects implemented to provide consistency across the region. Provide an update/report on the number of connectivity projects -	Corporate Services	

WEDDIN'S INFRASTRUCTURE

THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
		Roads, Infrastructure and Assets					
WEDDIN'S INFRASTRUCTURE	Our Infrastructure achieves betterment	3.1 Engage a strategic approach to maintain and manage critical road network	3.1.1	Sustainably manage our roads, bridges and other road infrastructure to allow safe and easy movement around our Shire.	AMS/AMPs reviewed Road maintenance expenditure ratio (\$/km) Bridge inspections Number of plans Number of grants Number of additional roads Capital works program development All future works consider table drains	Assess whether road maintenance and bridge inspections meet Council's Roads Asset Management Strategies, and funding/budget arrangements. AMS/AMP's review undertaken Updated funding strategies and plans to Council Our plant and equipment support our Roads Asset Management Strategies and Plans Determine whether the funded capital works development program is meeting the requirements of the road network and infrastructure.	Infrastructure
		3.2 Advocate for disaster resilience and build back better	3.2.1	Champion for priotisation of funding for investments in resilient infrastructure	Number of participations Number of advocacy	Ensure particpants from key agencies are informed and able to championing the need for the investment in Weddin infrastructure.	Infrastructure
		3.3 Our buildings and facilities support our area to grow	3.3.1	Asset Renewal Plans for Council's assets and facilities	Number of plans	Our buildings and facilities support our workforce Our buildings and facilities support our community	Planning
	Water, Sewerage and Urban Drainage is properly managed now and for the future	3.4 Strengthen our strategic approach to the management of our water, sewerage and urban drainage infrastructure services	3.4.1	Investigate funding solutions for our infrastucture	Number of plans/levies Business case for Caragabal water supply with CTW Alternative secondary water use incentives	Assess funding and alternative funding solutions (plans, levies, fees) for improvements to the Shire's infrastructure	Corporate Services Infrastructure Services
3.4.2			Collaborate with others to undertake our infrastructure services	Number of collaborative maintenance undertaken	Assess the sussess of collaborative opportunities undertaken by Council to improve the Shire's infrastructure services	Infrastructure Services	
3.4.3			Reduce the impacts of flooding on community safety and prosperity	Number of actions Bimbi Flood study Number of recommendations undertaken	Assess and determine funding required by Council to mitigate flooding in the Shire, including safety impacts on the community. Update Council on the number of	Infrastructure Services	

WEDDIN'S INFRASTRUCTURE

THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
WEDDIN'S INFRASTRUCTURE	Essential Assets and Infrastructure will support Community and Economy to prosper	3.5 Maximise our community's access to innovative infrastructure and quality services	3.5.1	Increase and enhance access to active transport throughout the Shire	Strategy developed Number of grants applied	Report on active transport strategies for new footpaths, shared pathways. Identify the types of support required to deliver these projects.	Infrastructure Services
			3.5.2	Investigate and promote new and emerging technologies to support sustainable transport and mobility options	Number of participation Number of EV Chargers installed	Assess new and emerging technologies and funding options to boost Weddin participation. EV Chargers are installed across the shire	Economic Development
			3.5.3	Advocacy for improved access to utilities	Number of advocacy	Assess which methods of advocacy have been effective	Corporate Services



WEDDIN'S ENVIRONMENT

THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
WEDDIN'S ENVIRONMENT	Planning and Environment						
	Community Confidence in Strategic Land Use and Planning	4.1 Balance of competing land use interest, including the availability of suitable and affordable housing	4.1.1	Develop Land Planning Frameworks, strategies and plans	Review commenced Rural Lands Study	Provide update on the Weddin review of its LEP/DCP and whether all milestones set are being achieved on budget, funding dependant. Rural land exploring minimum lot size	Planning
			4.1.2	Sustainably manage Council-controlled land	Planning proposal lodged	Provide update on all Council controlled land and whether all proposals for the reclassification of land is as per the planning proposal lodged.	Planning
	Sustainable Environment						
	Sustainable Environment Contributing to an Efficient Community	4.2 Support new and ongoing environmental/renewab le energy initiatives that will bring about broader environmental benefits for future generations	4.2.1	Protect and promote important biodiversity values and build ecological resilience	Program developed Funding model created WAP actions progressed	Provide an update on the review of the quarry rehabilitation program and whether any additional funding is required for the successful completion of any future works. Provide update on the WAP and whether any additional resourcing/funding is required in this space (as a result of climate and weather changing patterns)	Infrastructure
			4.2.2	Co-develop regional opportunites in renewable energy	Number of renewable energy initiatives	Determine whether renewable energy projects have created economic development opportunities in Weddin.	Planning
			4.2.3	Protect and enhance the health of the waterways	AMP Stormwater including replacement program actioned and resourced Number of grants applied for	Provide update on the AMP Stormwater (including the replacement program) and whether any advocacy and funding is required to enhance the health of the waterways.	Infrastructure
	Sustainable Waste Management						
Efficient Waste Management	4.3 Facilitate Sustainable Waste Management expectations and our immediate waste management issues.	4.3.1	Establish service levels for waste management services that meet community needs and Council's financial abilities	Remediation actions undertaken Funding sources established EPA clearance provided Management Plan undertaken	Provide update on the remediation actions undertaken for the Quandialla and Caragabal Waste Facilities and on the Funding sources established. Also provide an update on any EPA notices and clearances provided. Provide an update on the Management Action Plan on all the actions undertake so far.	Environmental Services	
		4.3.2	Review and update Council's Waste Strategy in line with government	Options paper developed subject to	Provide the FOGO options paper (to Council for their feedback) and	Environmental	

WEDDIN'S LEADERSHIP

THEME	CSP FUNCTION/THEME	STRATEGY	DP Code	DELIVERY PROGRAM (STRATEGIC ACTION)	DP/OP Measurement	What we mean (measures)	Department
		Leadership, Community Collaboration and Governance					
WEDDIN'S CIVIC LEADERSHIP	Empowering Community Leadership	5.1 Invest in Community Engagement/Collaborat ion for contribution on major initiatives and programs	5.1.1	Guide our decisions to ensure council is accountable to the community	Number of touch points	Provide an update on the initiatives undertaken to determine efficient methods of communication and collaboration with the community, either through email, news bulletin, social media or through online surveys.	Corporate Services
			5.1.2	Identify and participate in initiatives for local and regional cooperation and collaboration	Number of programs and networking opportunities provided Number of participants and number of groups Number of volunteer initiatives Number of training provided with council support Number of donations Number of youth initiatives	Provide an update on the number of educational programs/initiatives/networking undertaken and regional cooperation/collaboration Our volunteers are supported with opportunities to upskill and train Council continues to support our community groups with donations Grant funded opportunities provided to volunteers Provide support for youth initiated leadership opportunities subject to grant funding	Corporate Services
	Leverage of Quality Communication to ensure exceptional governance outcomes	5.2 Engagement with local community to increase community participation in decision making	5.2.1	Enable the community to participate in decisions that affect them	Number of policies, strategies and plans put out for consultation Actions and process of Community Engagement Strategy	Provide public update on the policies, strategies and plans put out for consultation, Number of actions from Community Engagement Strategy implemented.	General Manager
			5.2.2	Conduct service level reviews in line with community participation and needs	Service review plan created Annual service review undertaken	Provide an update on the Service Review Plan and the Annual Service Review milestones, determine whether Council is in line with the IPRF .	Corporate Services
		5.3 Strategy development to drive culture of continuous improvement	5.3.1	Continuously review and improve business, culture and safety processes.	Number of Staff Consultative meetings Number of consultation 100% of Fulltime/Part time undertake performance appraisal Risk register reviewed and updated	Provide update on service and performance reviews to understand and to continuously improve business, culture and safety processes. Provide update on Council's Risk Register and its risk management methodologies in line with the risk assessments carried out at Council	General Manager Corporate Services
			5.3.2	Support effective leadership, decision- making and good governance for the	Number of training and development created	Provide update on the current and the ongoing future learning and	Corporate

WEDDIN: 2035

Weddin Shire Council

Address:

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73 Camp St
GRENFELL NSW 2810

Phone: (02) 6343 1212

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WEDDIN

Shire Council



OPERATIONAL PLAN 2025 - 2026



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APPENDICES

- A. SCHEDULE OF FEES AND CHARGES
- B. ROADS AND CAPITAL PROGRAM



STATEMENT

Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land on which it operates, respecting Elders past, present and emerging. Council seeks at all times to show respect to all people and cultures whose privilege it has to serve.

“WEDDIN”

The name Weddin has its origins in the Wiradjuri word 'Weedin', which means a place to sit, stay or remain, relating to the mountains' status as a place where indigenous youths underwent a period of ceremonial isolation during the course of their initiation.

WELCOME

MESSAGE FROM THE MAYOR

Cr Paul Best

The Operational Plan for 2025–2026 is the annual program which outlines the actions that Council is committed to delivering. The Operational Plan supports the Council's Delivery Program and Community Strategic Plan.

2025 was a special year as we were in the process of redeveloping all of our integrated planning and reporting framework documents. This allowed Council to pre-consult with the community across a number of workshops for our ten-year Community Strategic Plan: Weddin 2035.

Many comments in these workshops were about

basic levels of service and getting the essentials right. These have been incorporated into the 2025–2026 Operational Plan. This Operational Plan is the first annual plan that this Council determined it would endorse to deliver to the community following the September 2024 elections.

To our elected officials, thank you Councillors, for your commitment and attendance in the various workshops leading into the preparation of the Operational Plan.

Cr Paul Best

MAYOR



MESSAGE FROM THE GENERAL MANAGER

Noreen Vu

Presented here is our Operational Plan for 2025–2026, I acknowledge that our team works and lives on Wiradjuri Country and continues to deliver continuous improvement. The Operational Plan has new actions that support a new Community Strategic Plan: Weddin 2035 and Delivery Program 2024–2028 following the September elections.

We have a busy financial year ahead as we progress with our road reconstruction works through our Natural Disaster Funding and a number of grant funds due to be expended by 2027.

We understand the need to prioritise our natural disaster works and continue to prioritise this from an operational and strategic management perspective.

Thank you to the staff for the cooperative approach to preparing this Operational Plan.

Noreen Vu

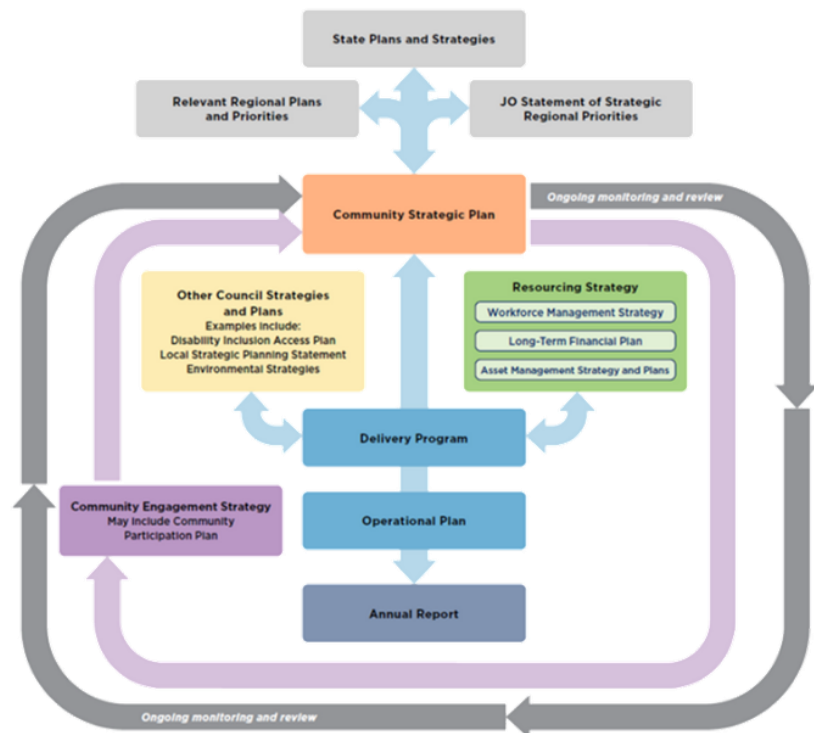
GENERAL MANAGER

1. INTRODUCTION

1.1 Integrated Planning and Reporting Framework

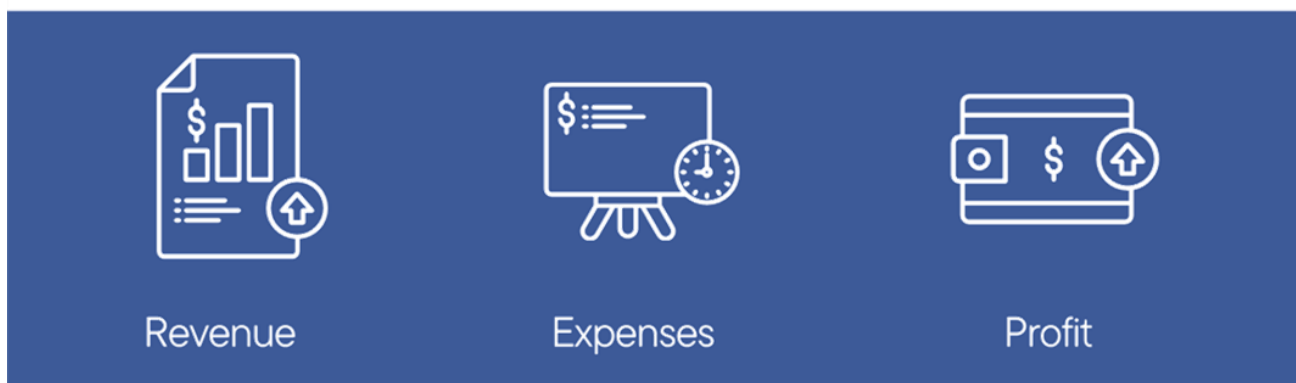
The Operational Plan is part of the Integrated Planning and Reporting Framework (Figure 1), which the Office of Local Government requires all Local Governments in New South Wales to adhere to. It includes a suite of integrated plans that set out a vision, goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community, as well as a structured timeline for review, to ensure the goals and actions are still relevant.

Under section 405 of the Local Government Act 1993, a Council must have a plan, called its Operational Plan that is adopted before the beginning of each financial year and details the activities to be engaged in by the Council during the year as part of the Delivery Program covering that year.



Please refer to Council's Community Strategic Plan: Weddin 2035 and Council's Delivery Program 2024-2028 available on Council's website.

Figure 1. Integrated Planning and Reporting Framework





1.2 Weddin Shire Community Vision

The Community Strategic Plan, Weddin: 2035

A vibrant, growing and welcoming community, rich in history, embracing its natural environment.

1.3 Weddin: 2035 Strategic Goals

To achieve our overarching goal of population growth, we will work together to deliver the strategic objectives outlined under each theme of our Community Strategic Plan, Weddin: 2035.

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
COMMUNITY SERVICES, HEALTH AND WELLBEING By 2035 Weddin will be: Goal 1: Connected, Cohesive and Vibrant Community Goal 2: Healthier Community Goal 3: Safer, Secure and Supported Community RECREATION AND OPEN SPACE By 2035 Weddin will be: Goal 4: A Sport Loving Community	ARTS, CULTURE & TOURISM By 2035 Weddin will be: Goal 5: Stronger Connection to Culture LOCAL ECONOMY By 2035 Weddin will be: Goal 6: Economy will be Sustainable and Diversified	ROADS, INFRASTRUCTURE & ASSETS By 2035 Weddin will be: Goal 7: Our Infrastructure Achieves Betterment Goal 8: Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future Goal 9: Essential Assets and Infrastructure will Support Community and Economy to Prosper	PLANNING AND DEVELOPMENT By 2035 Weddin will be: Goal 10: Community Confidence in Strategic Land Use & Planning SUSTAINABLE ENVIRONMENT By 2035 Weddin will be: Goal 11: Sustainable Environment Contributing to an Efficient Community SUSTAINABLE WASTE MANAGEMENT By 2035 Weddin will be: Goal 12: Efficient Waste Manager	LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE By 2035 Weddin will be: Goal 13: Empowering Community Leadership Goal 14: Leverage of Quality Communication to Ensure Exceptional Governance Outcomes

1.4 Measuring and Reporting

The following table outlines the measuring and reporting methods that Council will adopt across all of our Integrated Planning and Reporting Framework:

Plan	What are we measuring?	What measures will be used?	When will results be reported to the community?
Community Strategic Plan Weddin: 2035	Progress towards the goals that focus on the key themes: <ul style="list-style-type: none"> Community Economy Infrastructure Environment Leadership 	Assessment criteria relevant for each key theme: a range of statistics, broad community surveys and consultation.	Plan reviewed every four (4) years. A report to be prepared at the end of each Council term ('State of our Shire')
Delivery Program 2024 - 2028	<i>Community satisfaction:</i> Is Council making a positive difference for the community through service delivery?	<i>Service measures:</i> A range of statistics, service reports and targeted satisfaction surveys.	Program reviewed every year and reported on every six months to Council
Operational Plan 2025 - 2026	<i>Service delivery:</i> Is Council delivering the activities as planned and within financial budget?	System of key performance indicators, link to staff performance system, and are the annual activities on time, within budget and to quality standards required?	Plan prepared each year and reported on every six months to Council
Supporting Documents	What are we measuring?	What measures will be used?	When will results be reported to the community?
Resourcing Strategy 2024-2028/2035	Overall performance and viability as an organisation: <ul style="list-style-type: none"> Long-Term Financial Planning Strategic Asset Management Planning Workforce Planning 	Organisational sustainability measures with a focus on financial, asset and human resource measures.	Strategy updated annually. A progress report to be included in the Annual Report each year.
Other Documents			
Local Economic Development Strategy		As set out in the Plan	Annually
Annual Report			The Annual Report (plus audited financial report) is prepared at the end of the financial year.
Disability Inclusion Action Plan	Actions that relate to inclusion (key focus areas).		Through the Annual Report

2. OVERVIEW

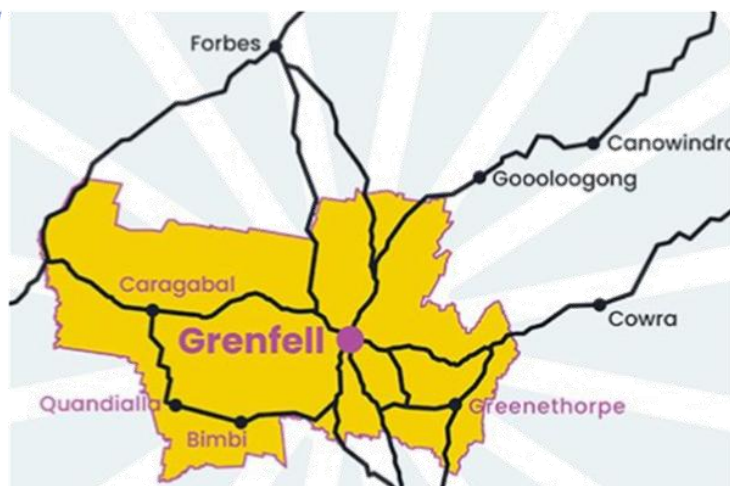
2.1 The Weddin Shire

The Weddin Shire is centred around and derives its name from the majestic Weddin Mountains. The name Weddin has its origins in the Wiradjuri word 'Weedin', which means a place to sit, stay, or remain, relating to the mountains' status as a place where indigenous youths

underwent a period of ceremonial isolation during the course of their initiation. The mountain range rises some 400 metres above the surrounding landscape and is of great significance both to the Wiradjuri people and residents of the local Shire. The Weddin Mountains National Park is our most prominent tourist attraction, with over 25,000 visitors annually.

Geographically, the Shire is at the crossroads of the major thoroughfares from Sydney to Adelaide and Brisbane to Melbourne. The Shire covers over 3,400 square km, with 94% devoted to dry-land agriculture, 3% to national parks and 3% to state forests.

Weddin Shire encompasses the township of Grenfell and villages of Caragabal, Greenethorpe and Quandialla and the rural locality of Bimbi.



Weddin Shire Council | Operational Plan 2025 - 2026

2.2 Weddin Shire Socio Economic Profile



\$198

Median weekly rent
compared with \$420 in
NSW



38%

of 15 year olds and above
have completed tertiary
studies and/or training
compared with 52.1% of
NSW



52

Median age compared
with 39 years old in NSW

51.2% Males
48.8% Females



975

Families



WEDDIN DEMOGRAPHICS

ABS (2021)



4.7%

People identify as
Aboriginal compared with
3.4% of NSW



36.9%

People have one or more long
term health condition
compared to 27% of NSW

3,608

People



\$1,046

Median weekly household income
compared to \$1,829 in NSW



79.5%

People own their house
outright or own with a
mortgage compared with
64% within NSW



22.7% Agriculture

3.9% Local government

3.6% Hospitals
industry of employment
of employed people aged
15 years and over

2.3 Governance

The Weddin Shire has a total of nine elected Councillors including the Mayor.



MAYOR
Cr Paul Best



DEPUTY MAYOR
Cr Colleen Gorman



Cr Wez Makin



Cr Jeanne Montgomery



Cr Michael Neill



Cr John Niven



Cr Jan Parlett



Cr Simon Rolls



Cr Chad White

2.4 Our Organisation

Council employs 110 people including casual, part-time and full-time employees, fixed term contract personnel, employees employed under other employment arrangements, apprentices and trainees. Council has three directorates: Corporate Services; Infrastructure Services; and Environmental Services with the Director for each directorate reporting to the General Manager. The organisational structure by departments and the functions we carry out is provided.

Casuals include seasonal casuals such as our lifeguards.

67%

Full Time

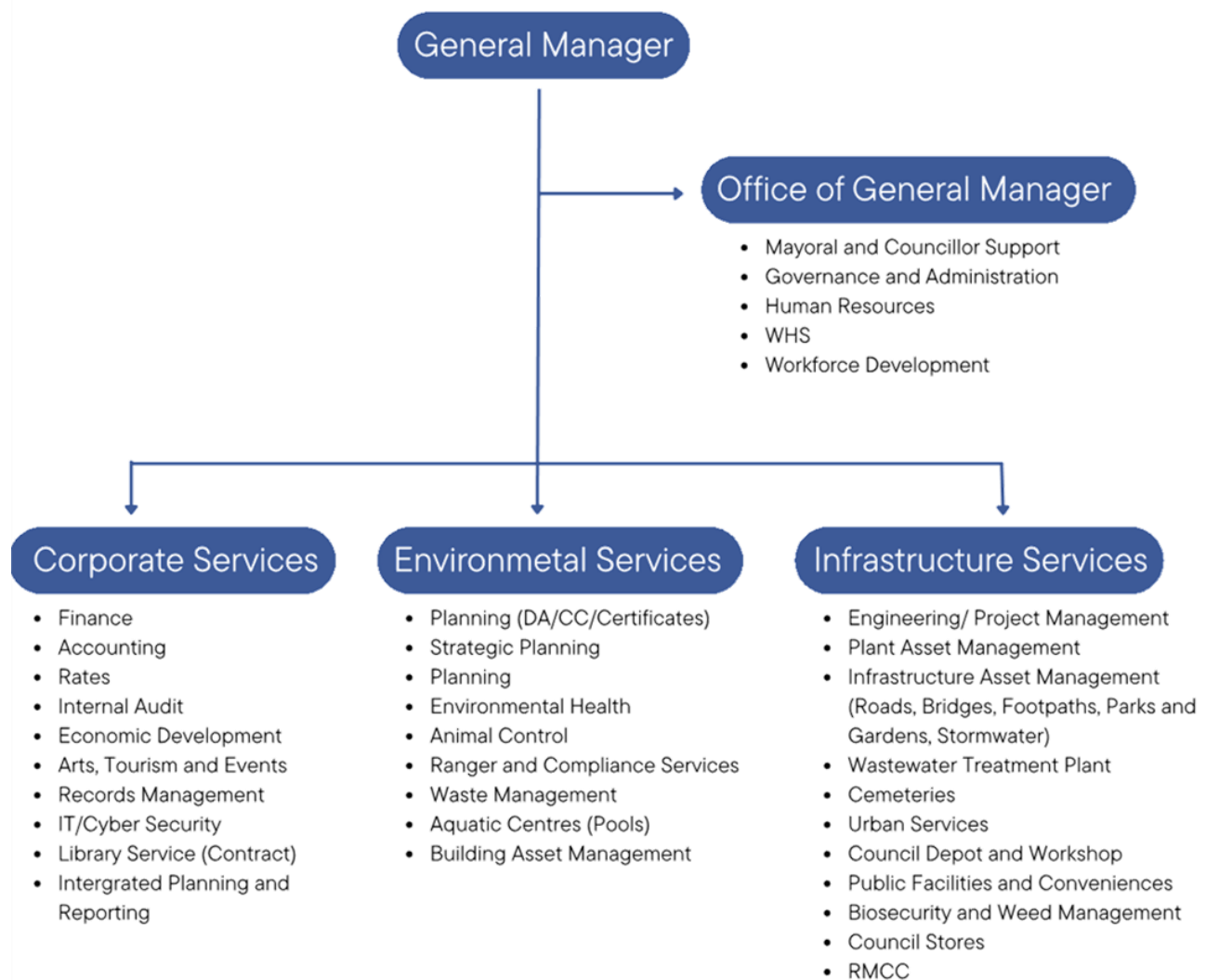
11%

Part Time

22%

Casuals

2.4.1 Organisation by Function Area



3. ACHIEVING OUR VISION

With the long-term strategic objectives from the Community Strategic Plan Weddin: 2035 document, the 4-year Delivery Program translates these objectives into actions. Supporting the Delivery Program is the annual Operational Plan which details the projects, programs or activities/tasks to be actioned by Council for the year.

The Community Strategic Plan is the overarching planning document for Weddin. The Plan incorporates a broad range of strategic objectives that need input and support from a range of organisations, the community and government agencies to achieve. It is supported by a 10-year Resourcing Strategy that addresses Council's Asset Management, Long-Term Financial Planning and Workforce Planning.

The strategic objectives have been broadly grouped into these five key themes:



People



Economy



Infrastructure



Environment



Leadership

The Delivery Program translates the strategic goals in our Community Strategic Plan into actions that Council will undertake within the resources available under the Resourcing Strategy.

The Operational Plan completes the planning documents and details the tasks to be undertaken during the financial year to deliver the commitments in the Delivery Program. The Operational Plan must be adopted before the beginning of each financial year, and include a detailed Annual Budget, and Table of Fees and Charges.

This integrated planning process ensures there are clear links between the long-term goals of the community and the activities of Council.



Weddin Shire Council | Operational Plan 2025 - 2026

page 10

3.1 Community Engagement

All IP&R documents, including the Operational Plan was placed on public exhibition for a period of 28 days. Submissions closed on Monday 21 April 2025. The community provided feedback to Council on the Operational Plan, the proposed revenue policy (rates) and Fees and Charges for the next financial year. Public submissions informed the final Operational Plan prior to its adoption. Council extends its sincere thanks to all residents who participated in the consultation process. Community input is a vital component of informed decision-making, and Council greatly values the contributions made by members of the community.

How the community provided feedback

How they found the information?



Followed our posts on **Facebook**

Dates: January - 24 | February - 6, 7, 9, 10, 11, 14, 17, 24 | March - 13, 24
April - 4, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 21



Visited our **website** (Public Exhibition)

Dates: 24 January 2025 | 13 March 2025 | 17 April 2025



Read about it in the **Grenfell Record**, including Council Column, Full Page Advertisement and Digital Leaderboard Advertisement

Dates: January to April 2025 - Council Column
3 & 10 April 2025 - Full Page Ad
3 to 21 April 2025 - Leaderboard Digital Ad



Attended **Community Engagement Workshops**

Dates: Greenethorpe - 10 February 2025 | Quandialla - 11 February 2025 |
Caragabal - 12 February 2025 | Grenfell 17 & 18 February 2025



Weddin Shire Council Staff Email Signatures

Dates: Early February 2025 - Community Engagement Workshops
Late February 2025 - Micromex Phone Survey
April 2025 - Have Your Say! with hyperlink

How submissions were provided to Council



Email: mail@weddin.nsw.gov.au

Written submissions: 78 Camp Street, GRENFELL NSW 2810

Dates: Opened 24 March - Closed 21 April 2025 at 5pm



MICROMEX via a Telephone Survey

Dates: Opened 13 March - Closed 2 April 2025



Completing the **online survey**

Dates: Opened 2 April - Closed 21 April 2025

3.2 Implementation

Weddin Shire Council is responsible for implementing the Operational Plan on behalf of the Weddin Shire community..

Operational Plan responsibilities are linked to the Council staff performance system, so the planned activities become an intrinsic part of a staff member's regular performance review.

The Operational Plan 2025-2026 actions are allocated to a directorate and outlines which directorate is responsible for the action.

REFERENCE	DIRECTORATE
GM	General Manager
CS	Corporate Services
IS	Infrastructure Services
ES	Environmental Services
ALL	All of the Above

The abbreviations are also utilised to reference the linkage to which plan:

REFERENCE	DIRECTORATE
GM	General Manager
CS	Corporate Services
IS	Infrastructure Services
ES	Environmental Services
ALL	All of the Above

The function area has been included to assist the readability of the document:

FUNCTION
Corporate Services
Economic Development
Economic Development (Tourism)
Environmental Services
Infrastructure
Planning

4. REVENUE POLICY

4.1 Rating

The rating system provides for the net funding requirements of Council's programs as stated in the Operational Plan. Rates are levied as a tax on property in compliance with the statutory provisions of the Local Government Act 1993. Rates are allocated to properties based on land values as supplied by the Valuer General. New valuations for the Weddin Shire Council area take effect as from 1 July 2025.

The ordinary rates are levied in the undermentioned categories:

- Farmland
- Residential
- Mining
- Business.

Rating policies will be reviewed annually in conjunction with the preparation of the Operational Plan and, in particular, the equity of rates to the various classes and areas of ratepayers.

4.1.1 Payment of Rates

Council provides rates to be paid in four instalments due by 31 August, 30 November, 28 February and 31 May. The ratepayer may elect to pay the whole year's rates in one payment.

4.1.2 General Purpose Rates

Ordinary rates are levied under sections 494, 495 and 495A of the Local Government Act 1993. IPART has imposed a rate peg of 4.6% cap on rate increase for 2025/2026.

The Land Values based as at 1 July 2025 are applicable. The ordinary rates will be adopted and levied to ensure that all rateable properties pay an equitable base charge plus ad valorem rate for general services. Different categories of land use are levied a differential base charge plus ad valorem rate in the dollar based on land value.

4.1.3 Schedule of Rates 2025/2026

The following provides the schedule of rates:

Rate Name	Ad Valorem Amount Cents in \$	Base Charge \$	Base Charge % of Total per category	Rate Yield \$
Grenfell Residential	0.4282	390	46.32%	881,488
Large Lot Residential	0.3146	400	37.14%	206,792
Main Street Business	2.8493	400	26.98%	103,773
Business	1.0156	400	26.71%	106,337
Bimbi Residential	0.4475	75	43.33%	4,673
Caragabal Residential	0.8739	100	42.05%	14,032
Greenethorpe Residential	0.5574	140	36.92%	42,851
Quandialla Residential	0.6234	120	45.43%	21,658
Farmland Rate	0.0941	375	17.14%	2,072,327
Mining	3.4819	1183	14.28%	8,286
Total				3,462,217



4.1.4 Sewer Charges

The sewer charge will be adjusted annually to meet recurring and capital costs as identified in the Operational Plan, in accordance with the Sewerage Strategic Plan.

The following sewer charges apply:

Sewerage Charges	Annual Charge \$
Residential Connected	706
Non-Residential Connected	810
Residential Unconnected	434
Non-Residential Unconnected	486
Water Closet/Urinal – Non-Residential	162
Water Closet/Urinal – Religious Body*/Community Organisation	120

**Schools associated with Religious bodies will be charged at the Non-Residential rate*

4.1.5 Waste Management Charges

Charges have been set to recover the cost of collection and disposal of waste. A Domestic service includes one waste bin and one recycling bin.

The charges are:

Waste Management Charge	Annual Charge \$
Grenfell Waste/Recycling Domestic	445
Greenethorpe Waste/Recycling Domestic	390
Quandialla Waste/Recycling Domestic	390
Caragabal Waste/Recycling Domestic	390
Bimbi Waste/Recycling Domestic	390
Caragabal Residential	390
Grenfell Commercial	487
Village Commercial	390

Domestic and commercial waste management charges are adjusted annually to meet recurring and capital costs as identified in the management plan. Council is currently undertaking a review of our waste management sites and therefore costs may be changed to accommodate for the need of future remediation.



4.1.6 Rural Waste Charges

A rural garbage charge of \$65* rural rate assessment has been set. The revenue raised from this charge has been allocated to remediation works at the garbage depots in the shire as part of Council's Waste minimisation strategy. The rural garbage charge has also been applied to the villages and ordinary residential where a domestic charge has not been levied.

A \$65* charge has also been applied to vacant village blocks.

**The charge is likely to increase with the need to look at asset remediation of all of our waste landfill sites.*

Rural Garbage Charge	Annual Charge \$
Farmland	65
Large Lot Residential	65
Villages	65
Vacant Land Charge - Villages	65

4.1.7 Charges on Overdue Rates

Council will adopt the maximum rate of interest allowable per annum on overdue rates and charges as permitted under the Local Government Act 1993 when it is advised.

4.1.8 Postponement on Rates

A person may apply to the Council for the postponement of rates payable in the current and/or following years if:

- The person is rateable in respect of a parcel of land (which may comprise one or more lots or portions) on which there is a single dwelling house used or occupied as such and is zoned or otherwise designated for the purposes of:
 - industry, commerce or the erection of residential flats, or
 - so as to permit its subdivision for residential purposes, or
 - is a parcel of rural land zoned or designated so as to permit its use other than rural land, or
 - its subdivision into two or more lots, one of which has an area less than 40 ha.

4.1.9 Fees and Charges

Where Council is able to set the level of the fees, as far as possible, the amount of the fee will be determined on a user pay basis and will endeavor to recover the annual operating and maintenance cost of the goods or services. Fees fixed by State Government Acts or Regulations will be adjusted as legislation requires.

The list of License Fees and Charges for 2025/2026 is included in Appendix A of the Operational Plan.

4.1.10 Private Works

Private Works are carried out on a cost recovery basis. Council determines plant hire rates, and the cost of materials and other wages that are charged to the job. The charges include components for supervision, administration, and GST. Details of the plant hire charges for private works are included in the list of Fees and Charges.

4.1.11 Proposed Borrowings

There are currently no plans for the use of any new loan funds. However, additional loan funds will be considered if any capital works funding options are available to Council where appropriate.

4.1.12 Debt Recovery

Efficient and effective debt recovery procedures will be continued in order to minimise the impact of outstanding debts on Council's financial position. Council will continue to vigorously pursue all outstanding debts. However, should any person experience difficulty in meeting payments they are encouraged to contact Council in order to make suitable arrangements.





4.1.13 Rate Name and Description of Land to Which the Rate Applies

Grenfell Residential is on rateable residential land within the boundary of the Town of Grenfell. Large Lot Residential is on rateable residential and rural residential land within the Shire excluding land within the boundaries of the Town of Grenfell and the Villages of Bimbi, Caragabal, Greenethorpe and Quandialla.

Business is on rateable non-residential land within the boundary of the Town of Grenfell, excluding those lands within Main Street Business non-residential area. Main Street Business is on rateable non-residential land within the area bounded by Alexandra, Melyra, Nash, George, Short, Weddin and Camp Streets including western side of Rygate Square AND more particularly comprising lands within Sections 2, 3, 15, 16, 17, 18, 19, Pt 20 and 30 of the Town of Grenfell.

Farmland is on all farmland within the Shire.

Bimbi Residential is on all rateable land within the Village of Bimbi.

Caragabal Residential is on all rateable land within the Village of Caragabal.

Greenethorpe Residential is on all rateable land within the Village of Greenethorpe.

Quandialla Residential is on all rateable land within the Village of Quandialla.

Mining is on all land used or held for any mining purpose

Maps showing the locations of land within the various rating categories may be inspected at the Council Chambers.

4.1.14 Integrated Planning and Reporting - Financial Statements

The integrated planning and reporting process requires integration between the financial planning process and the asset management planning process. This ensures that the Asset Management Plans are realistic, achievable, and implementable. A statement containing a detailed estimate of the Council's income and expenditure for the 2025/2026 financial year is set out on the following pages.

The following is the consolidated profit and loss budget for the financial year of 2025-2026:

2026 Financial Statement Budget	
	30/06/2026
Income from Continuing Operations	000's
Rates and Annual Charges	5,070
User Charges and Fees	2,770
Interest and Investment Revenue	356
Other Revenues	282
Grants & Contributions - Operating	12,124
Grants and Contributions - Capital	2,273
Net gain (loss) from the disposal of assets	325
Rental Income	1,656
Total Income from Continuing Operations	24,855
Expenses from Continuing Operations	
Employee costs	6,880
Borrowing Costs	357
Materials & Contracts	15,903
Depreciation	3,558
Other Expenses	406
Total Expenses from Continuing Operations	27,104
Net Operating Result from Continuing Operations	-2,249

The following table on page 20 outlines the information required to interpret and understand how to read the [Budget by Program](#) on pages 21 and 22.

COLUMN	EXPLANATION
Program area	Broken down into relevant departments of Council, Operating Revenue, Capital Revenue and Operating Expenses. Program by area needs to be read across the table to understand the other components that are explained below.
Operating Revenue (A)	The operating revenue is revenue that is generated by Council from its daily core business operations. This can include rates and charges through to the sale of merchandise. Other operational revenue comes from external grants to undertake maintenance.
Capital Revenue (B)	The capital revenue is revenue that are significant one-time capital works contributions to our assets. They are considered investments into the Council, generally assets that will yield future benefits.
Operating Expenses (C)	The operating expenses are expenses that Council incurs from its normal business operations and sometimes referred to as OPEX. This includes wages and salaries, oncost of employees, operational costs, material costs, contractor and consultancy costs, compliance costs, plant costs (where applicable) and insurance (where applicable) and depreciation.
Operating Result (D)	The operating result describes what Council has earned in connection with its business activities, before deductions.
Cap Expenses (E)	The Capital Expenses links to the capital revenue where significant one-time capital works are carried out on our assets and sometimes referred to as CAPEX. Expenses includes wages and salaries, oncost of employees, operational costs, material costs, contractor costs, compliance costs, plant costs (where applicable) and insurance (where applicable).
Dep Exp (F)	The depreciation expenses refer to the portion of a fixed asset's cost that represents the gradual decrease in value of an asset over time due to factors such as wear and tear from regular use, technological obsolescence and passage of time.
Loan Lease Mvments (G)	The loan or lease movements relate to Council loans.
Cash result (H)	The cash result is the Operating Result (D) add back Depreciation Expenses (F) less Capital Expenditure and Lease Loan Movements.
Reserve Mvmts (I)	The reserve movements are movements within the fund, for example in the Waste Management Fund.
Unrestricted cash result (J)	Unrestricted cash refers to cash that is readily available to be spent for any purposes that has not been restricted (tied/voted).
Total General Fund	The total general fund incorporates the total of each program area listed above excluding Sewer and Waste Management.
Total Sewer	The sewer fund is an externally restricted fund. Under the Local Government Act 1993, Council is able to undertake a sewer charge.
Total Waste Management	The waste fund is an externally restricted fund. Under the Local Government Act 1993, Council is able to undertake a waste management charge.
Consolidated	Total of General Fund and Sewer and Waste Management

FY2026 Budget by Program (\$'000)

	Operating Revenue	Capital Revenue	Operating Expenses	Operating Result	Cap Expense	Dep exp	Loan Lease Mvmnts	Cash Result	Reserve Mvmnts	Unrestricted cash Result
	A	B	C	D	E	F	G	H	I	J
1. Community Services										
Art Gallery	5	-	90	(85)	-	13	-	(72)	-	(72)
Community Support Applications	10	-	30	(20)	-	-	-	(20)	-	(20)
Emergency Services (RFS,F&R,SES)	-	-	388	(388)	-	-	-	(388)	-	(388)
Events (NAIDOC, Youth, Schools & Aust Day)	-	-	8	(8)	-	-	-	(8)	-	(8)
Events (Henry Lawson Festival)	-	-	57	(57)	-	-	-	(57)	-	(57)
Health	46	-	39	7	-	-	-	7	-	7
Library	89	-	278	(188)	-	33	-	(155)	-	(155)
Taxi	-	-	47	(47)	-	2	-	(45)	-	(45)
Village Donations (Resolution 195/22)	-	-	16	(16)	-	-	-	(16)	-	(16)
Total Community and Culture	150	-	952	(802)	-	48	-	(754)	-	(754)
2. Local Economy										
Caravan Park	33	-	25	8	-	-	-	8	-	8
Economic Development	-	-	148	(148)	-	-	-	(148)	-	(148)
Tourism	15	-	275	(260)	-	12	-	(248)	-	(248)
Total Local Economy	48	-	448	(400)	-	12	-	(388)	-	(388)
3. Environmental										
Animal Control	7	-	125	(119)	-	1	-	(118)	-	(118)
Council Property	84	-	809	(726)	-	665	-	(61)	-	(61)
Heritage	13	-	29	(16)	-	-	-	(16)	-	(16)
Legal Planning	-	-	10	(10)	-	-	-	(10)	-	(10)
Development & Building Planning	101	-	438	(337)	-	-	-	(337)	-	(337)
Swimming Pools	468	-	863	(396)	-	190	166	(372)	-	(372)
Strategic Planning	-	-	80	(80)	-	-	-	(80)	-	(80)
Total Environmental	671	-	2,354	(1,683)	-	856	166	(994)	-	(994)
4. Infrastructure										
Capital Works (non Natural Disaster FLR, LRCI, EPA)	-	2,273	-	2,273	630	-	-	1,643	-	1,643
Depot	-	-	763	(763)	-	120	-	(643)	-	(643)
Engineering Support	-	-	390	(390)	-	-	-	(390)	-	(390)
Natural Disasters	4,898	-	4,898	-	-	-	-	-	-	-
Parks & Gardens	7	-	374	(367)	-	-	-	(367)	-	(367)
Plant	1,802	325	1,500	627	325	475	234	544	-	544
Plant (Insurance)	-	-	70	(70)	-	-	-	(70)	-	(70)
Public Conveniences	-	-	47	(47)	-	-	-	(47)	-	(47)
Regional Roads (RERRF/Block Grant)	860	-	1,421	(561)	-	-	-	(561)	-	(561)
Roads Maintenance Council Contract (RMCC) - Ordered Works	2,440	-	1,440	1,000	-	-	-	1,000	-	1,000
Roads (RMCC - RMAP Private Works)	930	-	518	413	-	-	-	413	-	413
Local Rural and Urban Roads & Villages - R2R & FAG (Maintenance program)	1,777	-	3,227	(1,450)	-	1,450	-	-	-	-
RFS (Hazard Reduction/Maintenance)	87	-	87	-	-	-	-	-	-	-
Dams	-	-	150	(150)	-	70	-	(80)	-	(80)
Weeds	-	-	199	(199)	-	-	-	(199)	-	(199)
Total Infrastructure	12,801	2,598	15,082	316	955	2,115	234	1,242	-	1,242

FY2026 Budget by Program (\$'000)

	Operating Revenue	Capital Revenue	Operating Expenses	Operating Result	Cap Expense	Dep exp	Loan Lease Mvmnts	Cash Result	Reserve Mvmnts	Unrestricted cash Result
	A	B	C	D	E	F	G	H	I	J
5. Corporate & Governance										
ARIC and Internal Audit	-	-	99	(99)	-	-	-	(99)	-	(99)
Cemeteries	90	-	181	(91)	15	10	-	(96)	-	(96)
Corporate Administration Services (Fees, Commissions, Sundry)	579	-	1,919	(1,340)	-	80	-	(1,260)	-	(1,260)
Councillors' Operations	-	-	266	(266)	-	-	-	(266)	-	(266)
General Revenue (Financial Assistance Grant)	5,840	-	121	5,719	-	-	-	5,719	-	5,719
Governance	300	-	1,259	(959)	-	-	-	(959)	-	(959)
Human Resources/WHs	-	-	315	(315)	-	-	-	(315)	-	(315)
ICT	-	-	316	(316)	273	50	-	(539)	-	(539)
ICT Subscriptions	-	-	301	(301)	-	-	-	(301)	-	(301)
Insurance (whole of organisation)	-	-	610	(610)	-	-	-	(610)	-	(610)
Legal (Corporate)	-	-	20	(20)	-	-	-	(20)	-	(20)
Legal (Governance)	-	-	45	(45)	-	-	-	(45)	-	(45)
Subscriptions & Initiatives (LGNSW and CNSWJO)	-	-	70	(70)	-	-	-	(70)	-	(70)
Total Corporate & Governance	6,808	-	5,522	1,287	288	140	-	1,139	-	1,139
Total General Fund	20,478	2,598	24,357	(1,282)	1,243	3,171	400	245	-	245
6. Infrastructure (Sewer)										
Sewer	939	-	823	117	-	350	-	467	-	467
Total Sewer	939	-	823	117	-	350	-	467	-	467
7. Waste Management										
Waste Management - Kerbside Collection	695	-	231	464	-	4	-	467	(150)	317
Waste Management - Landfill	146	-	450	(304)	-	33	-	(271)	-	(271)
Total Waste Management	841	-	681	159	-	37	-	196	(150)	46
Total Consolidated	22,258	2,598	25,861	(1,006)	1,243	3,558	400	908	(150)	758

A. SCHEDULE OF FEES AND CHARGES



Weddin Shire Council | Operational Plan 2025 – 2026

2025 - 2026

SCHEDULE OF FEES AND CHARGES

Operational Plan 2025-2026
Adopted XX June 2025 | Resolution XXX/XX

WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

FEES AND CHARGES

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

The following codes denotes the type of fee charged:

- (1) Fee is set to recover the costs of providing the goods or service
- (2) Fee is Statutory and set at maximum amount
- (3) Fee is set with a margin for oncosts and overheads
- (4) Fee is set less than the cost of providing the service

1. ADMINISTRATION

1.1 Miscellaneous

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE	
a) Private water sample - basic testing	per test	Y	TBC	POA	1	
b) Formal Application Fee under <i>GIPA Act</i> (FOI)	per application	N	TBC	\$30.00	2	
c) Additional Processing Charge under <i>GIPA Act</i>	per hour	N	TBC	\$30.00	2	
d) Business Paper	Observer Copy	N	TBC	At Cost	3	
	Otherwise	Y				
e) Building statistics (except Government Departments)	per annum	Y	TBC	\$98.00	1	
	per month	Y		\$14.20	1	
f) Document - Section 10.8		N	TBC	TBC	2	
g) Printing	Monochrome:					
	A4	per page	Y	\$0.70	\$0.80	3
	A3	per page	Y	\$2.00	\$2.10	3
	Colour:					
	A4	per page	Y	\$2.00	\$2.10	3
	A3	per page	Y	\$2.50	\$2.70	3
	Colour images/photographs:					
	A4	per page	Y	\$4.00	\$4.50	3
	A3	per page	Y	\$7.00	\$7.30	3
h) Maps	Large (AO, A1)	per copy	Y	\$10.00	\$10.50	3
	Small (A3,A4)	per copy	Y	\$4.00	\$4.20	3
	LEP (A3 sheet, Colour)	per copy	Y	\$8.00	\$8.40	3
i) Dishonoured Cheque Fee	flat rate	N	\$22.00	\$22.00	1	
j) Visitors Information Centre - Souvenirs		Y	Prices as marked	Prices as marked	3	
k) Art Gallery Artworks		N	Prices as marked	Prices as marked	3	

WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

1.2 Certificates

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
Note: The following fees may change upon notification of the Statutory Limit.					
a) Certificate - Section 603, <i>LG Act</i> (Rates etc. owing) Plus Urgent (within 48 Hrs) Flat Fee		N	\$100.00	\$100.00	2
		N	\$45.00	\$48.00	1
b) Certificate - Section 735 (A), <i>LG Act</i> (Notices Outstanding)			\$80.00	\$82.00	2
c) Certificate – Section 10.7(2), <i>EP&A Act</i> (Planning)		N	\$69.00	\$71.00	2
Section 10.7(5), <i>EP&A Act</i> (Planning)		N	\$104.00	\$107.00	2
Plus Urgent (within 48 Hrs) Flat Fee			\$45.00	\$47.00	
d) Certificate – Section 6.23, <i>EP&A Act</i> (Building Information)					
For Class 1 and Class 10 Buildings		N	\$260.00	\$272.00	1
In a case where the application relates to a part of a building which consists of an external wall only or does not otherwise have a floor area			\$260.00	\$272.00	1
In case of any other Building					
Not Exceeding 200 m ²	flat fee		\$260.00	\$272.00	1
Exceeding 200 m ²	flat fee		\$260.00	\$272.00	1
Plus, for every m2 over 200 m ²	per m ²		\$0.50	\$0.75	1
Exceeding 2000 m ²	flat fee		\$1,220.00	\$1,276.00	1
Plus, for every m2 over 2000 m ²	per m ²		\$0.75	\$0.75	1
Additional inspections	flat fee	Y	\$95.00	\$99.50	1
e) Certificate of Ownership of Land to Solicitor				TBC	1
f) Certificate – Section 88G, <i>Conveyancing Act</i>				TBC	2
g) Sewer Diagram (Copy)	per plan	Y	\$45.00	\$47.00	3
h) Search and provide a copy of Sewer Plan for Conveyancing Purposes		Y	\$144.00	\$151.00	3

2. INSPECTIONS, LICENCES, APPROVALS**2.1 Inspections**

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Notification of skin penetration premises <i>Public Health Regulation (Schedule 5)</i>	per application	N	\$105.00	refer to regulation	2
b) Notification of installation of warm-water system <i>Public Health Regulation (Schedule 5)</i>	per application	N	\$120.00	refer to regulation	2
c) Notification of installation of cooling water system <i>Public Health Regulation (Schedule 5)</i>	per application	N	\$120.00	refer to regulation	2
d) Notification for register of mortuaries <i>Public Health Regulation (Schedule 5)</i>	per application	N		refer to regulation	2

WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
e) Other Applications & Notifications <i>Public Health Regulation (Schedule 5)</i>	per application	N		refer to regulation	2
f) Improvement notice or prohibition order <i>Public Health Regulation (Schedule 5)</i>		N		refer to regulation	2
g) Hairdressers, beauty salons, food premises etc					
Annual inspection fee	per inspection	N	\$160.00	\$167.50	1
Re-inspection			\$160.00	\$167.50	1
h) Not-for-profit organisations including clubs, community halls, school canteens			Nil	Nil	1
i) Issuing Notice under Food Act issue improvement Notice	each	N	\$330.00	\$330.00	2

2.2 Protection of the Environment Operations Act

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Administration costs for prepare and giving Clean Up Notice - s.151 POEO (General) Regulation	per notice	N	\$803.00	\$821.00	2
b) Administration costs for prepare and giving Prevention Notice - s.151 POEO (General) Regulation	per notice	N	\$803.00	\$821.00	2
c) Administration costs for prepare and giving Noise Control Notice - s.151 POEO (General) Regulation	per notice	N	\$803.00	\$821.00	2

2.3 Advertising Structures

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
NOTE: Applicants must have current insurance to \$20 million indemnifying Council at all times, and supply details of validity period and date.					
a) All signs including footpath	per annum	N	\$35.00	\$36.50	1
b) Footpath occupations (set of table and chairs)	per annum	N	\$35.00	\$36.50	1

2.4 Swimming Pools Act

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Fee for inspection - Section 22F (1) certificate of compliance		N	\$250.00	\$250.00	2
If compliant, First inspection applicant reimbursement	each	N	\$100.00	\$100.00	2
b) Fee for provision of registration information - Section 30B (2)(b)	each	N	\$10.00	\$10.00	2
c) Application Exemption Certificate - Section 13	each	N	\$250.00	\$250.00	2

WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

3. FACILITIES**3.1 General Cemeteries**

Standard Interment times are 9:00am to 3:00pm Monday to Friday and 9:00am to 11:30am Saturday (excluding Public Holidays)

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Grenfell Cemetery		per person	Y	\$1,950.50	\$2,038.00	1
First Interment	Weekdays					
Second Interment	Weekdays	per person	Y	\$1,718.00	\$1,795.00	1
b) Village Cemetery - Bimbi or Caragabal						
First Interment	Weekdays	per person	Y	\$2,832.50	\$2,959.50	1
Second Interment	Weekdays	per person	Y	\$2,178.50	\$2,276.50	1
c) Burial of a child (under 16)		discount	Y	Less \$162.50	Less \$160.00	1
d) Interment Services Levy		per person	Y		\$156.00	2

3.2 Lawn Cemeteries

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Grenfell (includes Plaque)						
First Interment	Weekdays	per person	Y	\$3,283.50	\$3,431.00	1
Second Interment	Weekdays	per person	Y	\$1,970.00	\$2,058.50	1
b) Interment Services Levy		per person	Y		\$156.00	2
c) Burial of a child (under 16)		discount	Y	Less \$162.50	Less \$160.00	1

3.3 Ashes Interments to Columbarium and Existing Graves

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Placement of ashes in new grave – Grenfell Lawn Cemetery (includes Bronze Plaque)		per burial	Y	\$2,788.00	\$2,913.00	1
b) Placement of ashes into existing grave – Grenfell Lawn Cemetery and Monumental (does not include bronze plaque)		per burial	Y	\$305.00	\$318.00	1
c) Placement of ashes Columbarium Niche (Funeral Director to install ashes and order plaque)		per burial	Y	\$306.50	\$320.00	1
d) Interment Services Levy		per burial	Y		\$63.00	2

3.4 Cemetery Interments – Additional Charges

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Saturday		per burial	Y	\$503.50	\$1,000 + 1 st Interment	1

WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025-2026

3.5 Cemetery Application Fees

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Cemetery Plaque & Monumental Works Application Fee	per item	Y	\$184.00	\$192.00	1
b) Bronze Plaque – Refurbishment, replacement, installation, addition & other works	per item	Y	POA	POA	1
c) Bronze Plaque – Ceramic Photo Inserts (to be completed as part of the burial process)	per item	Y	Actual Cost	Actual Cost	1

3.6 Burial Reservation Fees

Note: Reservation fees will be deducted from the normal interment fee at time of burial. Reservation is valid for 25 years. Reservation cost is separate to burial costs.

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Reservation – Grenfell, Bimbi and Caragabal (excludes Grenfell Lawn Cemetery)	per burial	N	\$843.50	\$881.00	1

3.7 Exhumations

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Application for approval to exhume remains – Public Health Regulations (Schedule 5)	per application		\$380.00	refer to regulation	2
b) Works undertaken by Council to exhume remains (complies to Council controlled cemeteries only)	per application	Y	At Cost + 40%	At Cost + 40%	1

3.8 Cemetery – Private Land Burials

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Approval for burial on Private Land	per burial	N	As per Development Application fees	As per Development Application fees	2

3.9 Cemetery – Search and Records

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Cemetery Records search	per hour	Y	\$57.00	\$70.00	1

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3.10 Parks and Ovals

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Private function hire	Bond	per day	N	\$403.50	\$403.50	1
	Hire Fee		N	\$340.00	\$340.00	1
b) Not-for-profit organisations				Nil	Nil	1

3.11 Lawson Oval Complex

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Senior Rugby League	Matches	per season	Y	\$1,591.50	\$1,663.00	4
	Training	per season	Y	\$385.50	\$402.00	4
b) Senior Soccer	Matches	per season	Y	\$1,032.00	\$1,078.00	4
	Training	per season	Y	\$385.50	\$402.00	4
c) Senior Cricket	Matches	per season	Y	\$725.50	\$758.00	4
	Training	per season	Y	\$385.50	\$402.00	4
d) Social Competitions		per season	Y	\$725.50	\$758.00	4
e) Use of Lawson Park lights		per KWH	Y	\$1.00	\$1.05	4
f) Use of kiosk		per year	Y	\$501.00	\$523.00	4

3.12 Swimming Pools

ITEM		UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Grenfell and Quandialla – Gate Entry	Adult	per swimmer	Y	\$4.50	\$5.00	4
	Child or Aged Pensioner	per swimmer	Y	\$3.50	\$4.00	4
	Swimming Club	per swimmer	Y	\$2.00	\$2.50	4
	School Session (Includes Spectators)	per student	Y	\$2.00	\$2.50	4
	Carnivals, Disco's etc. (Includes Spectators)	per person	Y	\$2.00	\$2.50	4
	Recognised Royal Life Program	per day per program	Y	\$2.00	\$2.50	4
b) Season Ticket - Entry to both Grenfell and Quandialla						
	Adult	per person	Y	\$145.00	\$155.00	4
	Child or Aged Pensioner	per person	Y	\$120.00	\$125.00	4
	Family	per person	Y	\$270.00	\$285.00	4
c) Grenfell Swimming Club Room Fee		per season	Y	\$140.00	\$140.00	4
d) Private Booking Fee (excluding local Schools & Grenfell Amateur Swimming Club)		each	Y		\$355.00	4
e) Swimming Pool Resuscitation Chart		each	Y	\$32.00	\$32.00	4

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3.13 Rubbish Tips

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Domestic/Residential					
Clean green waste (lawn clippings, tree pruning's, tree branches and stumps)	N/A	Y	Nil	Nil	3
Putrescible/general household waste (less than 2m ³ per load shire residents only)	N/A	Y	Nil	Nil	3
Putrescible/general household waste (over 2m ³ per load shire residents only)	per m ³ in excess of 2m ³	Y	\$20.00	\$21.00	3
Putrescible/general household waste (non-shire residents)	per m ³	Y	\$35.00	\$36.50	3
Sorted Waste including steel, concrete, bricks, timber (placed in appropriate location)	N/A	Y	Nil	Nil	3
Unsorted waste	per trailer load	Y	\$45.00	\$47.00	3
Furniture (placed in appropriate location)	N/A	Y	Nil	Nil	3
White Goods (placed in appropriate location)	N/A	Y	Nil	Nil	3
Cot mattress	each	Y	\$40.00	\$15.00	3
Single mattress/Base	each	Y	\$40.00	\$20.00	3
Double mattress/Base	each	Y	\$40.00	\$30.00	3
King/Queen mattress/Base	each	Y	\$40.00	\$40.00	3
E waste (sorted and placed in appropriate area)	N/A		Nil	Nil	3
b) Commercial/Industrial					
Clean green waste (lawn clippings, tree pruning's, tree branches and stumps)	N/A	Y	Nil	Nil	3
Clean uncontaminated fill (soil, clay, loam) placed in appropriate location	N/A	Y	Nil	Nil	3
Putrescible/general household waste (less than 2m ²)	per m ³	Y	\$35.00	\$36.50	3
Sorted Waste including concrete, bricks, timber (placed in appropriate location)	per m ³	Y	\$31.50	\$33.00	3
Steel (including car bodies)	N/A	Y	Nil	Nil	3
Sorted Recyclables (placed in appropriate area)	N/A	Y	Nil	Nil	3
Unsorted waste	per m ³	Y	\$60.00	\$63.00	3
Cot mattress	each	Y	\$40.00	\$15.00	3
Single mattress/Base	each	Y	\$40.00	\$20.00	3
Double mattress/Base	each	Y	\$40.00	\$30.00	3
King/Queen mattress/Base	each	Y	\$40.00	\$40.00	3
E waste (TVs, computers, etc. sorted and places in appropriate area)	per item	Y	\$19.00	\$20.00	3
Clinical (non-hazardous) waste	per m ³	Y	\$48.00	\$50.00	3
Cooking fats/oil	per litre	Y	\$9.00	\$9.50	3
Disposal of Prohibited Waste (specific approval necessary)	N/A	Y	POA	POA	3
c) Tyres					
Car/Motorbike Tyre	per tyre	Y	\$28.00	\$29.50	3
Light truck/4WD	per tyre	Y	\$31.50	\$33.00	3

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ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
Truck	per tyre	Y	\$47.00	\$49.00	3
Tractor 1-1.5m diameter	per tyre	Y	\$180.00	\$188.00	3
Tractor 1.5-2 m diameter	per tyre	Y	\$277.00	\$290.00	3
Earth moving machinery tyre (small)	per tyre	Y	\$277.00	\$290.00	3
Earth moving machinery tyre (large)	per tyre	Y	\$405.00	\$423.50	3
d) Animal Carcasses					
Dog/Cat	per animal	Y	\$32.00	\$33.50	3
Sheep/goat/ other animal similar size	per animal	Y	\$72.00	\$75.50	3
Horse/cow/other animal similar size	per animal	Y	\$150.00	\$157.00	3
Offal	per 20kg bag	Y	\$12.00	\$12.50	3
e) Disposal of Other Waste					
eWaste (TV's, Computers etc)	each	Y	\$19.00	\$20.00	3
Mattresses / Bed Base	each	Y	\$40.00	\$42.00	3
f) Chemical drums					
Cleaned and arranged with drum muster	N/A		Nil	Nil	3
Uncleaned and/or not suitable for drum muster	per drum	Y	\$5.00	\$5.00	3
g) Asbestos (Asbestos not permitted at rural tips, friable asbestos not permitted at any Council tip)					
Bonded Asbestos	per m ³ or part thereof	Y	\$200.00	\$209.00	3
Asbestos contaminated waste	per m ³ or part thereof	Y	\$200.00	\$209.00	3
h) Other waste					
Motor Oil	N/A		Nil	Nil	3
Batteries	N/A		Nil	Nil	3
Cooking fats/oil	per litre	Y	\$9.00	\$9.50	3
Large tarps/silo bags or similar	per m ³	Y	\$31.50	\$33.00	3
Water Tank (steel)	N/A	Y	Nil	Nil	3
Water Tank (plastic/fire glass)	per item	Y	\$31.50	\$33.00	3
Water Tank (concrete)	per item	Y	\$31.50	\$33.00	3
i) Purchase of 240 litre Domestic / Commercial Bin	each	Y	\$110.00	\$115.00	1
j) Council repairing bin including supplying replacement part/s - from general wear and tear	per bin	Y	\$30.00	\$31.50	1

3.14 Library

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Covering Books	per book	Y	\$6.50	\$6.80	1
b) Disk Cleaning	per disc	Y	\$3.00	\$3.20	1
c) Inter-Library Loans	Flat Fee				
Plus any charge by supplying library	per request	Y	\$9.50	\$10.00	1
d) Laminations	Business Cards	each	\$3.00	\$3.20	1
	A4	each	\$5.00	\$5.20	1
	A3	each	\$7.50	\$7.80	1
e) Library Bags	each	Y	\$5.50	\$6.00	1
f) Lost Library Cards	each	Y	\$4.00	\$4.20	1

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ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
g) Membership Fee – Outside NSW (non-refundable fee for temporary Library membership for non-residents who live outside of NSW or unable to provide ID, as well as overseas visitors)	per month	Y	\$34.00	\$35.50	1
	3 months	Y	\$91.00	\$95.00	1
	per year	Y	\$171.00	\$179.00	1
h) Overdue Notice Email Notice First Printed Notice Second Printed Notice	each	Y	Nil	Nil	1
	each	Y	\$5.00	\$5.20	1
	each	Y	\$7.50	\$7.90	1
i) Photocopying and Printing					
Monochrome: A4 A3 Colour: A4 A3	each	Y	\$0.70	\$0.80	3
	each	Y	\$2.00	\$2.10	3
	each	Y	\$2.00	\$2.10	3
	each	Y	\$2.50	\$2.60	3
j) Scan and Email (up to 10 pages)	per email	Y	\$6.50	\$6.80	1
k) Professional Research Fee (Include photocopying & postage)	first 15 mins	Y	Nil	Nil	4
	then per hr	Y	\$18.00	\$19.00	4
l) Reservations (covers phone call and email notification)	per request	Y	\$3.50	\$3.70	1
m) Replacement Fee (for lost or damaged item) Flat Fee plus Replacement Cost	each	Y	\$6.00	\$6.30	1
	each	Y	At Cost	At Cost	1

3.15 Grenfell Community Hub

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Conference Room Hire	per half day	Y	\$21.00	\$22.00	1
b) Hire of Equipment	per half day	Y	\$21.00	\$22.00	1

3.16 Radio Tower Rental

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Site Rental	per user	Y	\$300.00	TBC	3

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4. PRIVATE WORKS**4.1 Council Owned Plant**

NOTE: Plant hire charges comprehensive with operator (operator is mandatory) when Council plant is used to carry out Private Works

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Grader Without G35	per hour	Y	\$223.00	\$253.00	3
With G35	per hour	Y	\$284.00	\$316.00	3
b) Loader	per hour	Y	\$183.00	\$211.00	3
c) Backhoe	per hour	Y	\$167.00	\$194.00	3
d) Water Cart (12,000 Litre)	per hour	Y	\$170.50	\$198.00	3
e) Patching Truck – Not including materials	per hour	Y	\$340.50	\$388.00	3
f) Roller – Rubber Tyre	per hour	Y	\$163.00	\$190.00	3
g) Roller – Vibrating Self-Propelled	per hour	Y	\$169.00	\$196.00	3
h) Roller – Tandem	per hour	Y	\$130.50	\$156.00	3
i) Float	per hour	Y	\$185.00	\$220.00	3
j) Compressor	per hour	Y	\$133.00	\$158.00	3
k) Tractor / Slasher, Mower Proline (town limits only)	per hour	Y	\$144.00	\$170.00	3
l) Weed Spraying	per hour	Y	\$216.50	\$246.00	3
Plus Chemical Costs	per litre	Y	At Cost	At Cost	3
m) Skid Steer – includes bucket Additional attachment – profiler Additional attachment – broom	per hour	Y		\$170.00 + \$40 + \$40	3
n) Prime Mover and Low Loader	per hour	Y	\$216.50	\$256.00	3
plus Fuel	per km	Y	\$4.00	\$4.15	3
plus Escort/Assistance	per hour	Y	\$120.50	\$125.00	3
o) Gravel Tipping Truck (No Dog Trailer)	per hour	Y	\$191.00	\$229.00	3
plus for haul greater than 10km	per km / per tonne	Y	\$1.45	\$2.00	3
p) Gravel Tipping Truck (With Dog Trailer)	per hour	Y	\$218.00	\$267.00	3
plus for haul greater than 10km	per km / per tonne	Y	\$5.70	\$7.00	3
q) Portable Toilet Hire	each	N	\$197.00	\$215.00	3
Deposit	per day	Y	\$191.00	\$199.00	3
Hire Fee	per week	Y	\$347.00	\$362.00	3
r) Bogie-axle Coolroom Hire	each	N	\$759.50	\$793.00	3
Deposit	per day	Y	\$345.00	\$360.00	3
Hire Fee	per week	Y	\$834.00	\$871.00	3
s) Single Coolroom Hire	each	N	\$585.50	\$611.00	3
Deposit	per day	Y	\$216.00	\$225.00	3
Hire Fee	per week	Y	\$585.50	\$611.00	3
t) Minor Plant	per hour	Y	\$80.00	\$100.00	3
Flat Rate	per hour	Y	POA	POA	3
plus - 2 x Internal Rate					
u) Miscellaneous Works including Utility Locator		Y	Field Cost + \$28%	Field Cost + \$28%	3
v) Workshop – Mechanic	per hour	Y	\$156.50	\$163.00	3
Transportation fees to be added to above plant hire where applicable at \$13.00 per km and \$90.00 per hour					
The minimum charge for hire of Council plant is 4 hours.					

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4.2 Miscellaneous

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Gravel Royalty (incl internal costs eg reestablishment)	per tonne	Y	\$1.50	\$1.50	3
b) Driveways – Landowner to pay full cost of constructing driveways					3
c) Road Opening Permit – Section 138	each	N	\$101.00	\$120.00	3
d) Public Gate Fee	each	N	\$790.50	\$826.00	3
e) Road Restoration Charges Bitumen	per m ²	Y	POA	POA	3
Gravel	per m ²	Y	POA	POA	3
Asphalt	per m ²	Y	POA	POA	3
Concrete	per m ²	Y	POA	POA	3
f) Preparation of Traffic Guidance Scheme (TGS)					
Simple	each	Y	\$301.50	\$310.00	3
Complex	each	Y	\$536.00	\$570.00	3
g) Traffic Control Operation				At Cost + 20%	3

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
h) Storage of Impounded Articles (cars etc) Transport of Impounded Articles	per week	Y	\$331.00 At Cost + overheads	\$345.00 At Cost + overheads	3
i) Purchase of Gate and Grid Sign	each	Y	\$224.50	\$234.00	3
j) Rural Address Signage					
Capture and Supply Number only	each	Y	\$123.00	\$128.00	3
plus Installation	each	Y	\$62.00	\$64.00	3
Replacement Sign	each	Y	\$54.50	\$56.50	3
k) Contribution of Public Works					
Construction of Kerb & Guttering (excluding if required as part of Development Consent)	per m ²	Y	50% of Cost	50% of Cost	3
Construction of Kerb & Guttering required as part of Development Consent	per m ²	Y	Full Cost born by person acting on development consent	Full Cost born by person acting on development consent	1
Construction of Footpaths / Shared Pathways (widths to be determined)	per m ²	Y	50% of Cost	50% of Cost	3

4.3 Staff Secondment

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Service Delivery Management/Service Planning Manager	per hr	Y	\$209.00	\$218.00	3
b) Development & Traffic/Survey & Design	per hr	Y	\$154.00	\$160.00	3
c) Asset Management Officer	per hr	Y	\$154.00	\$160.00	3
d) Clerical Staff	per hr	Y	\$104.50	\$109.00	3

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5. DEVELOPMENT CONTROL**5.1 Development Under EP&A Act 1979 (as amended)**

Note: Not all Statutory fees in Schedule 4 have been listed below.

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Development Application (other than State significant development)					
Change of Use (minimum)	each	N	\$371.00	\$379.00	2
Designated (in addition to other fees)	each	N	\$1,198.00	\$1,226.00	2
Giving Notice for Designated (in addition to other fees)	Each	N	\$2,890.00	\$2,957.00	2
Up to \$5,000 (all developments)	each	N	\$144.00	\$147.00	2
\$5,001 - \$50,000	each	N	\$220.00	\$225.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$5,000	per \$1,000	N	\$3.00	\$3.00	2
\$50,001 - \$250,000	each	N	\$459.00	\$469.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	per \$1,000	N	\$3.64	\$3.64	2
\$250,001 - \$500,000	each	N	\$1,510.00	\$1,544.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	per \$1,000	N	\$2.34	\$2.34	2
\$500,001 - \$1,000,000	each	N	\$2,272.00	\$2,325.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	per \$1,000	N	\$1.64	\$1.64	2
\$1,000,001 - \$10,000,000	each	N	\$3,404.00	\$3,483.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	per \$1,000	N	\$1.44	\$1.44	2

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
More than \$10,000,000	each	N	\$20,667.00	\$21,146.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	per \$1,000	N	\$1.19	\$1.19	2
Other Developments					
Development involving the erection of a dwelling/house with an estimated cost of construction < \$100,000	each	N	\$592.00	\$606.00	2
Strata Subdivision	each	N	\$430.00	\$440.00	2
plus	per lot	N	\$65.00	\$65.00	2
Subdivision other than strata involving the opening of a public road	each	N	\$865.00	\$885.00	2
plus	per lot	N	\$65.00	\$65.00	2
Subdivision other than strata NOT involving the opening the opening of a public road	each	N	\$430.00	\$440.00	2
plus	per lot	N	\$53.00	\$53.00	2

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5.2 Modification of Consent (other than State significant)

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
b) Modification of Consent					
s4.55(1) Minor Error, Misdescription or Miscalculation	each	N	\$92.00	\$96.00	2
s4.55(1A) Minimal environmental impact (Lesser of \$839.00 or 50% of D/A fee)	each	N	\$839.00	\$859.00	2
S4.56(1) Involves consent authority opinion, Minimal environmental impact (Lesser of \$839.00 OR 50% or 50% of D/A fee)	Each	N	\$839.00	\$859.00	2
s4.55(2) or s4.56(1) Not of minimal environmental impact where:-					
i) Development Application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	each	N	50% of DA fee	50% of DA fee	2
ii) Development Application that involved the erection of a dwelling-house with a estimated cost of construction of < \$100,000	each	N	\$247.00	\$253.00	2
iii) in the case of an application with respect to any other Development Application, as set out in the Table to this clause	each		See EP&A Regulation	See EP&A Regulation	2
Plus, if notice of the application is required to be given under Section 4.55 (2) or 4.56 (1) of the Act	each	N	\$866.00	\$886.00	2
Additional fee for designated development	each	N	\$1,198.00	\$1,226.00	2
fee for giving notice of designated development			\$2,890.00	\$2,957.00	2
Additional fee for integrated development payable to consent authority	each	N		\$187.00	2
fee payable to approval body	each	N		\$426.00	2
Fee for giving notice of nominated integrated development, threatened species development or Class 1 aquaculture development	each	N		\$1,472.00	2
Giving of notice for prohibited development	Each	N		\$1,472.00	2
c) Advertising					
Designated (balance refundable)	each	Y	POA	POA	2
Advertising development (EP&A Act)	each	Y	POA	POA	2
Prohibited development	each	Y	POA	POA	2
LEP or DCP required advertising	each	Y	\$300.00	\$300.00	4
d) Review of Determination (Section 8.3, EP&A Act)					
Development Application that does not involve carrying out of a work or, demolition of a work or building	each	N	50% of DA Fee	50% of DA Fee	2
Development Application that involves the erection of a dwelling-house \$100,000	each	N	\$247.00	\$253.00	2

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ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
Up to \$5,000	each	N	\$71.00	\$73.00	2
\$5,001 - \$250,000	each	N	\$111.00	\$114.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$5,000	per \$1,000	N	\$1.50	\$1.50	2
\$250,001 - \$500,000	each	N	\$651.00	\$666.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	per \$1,000	N	\$0.85	\$0.85	2
\$500,001 - \$1,000,000	each	N	\$927.00	\$949.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	per \$1,000	N	\$0.50	\$0.50	2
\$1,000,001 - \$10,000,000	each	N	\$1,285.00	\$1,314.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	per \$1,000	N	\$0.40	\$0.40	2
More than \$10,000,000	each	N	\$6,167.00	\$6,310.00	2
plus, for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	per \$1,000	N	\$0.27	\$0.27	2
Additional fee - Modification application if Notice required under s4.55(2) or s4.56(1)	each	N	\$866.00	\$886.00	2
e) Complying Development Certificate					
Class 1 building (including all mandatory inspections)	each	Y	\$524.00 plus 0.4%	\$548.00 plus 0.4%	1
Class 2 - 9 building (including all mandatory inspections)	each	Y	\$608.00 plus 0.4%	\$636.00 Plus 0.4%	1
Class 10 building (including all mandatory inspections)	each	Y	\$262.00 plus 0.4%	\$274.00 plus 0.4%	1
Modified CDC Application	each	Y	\$50.00	\$100.00	1
f) Construction Certificate					
Class 1 Dwelling building (including all mandatory inspections)	each	Y	\$524.00 plus 0.4%	\$548.00 plus 0.4%	1
Class 2 & 3 Dwellings	each	Y	\$608.00 plus 0.4%	\$636.00 plus 0.4%	1
Commercial / Industrial Developments & Class 4 Dwellings	each	Y	\$690.50 plus 0.4%	\$722.00 plus 0.4%	1
Minor Structures eg. Carports, garages, swimming pools, farm sheds < 500m ²	each	Y	\$262.00 plus 0.4%	\$274.00 plus 0.4%	1
Minor Structures – Fence	each	Y	\$105.00	\$110.00	1
Modified CC Application (minor) Class 1 & 10	each	Y	\$50.00	\$100.00	1
Modified CC Application (minor) Class 2-9	each	Y	\$112.00	\$150.00	1
Additional Inspections	each	Y	\$170.00	\$178.00	1
for Additions/Alterations up to 100 m²					
Class 1 Dwelling building (including all mandatory inspections)	each	Y	\$380.00 plus 0.4%	\$397.00 plus 0.4%	1
Class 2 & 3 Dwellings	each	Y	\$450.00 plus 0.4%	\$471.00 plus 0.4%	1
Commercial / Industrial Developments & Class 4 Dwellings	each	Y	\$508.00 plus 0.4%	\$531.00 plus 0.4%	1
g) Subdivision Certificate	each	Y	\$260.00	\$272.00	1
h) Record of Inspections Certificate	each	Y	\$180.00	\$188.00	1
i) Occupation Certificate – Class 10	each	Y	\$180.00	\$188.00	1
Occupation Certificate – Class 1 & 2 - 9	each	Y	\$270.00	\$282.00	1

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025 - 2026

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
j) Developments over \$50,000 (PlanFirst Levy)	each	N	0.064%	0.064%	1
k) Developments over \$250,000 (LSL Levy) (from 1 January 2023)	each	N	0.25%	0.25%	1
l) Relocated Homes Security Deposit (for existing homes being moved in the shire)	each	N	\$5,000.00	\$5,230.00	1
m) Tree Removal Application	each	N	\$35.00	\$36.50	1
n) Copy of EIS	each	Y	POA	POA	1
o) Planning Proposal Application (\$5000.00 minimum)	each	N	POA	POA	1

5.3 Certificate Registration

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
Schedule 4, Part 9 – Environmental Planning and Assessment Regulation 2021					
a) Submitting Complying Development Certificate on the NSW planning portal	per application	N	\$40.00	\$41.00	2
b) Submitting application for construction certificate, subdivision works certificate, occupation certificate, subdivision certificate or building information certificate on the NSW planning portal	per application	N	\$45.00	\$46.00	2
c) Submitting construction certificate, subdivision works certificate, occupation certificate, subdivision certificate, complying development certificate or planning agreement on the NSW planning portal	per application	N	\$6.00	\$6.00	2
d) Lodgement of planning agreement on the NSW planning portal	Per application	N	\$6.00	\$6.00	2
e) Application for BASIX Certificate Portal Fee	Per application	N	\$5.00	\$5.00	2

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025 - 2026

5.4 General Enquiry Fees

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Building / Dwelling Entitlement Search (search per hour or part thereof) includes admin and research	min fee up to 1 hr	Y	\$250.00	\$265.00	1
b) Search of Building Records (excluding photocopying charges)	min fee up to 1 hr	Y	\$75.00	\$78.50	1
c) Additional research fee in excess of 1 hr (excluding photocopying charges)	per hour	Y	\$75.00	\$78.50	1

6. ANIMAL CONTROL**6.1 Registration (under Companion Animals Act 1998)**

Note: 2024/25 fees subject to change according to fees included in the Act. Registration fees are due at 12 weeks of age. A late fee is applicable if registration is not paid within 28 days after registration requirement. An additional fee for a dog is due at six (6) months and an annual permit/fee for a cat is four (4) months if not desexed.

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Dogs					
Dog NOT Desexed (after 3 Months)	each	N	\$262.00	TBC	2
Desexed Dog (by 3 months)	each	N	\$78.00	TBC	2
Desexed Dog (by 3 months) owned by an eligible pensioner	each	N	\$34.00	TBC	2
Dog – Registrations (desexing not recommended)	each	N	\$78.00	TBC	2
Dog – Registrations (desexing not recommended, owned by eligible pensioner)	each	N	\$34.00	TBC	2
Desexed Dog acquired from eligible Pound or Shelter	each	N	Nil	TBC	2
Non-Desexed Dog owned by recognised breeder	each	N	\$78.00	TBC	2
Working Dog	each	N	Nil	TBC	2
Dog that is in Service of the State	each	N	Nil	TBC	2
Accredited Assistance Dog or dog in formal training	each	N	Nil	TBC	2
Annual permit fee for dog of restricted breed	each	N	\$230.00	TBC	2
Annual permit of dog declared dangerous	each	N	\$230.00	TBC	2
Late permit fee for dog	each	N	\$22.00	TBC	2
Registration late fee	each	N	\$22.00	TBC	2
Additional fee (Dog not desexed by 6 months of age)	each	N	\$184.00	TBC	2
NOTE: A Certificate of Sterilisation must be produced from a Veterinarian to be eligible for the reduced registration fee for desexed dogs. If you cannot provide the documentation the full registration fee will be payable. Exemption may include written correspondence from a Veterinarian stating a valid reason as to why the dog cannot be desexed by 6 months of age. This may include a health risk or sexual immaturity					

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025 - 2026

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
b) Cats					
Desexed or Non-Desexed (by 3 months)	each	N	\$68.00	TBC	2
Desexed Cat (by 3 months) owned by an eligible pensioner	each	N	\$24.00	TBC	2
Desexed Cat acquired from eligible Pound or Shelter	each	N	Nil	TBC	2
Non-Desexed Cat owned by recognised breeder	each	N	\$68.00	TBC	2
Cat – Registration (desexing not recommended)	each	N	\$68.00	TBC	2
Cat – Registration (desexing not recommended, owned by eligible pensioner)	each	N	\$34.00	TBC	2
Annual permit fee for Cat not desexed (does not include late fee)	each	N	\$96.00	TBC	2
ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
NOTE: A Certificate of Sterilisation must be produced from a Veterinarian to avoid the annual permit fee for a non-desexed cat over the age of 4 months. If you cannot provide the documentation the annual permit fee will be payable. Annual permits have been introduced to encourage cat owners to desex their cats to stop the problem of unwanted kittens, feral and stray cats in society and Impounding Facilities, thus reducing euthanasia and cat deaths.					
Late Fee: Applicable when registration fee has not been paid 28 days after the date on which the animal is required to be registered	each	N	\$22.00	TBC	2

6.2 Domestic Animal Control

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Impounding: Release fee to owner (Business hours only)					
First Incident	each	N	\$60.00	\$63.00	1
Then, subsequent incidents	each	N	\$123.00	\$129.00	1
Sustenance	per day	N	\$25.00	\$27.00	1
Veterinary Care	each	Y	at cost	at cost	1
b) Sale of impounded animals after 7 or 14 days	each	Y	\$30.00	\$32.00	1
c) Hire of Traps					
Deposit	each	N	\$55.00	\$58.00	1
Hire Fee	per week	Y	\$27.00	\$29.00	1
Replacement Fee	each	Y	at cost plus 20%	at cost plus 20%	1
<i>Note: All traps are to be picked up and returned to the Council Depot in clean, undamaged condition</i>					
d) Hire of Collar					
Deposit	each	N	\$55.00	\$58.00	1
Hire Fee (charged in advance)	per week	Y	\$35.00	\$37.00	1
e) Destruction (by Vet)	each	Y	at cost plus 20%	at cost plus 20%	1
f) Surrender Fee	each	Y	\$105.00	\$110.00	1
g) Purchase of Dangerous Dog Collar	each	Y	\$70.00	\$74.00	1
h) Purchase of Dangerous Dog Signage	each	Y	\$50.00	\$53.00	1

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025 - 2026

6.3 Other (Impounding Costs)

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Impounding of straying stock	per incident	N	\$155.00	\$163.00	1
b) Sustenance charges - per animal	per day	N	\$47.00	\$50.00	1
c) Charges for agistment – per animal					
Horses, Cattle, Mules etc	per day	N	\$55.00	\$58.00	1
Sheep, Goats	per day	N	\$15.00	\$16.00	1
Pigs	per day	N	\$27.00	\$29.00	1
d) Droving or Transportation	per incident	Y	at cost plus 30%	at Cost plus 30%	1
e) Advertising and Notice to Owner	per incident	Y	\$265.00	\$278.00	1

7. SEWERAGE SERVICE

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Properties not ratable to the sewer rate					
- School lands and lands used as a playground in connection with such school or as the residence of a caretaker, servant or teacher of any such school					
per Water Closet	per annum	N	\$100.00	\$105.00	1
per Urinal	per annum	N	\$100.00	\$105.00	1
- Land which belongs to a religious body and which is occupied and used in connection with any church or other building used or occupied for public worship					
per Water Closet	per annum	N	\$100.00	\$105.00	1
per Urinal	per annum	N	\$72.00	\$75.00	1
- Other land					
per Water Closet	per annum	N	\$104.00	\$109.00	1
per Urinal	per annum	N	\$104.00	\$109.00	1
b) Sewer Connection Approval Fee - to existing mains at frontage (near) (within town area, excluding subdivisions)	each	N	\$640.00	\$670.00	3
c) Sewer Connection including road crossing (far)	each	N	Actual Cost + 40%	Actual Cost + 40%	3
d) Sewer Extensions for all sub-divisions – to be levied under Sec 552 of LG Act	per application	N	Actual Cost	Actual Cost	3
* unless otherwise negotiated					
e) Disposal of septic at Sewer Treatment Plant by Licensed contractors for Weddin Shire waste only (charge levy calculated at capacity of truck)	per kL	N	\$35.00	\$37.00	3
f) Effluent water – sale to schools			to be determined	to be determined	
g) Private hire of Sewer Trailer – Clear out storm water	hire per day	N	\$234.00	\$245.00	

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WEDDIN SHIRE COUNCIL

SCHEDULE OF FEES AND CHARGES 2025 - 2026

8. DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Application fee	per application	N	\$105.00	\$110.00	1
b) Renewal fee	per application	N	\$55.00	\$57.50	1
c) Trade Waste usage Charge	\$/kL	N	\$2.00	\$2.10	1

9. SECTION 64 CONTRIBUTIONS

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Sewer developer charge for new connections	per connection	N	\$7,764.00	\$8,121.00	3

10. ON-SITE SEWERAGE SYSTEMS (SEPTIC TANKS)

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Registration of existing system	each	N	\$80.00	\$84.00	1
b) Inspection Fee	each	N	\$210.00	\$220.00	1
c) Re-Inspection (if rectification works from initial inspection is required)	each	N	\$210.00	\$220.00	1

11. SECTION 68 LOCAL GOVERNMENT ACT 1993**11.1 Part A Structures of Places of Public Entertainment**

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Install a manufactured home, moveable dwelling or associated structure on land (including all mandatory inspections)	per approval	N	\$525.00 plus 0.4%	\$550.00 plus 0.4%	1

11.2 Part B Water Supply, Sewerage and Stormwater Drainage Work

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Carry out water supply work	per approval	N	\$175.00	\$183.00	1
b) Draw water from a council water supply or a standpipe or sell water so drawn	per approval	N	\$175.00	\$183.00	1
c) Install, alter, disconnect or remove a meter connected to a service pipe	per approval	N	\$175.00	\$183.00	1
d) Carry out sewerage work	per approval	N	\$175.00	\$183.00	1
e) Carry out stormwater drainage work	per approval	N	\$175.00	\$183.00	1

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SCHEDULE OF FEES AND CHARGES 2025 - 2026

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
f) Connect a private drain or sewer with a public drain or sewer under the control of a Council or with a drain or sewer which connects with such a public drain or sewer	per approval	N	\$175.00	\$183.00	1

11.3 Part C Management of Waste

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) For fee or reward, transport waste over or under a public place	per approval	N	\$175.00	\$183.00	1
b) Place waste in a public place	per approval	N	\$175.00	\$183.00	1
c) Place a waste storage container in a public place	per approval	N	\$175.00	\$183.00	1
d) Dispose of waste into a sewer of the Council	per approval	N	\$175.00	\$183.00	1
e) Install, construct or alter a waste treatment device or a human waste storage facility or drain connected to any such device or facility	per approval	N	\$175.00	\$183.00	1
f) Operate a system of sewage management (within the meaning of section 68A)	per approval	N	\$175.00	\$183.00	1

11.4 Part D Community Land

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Engage in a trade or business	per 3yr approval	N	\$175.00	\$183.00	1
b) Direct or procure a theatrical, musical or other entertainment for the public	per approval	N	\$175.00	\$183.00	1
c) Construct a temporary enclosure for the purpose of entertainment	per approval	N	\$175.00	\$183.00	1
d) For fee or reward, play a musical instrument or sing	per approval	N	\$50.00	\$52.00	1
e) Set up, operate or use a loudspeaker or sound amplifying device	per approval	N	\$175.00	\$183.00	1
f) Deliver a public address or hold a religious service or public meeting	per approval	N	\$175.00	\$183.00	1

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SCHEDULE OF FEES AND CHARGES 2025 - 2026

11.5 Part E Public Roads

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	per approval	N	\$175.00	\$183.00	1
b) Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	per approval	N	\$175.00	\$183.00	1

11.6 Part F Other Activities

ITEM	UNIT OF MEASURE	GST	CHARGE 2024/2025	CHARGE 2025/2026	TYPE
a) Operate a public car park	per approval	N	\$175.00	\$183.00	1
b) Operate a caravan park or camping ground	per approval	N	\$175.00	\$183.00	1
c) Operate a manufactured home estate	per approval	N	\$175.00	\$183.00	1
d) Install a domestic oil or solid fuel heating appliance, other than a portable appliance	per approval	N	\$85.00	\$90.00	1
e) Install or operate amusement devices	annual fee	N	\$85.00	\$90.00	1
f) Use a standing vehicle or any article for the purpose of selling any article in a public place	per approval	N	\$175.00	\$183.00	1
g) Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	per approval	N	\$175.00	\$183.00	1

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B. ROADS AND CAPITAL PROGRAM



Weddin Shire Council | Operational Plan 2025 - 2026

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SCHEDULE A: Transport for NSW (TfNSW) State and National Highway Works Program - Road Maintenance Council Contract (RMCC)

Executive Summary

Council has a RMCC (Road Maintenance Council Contract) with Transport for NSW (TfNSW), which includes carrying out various maintenance and specific work (ordered works) such as reseals and heavy/flex patching on the Mid Western Highway (HW06) and Newell Highway (HW17).

The Mid-Western Highway is about 105 km, and Newell Highway is about 22km. Council's current RMCC Contract is for a period of three (3) years from 1 July 2023 until 30 June 2026.

Council has received from TfNSW the Indicative Road Maintenance Annual Program (known as 'RMAP') estimated figure for the 2025/26 financial year being \$889,000.00. Council is in the process of finalisation of its Ordered Works program with TfNSW in addition to the RMAP activities, estimated to be \$3,329,000 as per below.

Financials

Project	RMCC
Approved Budget	Estimated RMAP - \$889,000 Ordered Works – \$2,440,000 (indicative)
Project End Date	30 June 2026

Contract Works and Locations	2025/2026
Indicative reseal	\$1,300,000
Indicative resurface prep	\$690,000
Indicative Flex Patch	\$450,000
Estimated RMAP	\$889,000
Total indicative value of the Contract for 2025/2026	\$3,329,000



SCHEDULE B: Regional Roads Program Block Grant

Executive Summary

The Regional Road Program (under the Block Grant) from Transport for NSW (TfNSW) has three components: -

1. A roads component to be spent on roadwork on Regional Roads.
2. A supplementary component, also to be spent on roadwork on Regional Roads.
3. A traffic facilities component, which can be spent on work on Regional Roads only, or on both Regional and Local Roads.

The indicative value of the Program for 2025/26 is as follows: -

Proposals and Locations	2025/2026
Roads Component	\$734,000.00
Traffic Facilities Component	\$68,000.00
Supplementary Component	\$58,000.00
Total Indicative value of the Program for 2025/2026	\$860,000.00

Project Breakup

Key	Road/Asset	2025/2026
MR398	Mary Gilmore Way – Shoulder Grading	\$180,000.00
MR398	Intersection of Mary Gilmore Way & Holy Camp Road – Deep lift asphalt	\$206,000.00
MR398	Mary Gilmore Way – Box Culvert Asset ID CU0780	\$237,000.00
MR398	Mary Gilmore Way – Box Culvert Asset ID CU0781	\$237,000.00
Total Indicative Value		\$860,000.00

Financials

Project	Regional Roads Program (Block Grant)
Approved Budget	\$860,000.00
Project End Date	30 June 2026

Capital and Roads Program 2025-2026



Budget Commentary

Weddin Shire Council is systematically working through restoration work on regional roads as part of the Regional Roads Program Block Grant. Mary Gilmore Way has various issues requiring maintenance, including 2 box culverts in urgent need of repair, as well as a poor road quality on the intersection of Holy Camp Road which requires a deep lift asphalt treatment. Shoulder Grading will also be utilised to improve the road profile and prevent further systemic issues.



SCHEDULE C: Roads - Rural Local Roads Program Component Financial Assistance (FA) Grant

Executive Summary

The Financial Assistance Grant is provided by the Commonwealth Government under the *Local Government (Financial Assistance) Act 1995*. The Financial Assistance Grant program consists of two components:

- a general purpose component, which is distributed between the states and territories according to population (i.e. on a per capita basis), and
- an identified local road component, which is distributed between the states and territories according to fixed historical shares

Council allocates its Financial Assistance Grant (FA Grant) amongst its rural roads and urban streets (towns and villages).

Proposals for Rural Local Roads are based on current funding levels and this may be subject to change closer to the beginning of the financial year.

Council's emphasis is to rectify and repair assets nearing or at the end of their remaining useful lives (RUL).

Financials

Project	Rural Local Roads Program (FA Grant)
Approved Budget	\$760,000.00
Project End Date	30 June 2026

Proposals and Locations	2025-2026
Rural Roads Maintenance Expenditure	\$380,000.00
Urban Streets Maintenance (Town & Village)	\$380,000.00
Total indicative value of the Program for 2025-2026	\$760,000.00

Budget Commentary

Council will utilize the rural roads and maintenance expenditure, as well as the urban streets maintenance (town and villages) budget, to undertake general maintenance on these roads.



SCHEDULE D: Construction – Rural Local Roads Program Financial Assistance (FA) Grant

Executive Summary

The Financial Assistance Grant is provided by the Commonwealth Government under the *Local Government (Financial Assistance) Act 1995*. The Financial Assistance Grant program consists of two components:

- a general purpose component, which is distributed between the states and territories according to population (i.e. on a per capita basis), and
- an identified local road component, which is distributed between the states and territories according to fixed historical shares

Council allocates the balance of its Financial Assistance Grant (FA Grant) Rural Local Roads component amongst its assets that require ongoing maintenance and repairs.

Proposals for Maintenance are based on current funding levels and this may be subject to change closer to the beginning of the financial year.

Council's emphasis is to rectify and repair assets nearing or at the end of their remaining useful lives (RUL).

Financials

Project	Sewer, Plant and General (FA Grant)
Approved Budget	\$562,000.00
Project End Date	30 June 2026

Proposals and Locations	2025-2026
Sewer Treatment Plant maintenance	\$100,000.00
Swimming Pool maintenance	\$210,000.00
Balance Roads maintenance - Replacement Plant purchases (finance costs) and other	\$252,000.00
Total indicative value of the Program for 2025-2026	\$562,000.00



SCHEDULE E: Roads to Recovery Program (RTR)

Executive Summary

The Roads to Recovery (RTR) Program is provided by the Commonwealth Government and supports the construction and maintenance of the nation's local road infrastructure assets, which facilitates greater accessibility and improves safety, economic and social outcomes for Australians.

Under the new five (5) year program commencing from 1 July 2024 Council will receive \$5,590,966. The amount allocated for the 2025-2026 financial year is \$1,016,539.

The road network has been significantly impacted by the natural disaster events in 2022 and continues to deteriorate. It is likely that the RTR will be used to supplement roadworks on affected roads that defects are not funded under the DRFA. A list of roads will be provided once more is known about the approvals under the DRFA and where RTR may need to be utilised to supplement these roadworks.

Roads	Work Activity Type	Budget
Stock Route Road	Grading, Re-Sheating and some culvert work.	\$337,535.00
Alexandra Street adjoining Alexandra Road, Grenfell	Redesign and Reshape of road portion include some culvert and drainage work.	\$261,880.00
Bowmans Lane, Grenfell	Patching unsealed road	\$2,160.00
Brundah Street, Grenfell	Heavy formation grading	\$40,880.00
Dixons Lane, Quandialla	Heavy formation grading	\$228,084.00
Main Street, Grenfell	Kerb, gutter and grating fix in front of Albion Hotel	\$20,000.00
Stewarts Road	Pipe culvert replacement	\$10,500.00
Kangaroooby Road	Pipe culvert replacement	\$10,500.00
Nowlans Road	Pipe culvert replacement	\$10,500.00
Sandy Creek Road	Pipe culvert replacement	\$10,500.00
Ballendene Road	Pipe culvert replacement	\$10,500.00
Kangaroooby Road	Pipe culvert replacement	\$10,500.00
Goodes Lane	Pipe culvert replacement	\$10,500.00
Hancock-Flinns Road	Pipe culvert replacement	\$10,500.00
Peaks Creek Road	4 x Pipe culvert replacement	\$42,000.00
		\$1,016,539.00

Capital and Roads Program 2025-2026



Budget Commentary

Roads have been prioritized based on recent independent road condition assessment and council is focusing on completing worst identified roads first.



SCHEDULE F: Regional and Local Roads Repair Program (RLRRP), now the Regional Emergency Road Repair Fund (RERRF)

Executive Summary

The Regional and Local Roads Repair Program (RLRRP) is funded by the NSW Government to support councils to undertake urgent repairs to their road network, which has been significantly impacted by severe flooding, storm damage and persistent wet weather events during 2022. The Regional Emergency Road Repair Fund (RERRF) supports councils across regional NSW to fix damaged roads, providing additional funds to regional councils to start vital repair and maintenance work.

The Regional and Local Roads Repair Program (RLRRP) has been combined with the Regional Emergency Road Repair Fund (RERRF).

Financials

Project	RLRRP/RERRF
Approved Budget	\$4,721,912.00
Project End Date	31 October 2027

Council has until 31 October 2027 to complete these works. The following is the approved Work Plan by TfNSW.

Roads	Work Activity Type	Work Plan Year	Budget
Quandialla-Caragabal Rd - Completed	Heavy Patching	2023/24	\$195,000.00
Pullabooka Road – Stage 1 - Completed	Road Drainage	2023/24	\$92,217.90
Adelargo Road - Local Roads - Unsealed – Grenfell - Completed	Maintenance Grading	2023/24	\$127,163.99
Greenethorpe Wirega Road - Local Roads - Unsealed – Greenethorpe - Completed	Maintenance Grading	2023/24	\$73,763.03
McCanns Lane - Local Roads - Unsealed – Grenfell - Completed	Maintenance Grading	2023/24	\$22,395.60
Major West Road - Local Roads - Unsealed – Bumbaldry – Complete	Maintenance Grading	2023/24	\$31,104.45
Henry Lawson Way (Young Road) Stage 1 - Complete	Heavy Patching	2023/24	\$360,197.38
Potholes Repair – Different locations – Complete	Potholes Repair	2024/25	\$150,000.00
Adelargo Road - Completed	Heavy Patching	2024/25	\$250,000.00
Muncks Road - Completed	Heavy Patching	2024/25	\$150,000.00
Sandy Creek Road - Completed	Heavy Patching	2024/25	\$100,000.00
Hunters Road - Completed	Heavy Patching	2024/25	\$100,000.00

Capital and Roads Program 2025-2026



Roads	Work Activity Type	Work Plan Year	Budget
Keiths Lane - Completed	Heavy Patching	2024/25	\$50,000.00
Mortay Road - Completed	Heavy Patching	2024/25	\$50,000.00
Piney Range Hall Road - Completed	Heavy Patching	2024/25	\$70,000.00
Bewleys Road - Completed	Heavy Patching	2024/25	\$150,000.00
Ballendene Road - Completed	Heavy Patching	2024/25	\$70,000.00
Balds Hill Road West - Completed	Heavy Patching	2024/25	\$40,000.00
Arramagong Road - Gravel Re-Sheeting	Gravel Re-Sheeting	2024/25	\$63,708.00
Mary Gilmore Way - Completed	Heavy Patching	2024/25	\$300,000.00 (variation)
Bobelar Lane - Local Roads - Unsealed - Grenfell	Maintenance Grading	2025/26	\$36,416.51
McDonalds Lane - Local Roads - Unsealed – Warraderry	Maintenance Grading	2025/26	\$34,061.58
Gerrybang Road - Local Roads - Sealed - Grenfell	Maintenance Grading	2025/26	\$33,705.75
Kangarooby Road - Local Roads - Unsealed - Bumbaldry	Maintenance Grading	2025/26	\$28,762.01
Melyra Street - Gravel Re-Sheeting	Gravel Re-Sheeting	2025/26	\$62,000.00
Gooloogong Road - Completed	Heavy Patching	2025/26	\$275,000.00 (variation)
Stock Route Road - Gravel Re-Sheeting	Gravel Re-Sheeting	2025/26	\$94,500.00
Hamptons Lane - Gravel Re-Sheeting	Gravel Re-Sheeting	2025/26	\$24,000.00
Manganese Road - Gravel Re-Sheeting	Gravel Re-Sheeting	2025/26	\$36,000.00
Ballendene Road - Completed	Patching	2025/26	\$53,625.24
Brundah Hall Road	Gravel Re-sheeting	2025/26	\$98,000.00
Pullabooka Road – Stage 2	Road Drainage	2025/26	\$407,782.10
Third Street - Quandialla	Rehabilitation	2025/26	\$50,000.00
Pullabooka Road	Re-Sealing	2025/26	\$300,000.00
Potholes Repair - Different Locations	Potholes Repair	2025/26	\$125,000.00
Wards Lane - Gravel Re-Sheeting	Gravel Re-Sheeting	2025/26	\$33,000.00
Watts Lane - Gravel Re-Sheeting	Gravel Re-	2025/26	\$52,500.00
Adams Lane – Greenethorpe - Gravel	Gravel Re-	2025/26	\$50,000.00

Capital and Roads Program 2025-2026



Roads	Work Activity Type	Work Plan Year	Budget
Potholes Repair – Different Locations	Potholes Repair	2026/27	\$111,645.00
Henry Lawson Way (Forbes Road)	Heavy Patching	2026/27	\$195,863.46
Mogongong Springs Road - Gravel Re-Sheeting	Gravel Re-Sheeting	2026/27	\$89,500.00
Henry Lawson Way (Young Road) Stage 2	Heavy Patching	2026/27	\$85,000.00
			\$4,721,912.00



SCHEDULE G: Stronger Country Communities Fund (SCCF)

Executive Summary

The Stronger Country Communities Fund is administered by Department of Regional NSW. The fund has had five rounds of funding, with a boost to the wellbeing of communities in regional areas by providing new or upgraded infrastructure.

Under the Stronger Country Communities Fund (SCCF), Council has received funding for every round of the funding. The projects that remain in the reporting are incomplete projects.

Financials

Project	SCCF
Approved Budget	\$1,589,797.00
Project End Date	SCCFr4-0782 - 9 August 2025 SCCFr4-0650 – 31 January 2026 SCCFr5-0450 – 6 February 2026

Proposals and Locations	SCCF Round	Amount
SCCF 0650 -Tourism Signage and Village Streetscapes Project	4	\$310,000.00 (Some site clean up)
SCCF 0782 - "Sporting Women's Engagement and Facility Access" - Bogolong Dam Safety Stability Investigation	4	\$260,000.00
SCCF 0782 - Bembrick Field - Rugby Irrigation – complete	4	\$80,000.00
SCCF 0782 - Committee Governance Training - complete	4	\$10,000.00
SCCF 0450 - Taylor Park Inclusive Playspace – Stage 1	5	\$629,797.00
SCCF 0450 - Village Freedom Camping	5	\$300,000.00
Total		\$1,589,797.00

Budget Commentary

All projects are underway and on schedule to be completed and acquitted within the 2025/26 Financial year.



SCHEDULE H: Natural Disaster Recovery

Executive Summary

A disaster declaration is a frequently updated list of Local Government Areas (LGAs) that have been impacted by a natural disaster. With a disaster declaration for their area, affected communities and individuals can access a range of special assistance measures.

Disaster declarations are issued by the NSW Government and incorporate an Australian Government reference number (AGRN).

Council has been impacted on AGRN 1001, 1030 (completed in 2024) and most notably AGRN1034 with Reconstruction Works P2, P5 & P7 are expected to be completed by the 2027 financial year.

The following are the natural disaster declaration events for reconstruction works for ARGN 1034 approved by TfNSW including status of completion of works and payment submission.

Weddin Shire Packages to TfNSW	Upper Limits only (Actual values subject to change)
AGRN1034 Reconstruction Works Package 1 (P1) 100% Completed	\$ 1,129,634.24
AGRN1034 Reconstruction Works Package 2 (P2) 50% Completed	\$ 1,150,511.64
AGRN1034 Reconstruction Works Package 3 (P3) 100% Completed	\$ 7,211,868.03
AGRN1034 Reconstruction Works Package 4 (P4) 100% Completed	\$ 2,776,635.48
AGRN1034 Reconstruction Works Package 5 (P5)	\$ 4,518,198.66
AGRN1034 Reconstruction Works Package 6 (P6) 100% Completed	\$ 1,103,072.01
AGRN1034 Reconstruction Works Package 7 (P7)	\$ 379,790.99
SUB TOTAL	\$17,889,920.06

Project	DRFA Natural Disasters
Approved Budget	Total \$17,889,920.06
Project End Date	30 June 2027



SCHEDULE I: Active Transport Plan (ATP)

Executive Summary

The Roads Safety Program is an approved program under the NSW Government that seeks to improve road safety by minimising the occurrence of severe injuries and fatalities, with a focus on vulnerable road users like pedestrians and cyclists. The grant was approved late 2024 to complete a shared path of 142m and 6 kerb ramps on Wyalong Street between Gibson Street and Railway Street including extending 15m past Railway Street Caragabal.

Financials

Project	Wyalong Street Caragabal Shared Pathway Stage 2
Approved Budget	\$130,000.00
Project End Date	13 September 2025

Budget Commentary

Project works to commence in August 2025 and are to be completed by September 2025.

10.2 INTEGRATED PLANNING AND REPORTING | RESOURCING STRATEGY**File Number:****Author:** EDO**Authoriser:** General Manager**Attachments:**
1. ATT 1 - Long-Term Financial Plan 2025 - 2026 to 2034 - 2035
2. ATT 2 - Strategic Asset Management Strategy 2024 - 2028
3. ATT 3 - Workforce Management Strategy 2024 - 2028**CSP Objective:** Shire assets and services delivered effectively and efficiently**Precis:** To provide Council with the Resourcing Strategy comprised of the Long Term Financial Plan, Strategic Asset Management Strategy and Workforce Management Strategy.**Budget:** Nil**RECOMMENDATION****That Council:**

1. Notes the Resourcing Strategy documents:
 - a. Long Term Financial Plan (LTFP) (2025-2035)
 - b. Strategic Asset Management Strategy (SAMS) (2028) and
 - c. Workforce Management Strategy (WMS) (2028).
2. Endorses the Resourcing Strategy documents:
 - a. Long- Term Financial Plan (LTFP) (2025-2035)
 - b. Strategic Asset Management Strategy (SAMS) (2028) and
 - c. Workforce Management Strategy (WMS) (2028).
3. Approve the General Manager to make minor typographical edits before publishing the documents.
4. Delegates the General Manager to submit Council's Resourcing Strategy to the Office of Local Government prior to 30 June 2025, in accordance with the *Local Government Act 1993*.

PURPOSE

The purpose of this report is to provide information to Council on the Resourcing Strategy which is made up of three documents; the Long-Term Financial Plan (Attachment 1); Strategic Asset Management Strategy (Attachment 2); and Workforce Management Strategy (Attachment 3). To comply with the Integrated Planning and Reporting Framework, Council must provide these documents to the Office of Local Government by 30 June 2025. The Resourcing Strategy outlines how Council will implement, and resource, delivery of the Community Strategic Plan (CSP). The Resourcing Strategy provides Council confidence that the delivery of services to the Weddin community is achieved via the optimal use of available resources.

BACKGROUND

All NSW councils are required to comply with the Integrated Planning & Reporting Framework (IP&R) for their planning and reporting activities. The requirements for IP&R are set out in the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. Council must post a copy of the Resourcing Strategy on its website.

Council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions. Some strategies in the Community Strategic Plan will clearly be the responsibility of the Council, some will be the responsibility of other levels of government, and some will rely on input from business and community groups.

The Resourcing Strategy consists of 3 components:

1. Long-Term Financial Plan (2025-2035)
2. Strategic Asset Management Strategy (2025-2028)
3. Workforce Management Strategy (2025-2028)

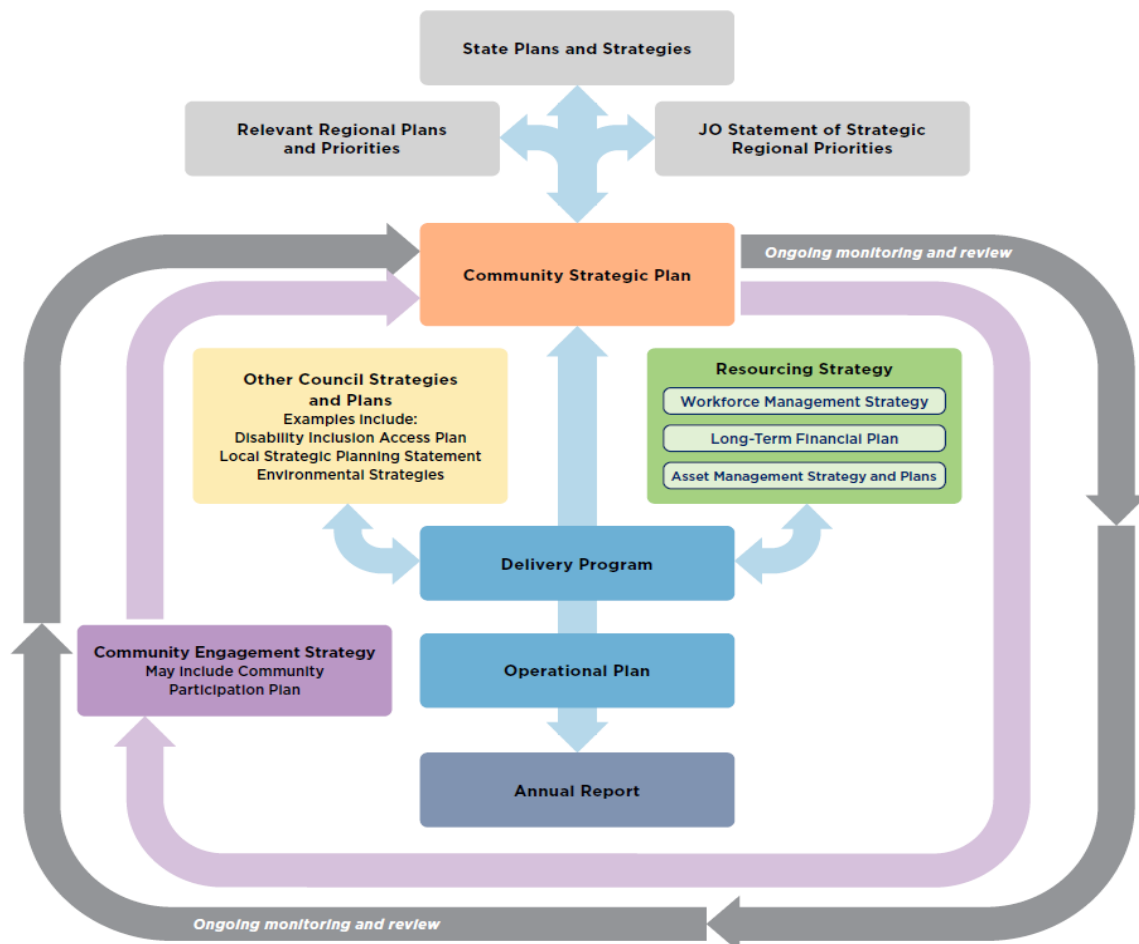


Figure 1: IP&R Framework

ISSUES AND COMMENTS

Long Term Financial Plan (LTFP) (2025-2035)

The Long-Term Financial Plan (LTFP) is a 10-year rolling financial plan that informs decision making and demonstrates how the objectives of the Community Strategic Plan (CSP) and the commitments of the Delivery Program (DP) and the Operations Plan (OP) will be resourced and funded.

The LTFP captures what financial resources are required in connection with asset management and workforce planning. It is a tool to aid decision making, priority setting and problem solving. It is a guide for future action and is reviewed and updated annually.

Council's LTFP addresses the following key points:

- How council will survive future financial pressures
- Opportunities for future income and economic growth
- Whether council can afford what the community requests
- How council can achieve outcomes agreed with the community
- Projected income and expenditure, balance sheet and cash flow statement
- Planning assumptions
- Sensitivity analysis, highlighting factors and assumptions most likely to impact the LTFP.
- Financial modelling for several different scenarios
- Methods of monitoring financial performance
- Major capital and operational expenditure implications.

The LTFP is at Attachment 1. The LTFP provides the following scenarios:

- Business as usual model - Financial Statements and Performance Indicators with assumptions of minimal grants and contribution to capital purposes
- Scenario one – Enhanced Asset Management Operating Statement with Special Rate Variation
- Scenario two - Enhanced Asset Management Operating Statement with No Special Rate Variation
- Scenario three – Renewal & Replacement of Infrastructure

Strategic Asset Management Strategy (SAMS) (2025-2028)

Council delivers a variety of services to the community and in doing so, must ensure that the assets supporting these services are managed sustainably.

Asset management is a “whole of life” approach that includes planning, purchase, construction, operation, maintenance and renewal/disposal of assets. Asset management supports Council's achievement of organisational objectives which include economic, environmental and social goals, while meeting governance requirements and community expectations. Council's infrastructure assets include:

- Buildings
- Roads (sealed and unsealed roads, bridges, footpaths, cycleways, kerbs, bulk earthworks, car parks and other roads and street infrastructure and assets)
- Sewerage

- Stormwater drainage
- Recreation, swimming pools and open space.

The Strategy has been developed in accordance with the Integrated Planning and Reporting and the Institute of Public Works & Engineering Australia (IPWEA) frameworks and guidelines and provides the basis for consistent and effective asset management across our infrastructure asset classes.

Council's asset management planning is supported by these three key documents:

- Asset Management Policy – endorsed by Council
- Strategic Asset Management Strategy – identifies assets that are critical to the council's operations and outlines risk management strategies for these assets
- Asset Management Plans – for all assets under council's control, which identify asset service standards and contain long term (at least 10 years) projections of asset maintenance, rehabilitation and replacement costs. These costs should then be reflected in the LTFP.

The Strategy enables council to show the link between the CSP and the day-to-day management of our assets.

The SAMS along with the LTFP should be revised annually. The SAMS provides a base framework that will continue to grow with more asset information and adequate staffing resources. Effective asset management is a regime of maintenance, renewal, construction of new, and disposal of redundant assets over their lifetime. It is for this reason that the revision of the SAMS is part of a continuous improvement program vital to understanding the current "state of play" and condition of council's assets. It is council's challenge to identify ways and to provide adequate funding to improve our assets over their asset life and council is continually reviewing our service levels and processes to facilitate improvements.

As a small rural Council and in accordance with the IP&R Framework, Council has combined the Asset Management (AM) strategy mandatory requirements into a SAMS version which includes the AM Plans for each class of asset as one comprehensive document. In other words, it incorporates requirements for the Asset Management Strategy and the Asset Management Plans in line with essential elements of IP&R Handbook.

Future reiterations of the SAMS and plans will ensure that Council's asset renewal and plant replacement program will be provided.

Workforce Management Strategy (WMS) (2025-2028)

The Workforce Management Strategy (WMS) is a four-year document that shapes the capacity and capability of council's workforce to ensure Council's strategic goals and objectives are achieved. The WMS assists council to plan and address for future workforce needs. It does this by considering council's current workforce needs and capabilities, whilst also ensuring it has a diverse workforce and strategies in place to deal with change, skills shortages, an ageing workforce and succession planning. The future planning enables greater flexibility and responsiveness and places council in a stronger and more stable position for a sustainable future.

Council has an experienced workforce with 28% of employees who have served more than five years with Council, and this serves as a strength in our business continuity. Council's workforce is further supported with new employees who will be employed under the Office of Local Government's Fresh Start program which will inject new personnel into our workforce whilst ensuring that skills are passed onto other employees.

Council's weaknesses and challenges are not unique to our Council and other industries, this includes:

- Our financial constraints and our heavy reliance on grant funding to undertake 'business as usual' activities such as asset management of our roads, parks and gardens and other assets.
- Our financial uplift during the last reporting period that will likely impact on our employment numbers as those grant funds are ceased and our casual employment numbers are reduced.
- Our skills shortages in a number of areas across our business.
- Our ageing workforce including those who are likely to retire over the next five years.
- Lack of business continuity for certain positions that do not have a sustainable mid to long term back up plan.
- Our ability to compete with other sectors for wages that are in line with market standards.
- Our lack of ability to uplift wages above and beyond the Award increases due to a number of reasons including lack of funding.
- Cost shifting/Service shifting on to local government which may lead to our organisation unable to keep up.

The WMS provides five workforce strategies including:

1. Build leadership capabilities across all levels of our council including aspiring and emerging leaders.
2. Invest in our talent and ensure clear pathways for career success.
3. Create a proactive safety and wellbeing culture where managing risks is at the forefront of our day-to-day activities.
4. Attract and retain our employees.
5. Develop and implement strategies and plans to support our team to embrace a values-based culture.

POLICY/LEGAL IMPLICATIONS

The requirements of section 403 of the *Local Government Act 1993* (the Act) regarding Resourcing Strategy states that:

- A council must have a long-term resourcing strategy to achieve the objectives established by the Community Strategic Plan, for which the council is responsible.
- The strategy must include provision for long-term financial planning, workforce management planning and asset management planning.

FINANCIAL/RESOURCE IMPLICATIONS

There are no direct financial implications from the development of the Resourcing Strategy.

INTERNAL/EXTERNAL CONSULTATION

The concepts outlined in the resourcing strategy documents have had pre-consultation engagement with the community. Internal consultation has occurred across the relevant work groups. External consultation was achieved through a period of 28 days of public

exhibition. Two written submissions were received as a result of public exhibition: one related to the LTFP and one related to the SAMS.

Details of the two submissions are outlined below:

LTFP Submission:

- Why are materials and services costs expected to drop?
- What assets does Council plan to sell?
- What are the components of the 'other' cash flow category?
- How does Council plan to manage projected deficits?
- When did Council last hold financial reserves?
- What new revenue opportunities and business models are Council exploring?

SAMS submission:

- What 'significant investment' will the Community Arts Building on Rose Street require in the coming years?

Due to the low number of written submissions received, a meeting with the submission's author, Council's General Manager and Chief Financial Officer was held in May 2025 to discuss concerns face-to-face. The resident left this meeting satisfied and with their concerns answered. This feedback informed the final documents.

CONCLUSION

It is recommended that Council endorse the Resourcing Strategy, comprising the Long-term Financial Plan, Strategic Asset Management Strategy and Workforce Management Strategy, and delegate the General Manager to provide the Resourcing Strategy to the Office of Local Government prior to 30 June 2025, as required by the *Local Government Act 1993*.

WEDDIN

Shire Council



LONG-TERM FINANICAL PLAN 2025/2026 - 2034/2035



Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

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Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

Introduction

The NSW Integrated Planning and Reporting (IP&R) framework is mandated by the Office of Local Government and requires all councils to prepare a suite of interrelated long-term strategic documents. These documents are considered key to effective long-term planning and provide a roadmap to delivering community priorities.

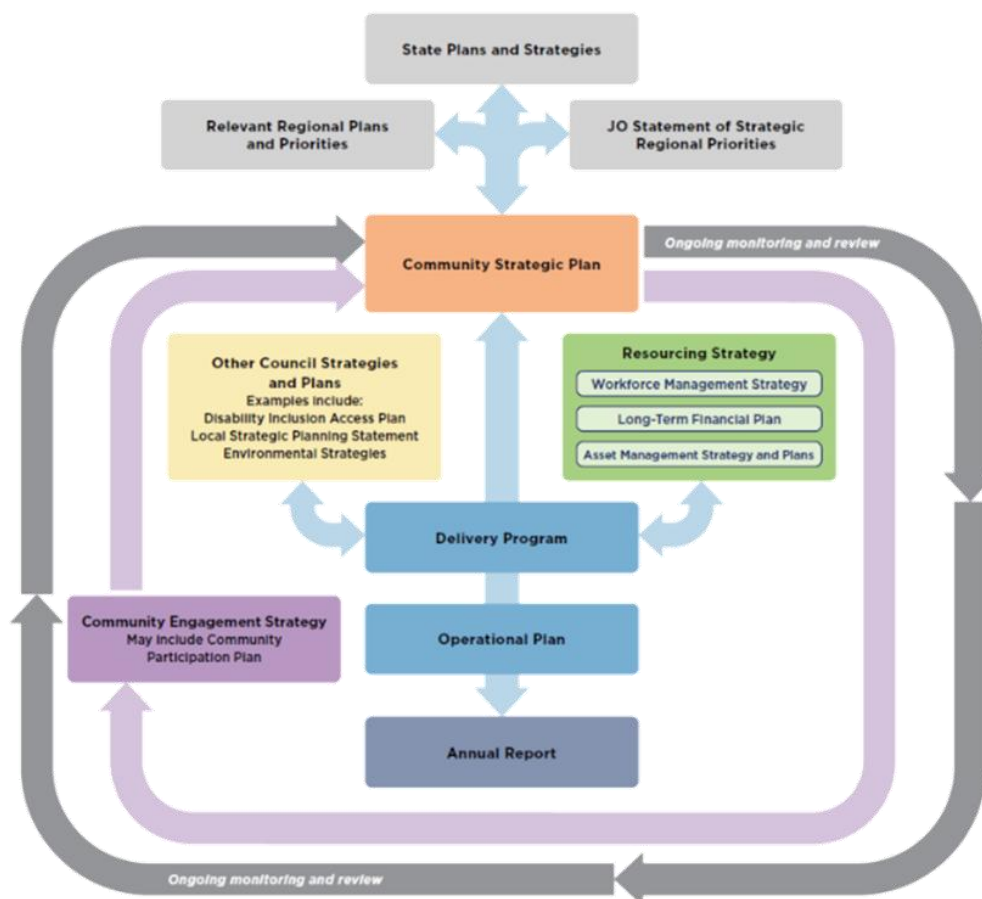


Figure 1 - The NSW Integrated Planning and Reporting framework.

The Long-Term Financial Plan (LTFP) is the crucial component of the Resourcing Strategy in the IP&R framework. The Resourcing Strategy recognises the importance of resource planning in the successful delivering Council's strategic objectives. The Workforce Management Strategy and the Asset Management Strategy comprise the other documents within the Resourcing Strategy.

Purpose of Long-Term Financial Planning

The Long-Term Financial Plan (LTFP) is a 10-year strategy that outlines the financial direction for Weddin Shire Council, covering the period from 2025/2026 to 2034/2035. The LTFP

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

supports decision-making by demonstrating how the objectives of the Weddin 2035 Community Strategic Plan (CSP), along with the commitments outlined in the Delivery Program (DP) and Operational Plan (OP), will be resourced and funded.

The LTFP is a crucial tool for maintaining the long-term financial sustainability of Weddin Shire. It aligns the community's long-term aspirations with the financial realities faced by the organisation. The plan also addresses the financial implications of asset management and workforce planning, including how new assets will be funded, how existing assets will be renewed or upgraded, and the provisions made for any changes in service levels.

The LTFP outlines the steps Council will take to address the major financial challenges and opportunities that will impact its operations over the next decade. It will guide future strategies and actions to ensure the Council remains financially sustainable.

Weddin Shire Council (Council) faces several challenges in maintaining its operations, including asset management and delivering on community priorities. These challenges have been compounded by natural disasters in 2022, cost-shifting from other levels of government, and increasing community expectations that the Council will step in to provide non-core services in the event of market failure. To respond effectively to these challenges, the Council must continue to deliver services efficiently and explore additional revenue sources to support its operations.

Council aims to be financially positioned to meet the community's expectations, as outlined in the Community Strategic Plan (CSP), while effectively responding to and adapting to unforeseen challenges. To achieve this, Council must maintain a strong financial position, anticipating future developments and unexpected financial changes without resorting to disruptive service cuts. Council's financial sustainability will be guided by the following key goals:

Responsible Use of Public Funds: Council will ensure spending is responsible, sustainable, and aligned with general revenue and expenses.

Cash Position: Council will maintain sufficient cash to meet both current and future operating, investing, and financing needs. Reserves will be used to allocate funds for future commitments while preserving a balance of unconstrained revenue.

Operating Position: Council will generate adequate revenue and control service and infrastructure costs to produce enough cash from operations for asset investments and debt servicing.

Investment in Assets: Council prioritises the renewal or replacement of assets to sustain the desired service levels and provide suitable assets to meet service demand. New assets that increase service levels or introduce new services will require a business case demonstrating that the investment will not compromise Council's financial sustainability.

In addition to its general fund, Weddin Shire holds several restricted cash funds. For the purpose of this plan, consolidated financials will be presented, combining the following:

- General Fund
- Sewer Fund
- Waste Fund

Planning Assumptions

Rates and Annual Charges

The primary source of operating income for Council is the levying of rates. Section 492 of the Local Government Act 1993 (Act) defines two types of rates: Ordinary rates and Special rates.

By virtue of section 494 of the Act, Council is required to levy an ordinary rate each year on all rateable land within its jurisdiction. This is a mandatory requirement, with land rated on upon the use of that and or the zoned use of that land. The four categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining

The Independent Pricing and Regulatory Tribunal (IPART) sets the limitation on rates income through a mechanism known as "Rate Pegging." This involves a percentage cap on the income raised from ordinary and special rates each year. IPART provides Councils with the allowable rate increase for the upcoming financial year each December. Rate pegging has meant rates income has not kept pace with the cost burden on Council, with the income from rates accounting for 19% of Council operating expenditure in the FY2025/2026 Draft Budget.

Under section 508A of the Local Government Act 1993, Council can apply for a Special Rate Variation (SRV), only if both the Council and the community approve a program of works to be funded by the SRV. If approved, an SRV overrides the Rate Pegging limit. An SRV should be considered to create a short-term uplift in Council rates income. In addition, Council currently has no plans to collect any SRV.

Council has applied the IPART rate peg methodology for calculating rate increases for the 2025/2026 financial year at 4.6%. The rate cap methodology forecast is set at 4%.

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Rate Cap	4.6%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Ord Rates	4.6%	4%	4%	4%	4%	4%	4%	4%	4%	4%

Table 2.1 – Rate peg Cap Methodology

Stormwater Management Services

Under s. 496A of the Local Government Act 1993, Council is entitled to make a levy of an annual charge for the provision of stormwater management services for each parcel of rateable land for which the service is available. The concept on the stormwater management services annual charge has been mentioned in previous IP&R documentation and through the Fit for the Future review in 2017. An annual charge for the purposes of stormwater management service is unlikely to create major revenue, it allows for some level of ability for Council to hypothecate and restrict the charge for the purposes of stormwater management and minor capital investment.

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

User Fees and Charges

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision and use of sewage and domestic waste services. Council aims to set user charges and fees at full cost recovery rate.

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost providing those services.

The future income from fees and charges assumption will increase with CPI. The value of construction costs may change however for a small rural council, this is unlikely to have a major impact.

User Fees and Charges

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
User Fees	4.6%	4%	4%	4%	4%	4%	4%	4%	4%	4%

Table 2.2a – CPI assumption

The calculation of User Fees and Charges may be affected by the strategic review of pricing methods, with a goal to ensure all charges align to the cost of delivering the service and the community subsidy policy. All Fees and Charges are designed to be fair and affordable and not pass on any unnecessary burden to residents.

Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Example of statutory fees include interest rates for overdue rates, development assessment fees and planning certificates.

Most statutory charges do not increase annually in line with Consumer Price Index (CPI) or rate peg, however for the purposes of financial modelling these fees are assumed to increase in line with the CPI over long term.

User Fees and Charges – Statutory – User Fees

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
User Fees	4.6%	4%	4%	4%	4%	4%	4%	4%	4%	4%

Table 2.2b – CPI assumption

User Fees and Charges – Statutory- Interest Rate for Overdue Rates

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Interest Rate on Overdue Rates	10%	10%	9.5%	9.5%	9.5%	9.5%	9.5%	9.5%	9.5%	9.5%

Table 2.3 – Interest Rate Overdue Rate assumption

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

Other Fees

User fees and charges include administration fees (photocopying, binding etc), fees for use of Council facilities (hall hire, hub hire etc) and fees for private works undertaken.

Investment Revenue

Council's investment strategy focuses on investing surplus funds to maximise earnings from term deposits, while prioritising the security of Council funds. Additionally, Council aims to maintain sufficient liquidity to meet all reasonably anticipated cash flow requirements as they arise.

Forecast investment returns on Council's investment portfolio are based on current actual year return.

Other Revenues

Other revenue includes Service NSW Agency fees and rental of Council properties. Agency fees and rental incomes are likely to increase in line with CPI over the long term.

Grants & Contributions

Council has assumed recurrent grant revenue will continue with an increase determined by projected CPI. Council is reliant on grants from Transport for NSW (TfNSW) for our State and Regional Roads as per the following:

- State Road Maintenance Council Contract (RMCC)
 - SH06 Mid Western Highway
 - SH17 Newell Highway
- State Road Maintenance Annual Plan (RMAP)
 - SH06 Mid Western Highway
 - SH17 Newell Highway
- Regional Roads Block Grant
 - MR236 Henry Lawson Way Forbes
 - MR237 Gooloogong Road
 - MR239 Henry Lawson Way Young
 - MR398 Mary Gilmore Way
- Roads to Recovery (RTR)
- Regional Emergency Road Repair Fund (RERRF)

Below is a list of cessations of current grants:

- Disaster Recovery Fund Arrangements (natural disaster) for the AGRN1034 event are modelled to finish in June 2027. It is assumed that there will be no natural disaster events over the ten-year period.
- Fixing Local Roads (FLR)
- Local Roads and Community Infrastructure (LRCI)
- Stronger Country Communities Fund

The cessation of these grants will have a negative effect for Council which once allowed for capital upgrade and renewal programs to occur for the betterment and resilience of the community. Both the NSW and Commonwealth Governments have not announced a grant replacement. Any further decrease to the grants mentioned above in the most basic modelling will have a detrimental effect on the council's road and transport access.

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

Council receives general purpose Financial Assistance Grant (FAG) from the Commonwealth Government and is calculated using a formula that considers the population of the Local Government areas, road length and other factors. Given the complexity of the formula, Council has assumed that these grants will increase inline with the forecast CPI in the budget year.

Council has also projected capital grants for the recurrent capital (maintenance and renewal) programs and minimal amounts over this, unless there is a certainty of funding to be granted.

Salaries and Wages

In the short-term salary and wage expenses are assumed to decline as natural disaster road works funded by grants are completed and the casual workforce is dispersed.

Long term, salary, wage and employee costs are assumed to increase in line with CPI. This is assumed to account for future Award increases and staff competency/performance bases increases.

Further details about Council's staffing are included in the Workforce Plan.

Capital Expenditure

Asset and plant expenditure will align with maintenance and renewal programs in the asset management strategy. Assets will be maintained and renewed in accordance with the respective asset management plans. Further details about Council's assets are included in the Asset Management Strategy.

Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts, and other operating costs are assumed to increase by CPI. Exceptions include expenditures expected to increase by amounts different from CPI, such as insurance premiums.

Borrowing Costs

Council in recent times has explored financing options for some plant expenditure through borrowings. Borrowing allows plant costs to be spread over several years which in turn supports greater intergenerational equity for these long-lived assets. Borrowings can also help manage long-term expenditure peaks and troughs and may be a favourable option when interest rates are low.

Under the Local Government Act 1993, Council may use funds from commercial entities, or via an internal loan, following Ministerial approval.

Weddin Shire has accessed credit to deliver several strategic projects in recent years.

The Grenfell Aquatic Centre is a legacy project. The size and term of this liability reflects the importance of this piece of community infrastructure and the service provided from it.

The Jet Patcher is a recent investment by Council with the previous machine reaching end of life during 2024. A jet patcher is an essential piece of plant for a rural council with a large road network. Council is currently leasing a hire unit until Council's new Jet Patcher is delivered in July 2025.

Council acquired a Skid Steer in December 2024 to be used by staff to undertake road repairs.

The summary of Council's long-term liabilities are as follows:

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

ITEM	Liability at 30/6/2025	Time frame of Liability
Infrastructure		
Aquatic Centre (\$1.796M)	\$1,374,406.00	15 Years (31/10/2036)
Aquatic Centre (\$2M)	\$1,680,241.89	20 Years (28/08/2036)
Plant and Equipment		
Westrac Caterpillar Grader (\$488,000)	\$89,778.38	60 months (15/03/2026)
Westrac Caterpillar Loader (\$217,500)	\$40,080.35	60 months (15/03/2026)
Volvo Loader (\$268,000)	\$19,927.53	60 months (29/09/2025)
Water Truck (\$232,000)	\$69,600.00	60 months (28/08/2026)
Jet Patcher	\$707,278.00	60 months (30/06/2030)
Skid Steer (\$169,033)	\$146,929.42	36 months (3/12/2027)
Total Borrowings	\$4,128,241.57	

Table 3 - Current Loans

Population forecasts

The NSW Department of Planning predict the population of Weddin to experience a minor increase to 2035 with anticipated population growth to 3656, an increase of 47 people on the current population. The population is predicted to age, with the average age of the Weddin population expected to reach 52.6 years compared to the NSW average of 40 years by 2035.

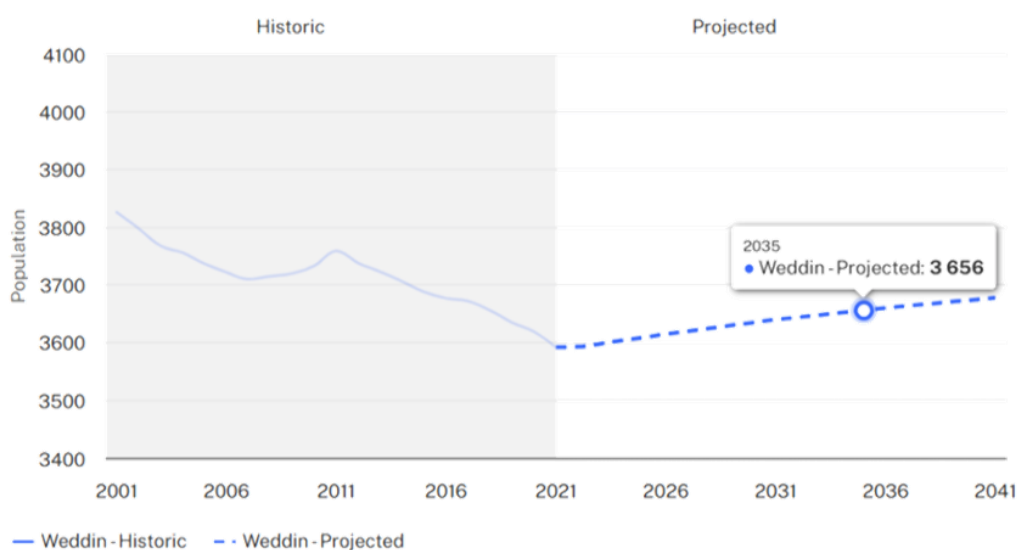


Table 4 - NSW Department of Planning Population Projections for Weddin Shire (NSW Planning)

Anticipated levels of local economic growth

Weddin Shire's economy relies heavily on the "Agriculture, Forestry, and Fishing" industries, with 37% of the population employed in these sectors. Developing land for industrial purposes would require rezoning, investment, and infrastructure development to facilitate industry

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expansion. Additionally, nearly 11% of the workforce is employed in health care and social assistance. With Weddin Shire aging population, there are opportunities to expand health care and social assistance services to better meet the needs of the local community. The provision of aged care services via a business arm of council may be an opportunity for a novel revenue stream.

Sensitivity analysis

There are inherently uncertainties that may occur across the ten-year period and Council has made a range of conservative assumptions. Outside of Council's control, we have assumed that interest rates and inflation is unknown and may remain similar to the current financial year 2024/2025.

As part of this Long Term Financial Plan, it is important to note that grant income is often received in a financial year prior to when the associated project expenditure occurs. Accordingly, this plan assumes that grant-funded projects will not necessarily be delivered, and the expenses incurred, in the same year the grant funding is received. This approach provides a more realistic reflection of project delivery timelines and Council's long term financial planning.

Employee Costs

Employee costs modelled in the superseded LTFP predict that the employee costs will increase by 40% from \$6,880M for Financial Year 2026 to \$11,713M by Financial Year 2035 based on the same staffing levels.

Reason for the 40% increase in employees' costs are as follows:

- Award rate rises
- Superannuation increases
- Increase to workers related insurances
- Increase in numbers in the workplace (including casuals)
- Employees progressing through salary steps
- Re-evaluation of positions (changing pay rates)
- Amount of overtime (capitalisation).
- Employee leave entitlements as at 2024 Financial Statements was \$1.188M that would increase casual staffing levels when employees are on leave

It is important to recognise that full time equivalent (FTE) numbers do not directly correlate with employee costs. The level of capitalisation (the number of employees working on capital projects, rather than on operational activities) has a major impact, as does overtime and the use of casual employees.

Staff levels are expected to decrease by FTE if grant funding is reduced to annual road grant funding and in the event, there are no natural disaster events in the next ten-year period.

It is important to recognise that full time equivalent (FTE) numbers do not directly correlate with employee costs. The level of capitalisation (the number of employees working on capital projects, rather than on operational activities) has a major impact, as does overtime and the use of casual employees.

Unfortunately, Ordinary rates do not increase in line with employee costs.

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Overall sensitivity analysis

Assumptions on sensitivity analysis on the income statement categories are listed below and included in this report.

Income items	Historical context (5 years)	Assumptions for forecasts (sensitivity)
Rates and annual charges	Increase in rates was in alignment with the rate peg.	1. 4% p.a. increases over 10 years
User fees and charges	An injection relating to natural disaster ordered works.	1. Reduction in revenue due to reduction in RMCC funding due to the Natural Disaster work completed by 30/06/2025
Interest	Low interest rates to increase in interest rates	1. Increase in Interest earned with interest rates higher than the last 5 years within the Investment portfolio 2. Less grant funding received with a reduction in interest earned within the Investment portfolio
Expense items	Historical context (5 years)	Assumptions for forecasts (sensitivity)
Expenditure	Increase materials and employee costs due to the increase in Capital funding and Natural Disaster funding	1. Reduction in expenditure and employee costs due to no further Capital and Natural Disaster grant funding
Plant	Old Plant – Not replaced	1. High repair costs and high costs to hire plant to maintain road work schedule as per grant funding 2. Loans required to replace old plant 3. Operating Lease arrangement in the future to support future cashflow.
Borrowing Costs	Old Plant	Increase in Borrowing costs as plant is replaced

Table 5 - Assumptions on sensitivity analysis

Financial modelling

Financial modelling during LTFP development will help council to weather unexpected events. It will also provide an opportunity for the council to identify financial issues at an earlier stage

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

and gauge the effect of these issues in the longer term. The longer the planning horizon, the more general the plan will become in its later years. For example, the final year of a 10-year plan is unlikely to include specific detail; rather, it will project likely outcomes.

As decisions are made, more detail can be added to the LTFP. As Council finalises its DP, the first 4 years of the LTFP will become firmer. As each OP is completed, the detailed budget will inform the next year of the LTFP.

LTFP development should include financial modelling of different scenarios, e.g. planned, optimistic, conservative. For example, some councils demonstrate where additional projects or programs will be funded if rate revenue is 'X' instead of 'Y'. These models will be important when discussing the financial implications of the CSP with residents and will also help councillors to determine activities for the DP. For councils considering applying for a special rate variation, one of the financial scenarios developed must address this option. This will support more informed discussion with the community about costs and benefits and help support any application to the Independent Pricing and Regulatory Tribunal.

Financial Performance Monitoring, Management and Reporting

Quarterly Budget Review Statement

Council prepares a Quarterly Budget Review Statement (QBRS) which forms part of its performance management. The QBRS presents a summary of Council financial position at the end of each quarter. The report informs Councillors and the community about the progress compared with the original Operational plan budget and the most recent revised budget.

Annual Financial Statements

Within four months of the end of each financial year, Council prepares the Annual Report that contains financial reports. The Annual report details progress against the Delivery Program and activities undertaken to deliver on the objectives of the Community Strategic Plan.

NSW Local Government Indicators

As detailed below, Council uses the NSW Local Government Indicators as metrics to highlight and report performance to the community.

Weddin Shire Council | Long-Term Financial Plan 2025/2026 to 2034/2035

MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
Operating Performance Ratio	It measures a council's achievement in containing operating expenditure within operating income	>0%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) excluding capital grants and contributions, less operating expenses, divided by total continuing operating revenue (excluding capital grants and contributions).
Own Source Operating Revenue Ratio	It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils	>60%	The ratio is calculated by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) less all grants and contributions divided by total continuing operating revenue (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) inclusive of capital grants and contributions.
Unrestricted Current Ratio	It measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions.	>1.5x	The ratio is calculated by current assets less all external restrictions divided by current liabilities less specific purpose liabilities.
Debt Service Cover Ratio	It measures the availability of operating cash to service debt including interest, principal and lease payments	>2.0x	The ratio is calculated by operating results (excludes fair value adjustments, net gain/loss on sale of assets, net share/loss on joint ventures) before capital, excluding interest and depreciation/impairment / amortisation divided by principal repayments (from Statement of Cashflow) and interest on loans.
Cash Expense Cover Ratio	It indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow	>3 months	The ratio is calculated by current year's cash, cash equivalents and term deposits divided by payments from the cash flow of operating and financing activities, multiplied by 12.

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MEASURE	WHAT IS MEASURED	TARGET	CALCULATION
Rates & Annual Charges Outstanding Ratio	It assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery.	<10%	This ratio is calculated by rates and annual charges outstanding divided by rates and annual charges levied by council.
Building and Infrastructure Renewal Ratio	It assesses the rate at which assets are being renewed against the rate at which they are depreciating. Renewal is defined as the replacement of existing assets to equivalent capacity or performance capability, as opposed to the acquisition of new assets.	>100%	The ratio is calculated by asset renewals (infrastructure assets) divided by depreciation, amortisation, and impairment (infrastructure assets).
Infrastructure Backlog Ratio	It shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure.	<2%	The ratio is calculated by the estimated cost to bring assets to a satisfactory condition divided by the total value written down value of roads, water, sewer, buildings, and other infrastructure assets.
Asset Maintenance Ratio	It compares a council's actual asset maintenance expenditure against its estimated required annual asset maintenance expenditure.	>100%	The ratio is calculated by actual asset maintenance expenditure divided by required asset maintenance expenditure.

Table 6 – NSW Local Government Performance Monitoring Indicators

Description Of Scenarios

Across the Resourcing Strategy documents, Council has outlined two scenarios that have been considered by Council as options for forward resource planning. Each scenario is described below, including a summary of the increase in rating and service charges, programmed capital works and the projected cash balances of Council.

The Base Model is The Business As Usual Model and does not include changes to the current rating approach – that is, does not plan for a Special Rate Variation Application to increase the rate revenue collected above the anticipated rate peg set by IPART. In the Appendix the following detailed analysis is provided for both scenarios:

- Income Statement
- Balance Sheet
- Cashflow Statement
- Performance Indicators

Base Model - Business As Usual Model

The Business As Usual Model is an approach to the delivery of services and provision of infrastructure based on revenue limited by the projected rate peg (as set by IPART) and with current service charges only increasing by the projected annual CPI.

The capital works program is constrained by cash generated from operations (including rates, grants and charges) and borrowings, and is below what is considered necessary to maintain current levels of service. Assets such as roads, buildings and the sewer network are expected to further deteriorate over time, requiring future Councils to make decisions on rationalisation of assets when they inevitably begin to fail. This approach is not considered sustainable over the long term.

Scenario One – Enhanced Asset Management with Special Rate Variation

The Enhanced Asset Management scenario includes increased investment in the renewal and replacement to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, gravel re-sheeting of unsealed roads and resealing of sealed roads. This scenario is funded through the introduction of a special rate variation in the rates increasing the general rate by 15% for three consecutive years (a permanent increase), from 2026/2027, and then returning to the projected rate peg approved by IPART.

Scenario Two – Enhanced Asset Management with No Special Rate Variation

The Enhanced Asset Management scenario includes increased investment in the renewal and replacement to maintain assets at an acceptable level of service into the future. There is an increased investment in resealing of roads, gravel re-sheeting of unsealed roads and resealing of sealed roads. This scenario is funded through Business As Usual Model.

Scenario Three – Renewal & Replacement of Infrastructure

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision and use of sewage and domestic waste services. Council aims to set user charges and fees at full cost recovery rate.

The Renewal & Replacement of Infrastructure is funded through the Sewer and Waste funds to ensure that each fund increase investment to maintain infrastructure at an acceptable level of service into the future. This scenario is funded through an increase in the User Charges & Fees for the Sewer and Waste funds of 15% with the first 3 consecutive years starting in 2025/2026 and then from 2029/2030 onwards only increasing by the projected annual CPI.

Noting the Sewer and Waste funds are restricted funds and can not be used in the General fund.

The General fund User Charges and Fees are mainly set by Statutory Charges set within the framework of Local Government Act 1993.

Budget Alignment

Council has aligned the 2025/26 budget position within the LTFP. This alignment ensures that the budget reflects the most up-to-date financial information, including the projected starting 2025/26 cash position and reserve balances, and considers any changes or adjustments made during the quarter. The projection for the 2025/26 LTFP budget has been aligned with the proposed annual budget, pending Council adoption.

Appendix 1 - Financial Statements and Performance Indicators - Business as Usual Model

Income Statement

Long Term Financial Plan - CONSOLIDATED											
INCOME STATEMENT											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Income from Continuing Operations											
Revenue:											
Rates & annual charges		5,070	5,273	5,484	5,703	5,931	6,168	6,415	6,672	6,939	7,216
User charges & fees		2,770	2,881	2,996	3,116	3,241	3,370	3,505	3,645	3,791	3,943
Interest & investment revenue		356	200	100	103	106	109	113	116	119	123
Other revenues		282	293	305	317	330	343	357	371	386	401
Grants & contributions for operating purposes		12,124	13,720	10,271	10,579	10,896	11,223	11,560	11,907	12,264	12,632
Grants & contributions for capital purposes		2,273	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Income		1,656	1,673	1,689	1,706	1,723	1,740	1,758	1,775	1,793	1,865
Net gains from disposal of assets		325	120	123	125	128	130	133	136	138	141
Net share of interests in joint ventures		-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		24,855	25,160	21,968	22,649	23,355	24,084	24,840	25,622	26,430	27,321
Expenses from Continuing Operations											
Employee benefits & costs		6,880	7,299	7,744	8,215	8,715	9,246	9,809	10,407	11,040	11,713
Borrowing costs		357	339	322	306	291	276	262	249	237	225
Materials & services		15,903	12,348	8,730	8,992	9,262	9,540	9,826	10,121	10,424	10,737
Depreciation & amortisation		3,558	3,579	3,601	3,622	3,644	3,666	3,688	3,710	3,732	3,755
Impairment		-	-	-	-	-	-	-	-	-	-
Other expenses		406	422	439	457	475	494	514	534	556	578
Net losses from disposal of assets		-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		27,104	23,988	20,836	21,592	22,387	23,222	24,099	25,021	25,989	27,007
OPERATING RESULT FOR THE YEAR		(2,249)	1,172	1,132	1,057	968	862	741	601	440	313
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES		(4,522)	172	132	57	(32)	(138)	(259)	(399)	(560)	(687)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS		(4,522)	172	132	57	(32)	(138)	(259)	(399)	(560)	(687)

Balance Sheet

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF FINANCIAL POSITION											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Assets											
Current Assets:											
Cash & cash equivalents		8,209	8,466	8,692	8,867	8,977	9,006	8,941	8,763	8,451	8,037
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		1,005	1,063	967	973	911	895	848	822	782	751
Inventories		241	251	261	271	282	294	305	318	330	343
Other		2,478	2,577	2,680	2,787	2,899	3,015	3,135	3,261	3,391	3,527
Non-current assets classified as 'held for sale'		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS		11,933	12,356	12,600	12,899	13,069	13,209	13,230	13,163	12,954	12,659
Non-Current Assets:											
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		28	29	30	31	32	33	34	35	36	37
Inventories		83	83	83	83	83	83	83	83	83	83
Infrastructure, property, plant & equipment		273,105	276,684	280,285	283,908	287,552	291,218	294,906	298,616	302,348	306,103
Investments accounted for using the equity method		42,058	44,161	46,369	48,687	51,121	53,678	56,361	59,179	62,138	65,245
Investment property		-	-	-	-	-	-	-	-	-	-
Intangible assets		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS		315,274	320,957	326,767	332,709	338,788	345,011	351,384	357,913	364,606	371,469
TOTAL ASSETS		327,207	333,313	339,367	345,607	351,858	358,220	364,614	371,076	377,560	384,127
Liabilities											
Current Liabilities:											
Payables		3,837	3,991	4,150	4,316	4,489	4,669	4,855	5,050	5,252	5,462
Borrowings		357	339	322	306	291	276	262	249	237	225
Contract Liabilities		1,595	1,659	1,725	1,794	1,866	1,940	2,018	2,099	2,183	2,270
Provisions		1,106	1,089	1,072	1,054	1,035	1,017	997	977	956	935
TOTAL CURRENT LIABILITIES		6,895	7,078	7,269	7,470	7,681	7,902	8,133	8,375	8,627	8,892
Non-Current Liabilities:											
Payables		-	-	-	-	-	-	-	-	-	-
Borrowings		3,325	2,986	2,663	2,357	2,066	1,790	1,528	1,278	1,042	817
Contract Liabilities		-	-	-	-	-	-	-	-	-	-
Provisions		866	901	937	954	943	980	1,019	1,060	1,103	1,147
TOTAL NON-CURRENT LIABILITIES		4,191	3,886	3,600	3,312	3,009	2,770	2,547	2,339	2,144	1,963
TOTAL LIABILITIES		11,086	10,964	10,869	10,782	10,690	10,672	10,680	10,713	10,772	10,855
NET ASSETS		316,121	322,349	328,497	334,825	341,168	347,548	353,934	360,363	366,789	373,272
Equity											
Retained earnings		187,198	189,847	192,394	195,100	197,798	200,512	203,210	205,929	208,622	211,351
Revaluation reserves		128,923	132,502	136,103	139,726	143,370	147,036	150,724	154,434	158,166	161,921
Council equity interest		316,121	322,349	328,497	334,825	341,168	347,548	353,934	360,363	366,789	373,272
Non-controlling interest		-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY		316,121	322,349	328,497	334,825	341,168	347,548	353,934	360,363	366,789	373,272

Cashflow Statement

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF CASH FLOWS											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flows from Operating Activities											
Receipts:											
Rates & annual charges		4,817	4,746	4,935	5,133	5,338	5,552	5,774	6,005	6,245	6,495
User charges & fees		2,632	2,593	2,696	2,804	2,916	3,033	3,154	3,281	3,412	3,548
Investment & interest revenue received		356	200	100	103	106	109	113	116	119	123
Grants & contributions		13,677	13,248	10,144	10,421	10,707	11,001	11,304	11,616	11,937	12,268
Bonds, deposits & retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		1,841	1,769	1,795	1,821	1,848	1,875	1,903	1,932	1,961	2,040
Payments:											
Employee benefits & costs		(6,536)	(6,569)	(6,969)	(7,394)	(7,844)	(8,322)	(8,828)	(9,366)	(9,936)	(10,541)
Materials & services		(15,108)	(11,113)	(7,857)	(8,093)	(8,336)	(8,586)	(8,843)	(9,108)	(9,382)	(9,663)
Borrowing costs		(357)	(339)	(322)	(306)	(291)	(276)	(262)	(249)	(237)	(225)
Bonds, deposits & retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(386)	(380)	(395)	(411)	(427)	(445)	(462)	(481)	(500)	(520)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		936	4,155	4,127	4,078	4,017	3,941	3,852	3,746	3,620	3,525
Cash Flows from Investing Activities											
Receipts:											
Sale of investment securities		-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		325	120	123	125	128	130	133	136	138	141
Deferred debtors receipts		50	50	50	50	50	50	50	50	50	50
Other investing activity receipts		-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of investment securities/property		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		(3,558)	(3,579)	(3,601)	(3,622)	(3,644)	(3,666)	(3,688)	(3,710)	(3,732)	(3,755)
Deferred debtors & advances made		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		(3,183)	(3,409)	(3,428)	(3,447)	(3,466)	(3,486)	(3,505)	(3,524)	(3,544)	(3,564)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from borrowings & advances		-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of borrowings & advances		(507)	(489)	(472)	(456)	(441)	(426)	(412)	(399)	(387)	(375)
Repayment of finance lease liabilities		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		(507)	(489)	(472)	(456)	(441)	(426)	(412)	(399)	(387)	(375)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(2,754)	256	227	174	110	29	(65)	(178)	(312)	(414)
plus: CASH & CASH EQUIVALENTS - beginning of year		10,963	8,209	8,466	8,692	8,867	8,977	9,006	8,941	8,763	8,451
CASH & CASH EQUIVALENTS - end of year		8,209	8,466	8,692	8,867	8,977	9,006	8,941	8,763	8,451	8,037
Cash and Cash Equivalents - end of year		8,209	8,466	8,692	8,867	8,977	9,006	8,941	8,763	8,451	8,037
Investments - end of year		-	-	-	-	-	-	-	-	-	-
CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		8,209	8,466	8,692	8,867	8,977	9,006	8,941	8,763	8,451	8,037

Performance Indicators

Long Term Financial Plan - CONSOLIDATED										
FINANCIAL RATIOS										
	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Operating Performance Ratio <i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-20.02%	0.71%	0.63%	0.26%	-0.14%	-0.60%	-1.09%	-1.62%	-2.20%	-2.61%
Benchmark - Greater than 0% (operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions										
Own Source Operating Revenue incl. FAGs <i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	60.18%	59.38%	69.18%	68.75%	68.33%	67.93%	67.55%	67.19%	66.84%	66.58%
Benchmark - Greater than 60% operating revenue excl. grants and contributions (except FAGs) / operating revenue incl. all grants and contributions										
Own Source Operating Revenue excl. FAGs <i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	59.18%	58.38%	68.04%	67.64%	67.26%	66.90%	66.55%	66.21%	65.90%	65.66%
Benchmark - Greater than 60% operating revenue excl. all grants and contributions / operating revenue incl. all grants and contributions										
Building and Asset Renewal Ratio <i>This ratio indicates the extent to which Council is forecasting to meet its consumption level on assets by renewing or replacing assets</i>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Benchmark - Greater than 100% - average over 3 years asset renewals (building and infrastructure) / Depreciation, amortisation and impairment (building and infrastructure)										
Infrastructure Backlog Ratio <i>This ratio shows what proportion the backlog is against total value of infrastructure</i>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Benchmark - Less than 2% Estimated cost to bring to satisfactory condition / Total (WDV) of infrastructure, buildings and other structures										
Asset Maintenance Ratio <i>This ratio shows whether assets are maintained to the current standard</i>	98%	98%	100%	102%	102%	102%	102%	102%	102%	102%
Benchmark - Greater than 100% - average over 3 years Actual asset maintenance / Required asset maintenance										
Debt Service Ratio <i>This ratio measures the ability to service debt including interest, principal, and lease payments</i>	4%	3%	4%	4%	3%	3%	3%	3%	2%	2%
Benchmark - Between 0% and 20% Cost of debt service (interest expense & principal repayments) / Total continuing operating revenue (excl. capital grants & contributions)										
Cash Expense Cover Ratio <i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	4.30	5.38	6.51	6.39	6.21	5.99	5.70	5.36	4.96	4.52
Benchmark - Greater than 3.0 months (current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12										

Scenario One - Enhanced Asset Management Operating Statement with Special Rate Variation
Income Statement

Long Term Financial Plan - CONSOLIDATED											
INCOME STATEMENT											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Income from Continuing Operations											
Revenue:											
Rates & annual charges		5,070	5,831	6,705	7,711	8,019	8,340	8,674	9,021	9,381	9,757
User charges & fees		2,770	2,881	2,996	3,116	3,241	3,370	3,505	3,645	3,791	3,943
Interest & investment revenue		356	200	100	103	106	109	113	116	119	123
Other revenues		282	293	305	317	330	343	357	371	386	401
Grants & contributions for operating purposes		12,124	13,720	10,271	10,579	10,896	11,223	11,560	11,907	12,264	12,632
Grants & contributions for capital purposes		2,273	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Income		1,656	1,673	1,689	1,706	1,723	1,740	1,758	1,775	1,793	1,865
Net gains from disposal of assets		325	120	123	125	128	130	133	136	138	141
Net share of interests in joint ventures		-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		24,855	25,717	23,189	24,657	25,443	26,256	27,099	27,971	28,873	29,861
Expenses from Continuing Operations											
Employee benefits & costs		6,880	7,299	7,744	8,215	8,715	9,246	9,809	10,407	11,040	11,713
Borrowing costs		357	404	514	683	779	831	748	673	606	225
Materials & services		15,903	13,034	9,757	10,050	10,351	10,662	10,982	11,311	11,651	11,368
Depreciation & amortisation		3,558	3,579	3,601	3,622	3,644	3,666	3,688	3,710	3,732	3,755
Impairment		-	-	-	-	-	-	-	-	-	-
Other expenses		406	422	439	457	475	494	514	534	556	578
Net losses from disposal of assets		-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		27,104	24,739	22,054	23,027	23,965	24,899	25,741	26,635	27,585	27,639
OPERATING RESULT FOR THE YEAR		(2,249)	979	1,135	1,630	1,478	1,357	1,358	1,335	1,288	2,222
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES		(4,522)	(21)	135	630	478	357	358	335	288	1,222
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS		(4,522)	(21)	135	630	478	357	358	335	288	1,222

Balance Sheet

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF FINANCIAL POSITION											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Assets											
Current Assets:											
Cash & cash equivalents		8,209	8,046	7,720	7,476	7,259	6,922	7,363	7,803	8,217	9,521
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		1,005	1,063	967	973	911	895	848	822	782	751
Inventories		241	251	261	271	282	294	305	318	330	343
Other		2,478	2,577	2,680	2,787	2,899	3,015	3,135	3,261	3,391	3,527
Non-current assets classified as 'held for sale'		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS		11,933	11,936	11,627	11,508	11,351	11,125	11,651	12,203	12,721	14,142
Non-Current Assets:											
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		28	29	30	31	32	33	34	35	36	37
Inventories		83	83	83	83	83	83	83	83	83	83
Infrastructure, property, plant & equipment		273,105	276,684	280,285	283,908	287,552	291,218	294,906	298,616	302,348	306,103
Investments accounted for using the equity method		42,058	44,161	46,369	48,687	51,121	53,678	56,361	59,179	62,138	65,245
Investment property		-	-	-	-	-	-	-	-	-	-
Intangible assets		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS		315,274	320,957	326,767	332,709	338,788	345,011	351,384	357,913	364,606	371,469
TOTAL ASSETS		327,207	332,893	338,394	344,216	350,139	356,137	363,036	370,117	377,327	385,610
Liabilities											
Current Liabilities:											
Payables		3,837	3,991	4,150	4,316	4,489	4,669	4,855	5,050	5,252	5,462
Borrowings		357	404	514	683	779	831	748	673	606	225
Contract Liabilities		1,595	1,659	1,725	1,794	1,866	1,940	2,018	2,099	2,183	2,270
Provisions		1,106	1,089	1,072	1,054	1,035	1,017	997	977	956	935
TOTAL CURRENT LIABILITIES		6,895	7,142	7,461	7,847	8,169	8,457	8,618	8,798	8,996	8,892
Non-Current Liabilities:											
Payables		-	-	-	-	-	-	-	-	-	-
Borrowings		3,325	3,921	4,407	4,724	3,945	3,114	2,366	1,693	1,087	817
Contract Liabilities		-	-	-	-	-	-	-	-	-	-
Provisions		866	901	937	954	943	980	1,019	1,060	1,103	1,147
TOTAL NON-CURRENT LIABILITIES		4,191	4,821	5,344	5,678	4,887	4,094	3,385	2,753	2,189	1,964
TOTAL LIABILITIES		11,086	11,964	12,805	13,525	13,057	12,551	12,004	11,551	11,186	10,855
NET ASSETS		316,121	320,929	325,589	330,691	337,083	343,586	351,032	358,566	366,141	374,755
Equity											
Retained earnings		187,198	188,427	189,486	190,965	193,713	196,550	200,308	204,132	207,974	212,834
Revaluation reserves		128,923	132,502	136,103	139,726	143,370	147,036	150,724	154,434	158,166	161,921
Council equity interest		316,121	320,929	325,589	330,691	337,083	343,586	351,032	358,566	366,141	374,755
Non-controlling interest		-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY		316,121	320,929	325,589	330,691	337,083	343,586	351,032	358,566	366,141	374,755

Cashflow Statement

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF CASH FLOWS											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flows from Operating Activities											
Receipts:											
Rates & annual charges		4,817	5,247	6,035	6,940	7,217	7,506	7,806	8,119	8,443	8,781
User charges & fees		2,632	2,593	2,696	2,804	2,916	3,033	3,154	3,281	3,412	3,548
Investment & interest revenue received		356	200	100	103	106	109	113	116	119	123
Grants & contributions		13,677	13,248	10,144	10,421	10,707	11,001	11,304	11,616	11,937	12,268
Bonds, deposits & retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		1,841	1,769	1,795	1,821	1,848	1,875	1,903	1,932	1,961	2,040
Payments:											
Employee benefits & costs		(6,536)	(6,569)	(6,969)	(7,394)	(7,844)	(8,322)	(8,828)	(9,366)	(9,936)	(10,541)
Materials & services		(15,108)	(11,731)	(8,781)	(9,045)	(9,316)	(9,596)	(9,884)	(10,180)	(10,485)	(10,732)
Borrowing costs		(357)	(404)	(514)	(683)	(779)	(831)	(748)	(673)	(606)	(225)
Bonds, deposits & retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(386)	(380)	(395)	(411)	(427)	(445)	(462)	(481)	(500)	(520)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		936	3,973	4,111	4,556	4,428	4,330	4,358	4,364	4,346	5,242
Cash Flows from Investing Activities											
Receipts:											
Sale of investment securities		-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		325	120	123	125	128	130	133	136	138	141
Deferred debtors receipts		50	50	50	50	50	50	50	50	50	50
Other investing activity receipts		-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of investment securities/property		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		(3,558)	(3,579)	(3,601)	(3,622)	(3,644)	(3,666)	(3,688)	(3,710)	(3,732)	(3,755)
Deferred debtors & advances made		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		(3,183)	(3,409)	(3,428)	(3,447)	(3,466)	(3,486)	(3,505)	(3,524)	(3,544)	(3,564)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from borrowings & advances		-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of borrowings & advances		(507)	(727)	(1,010)	(1,352)	(1,179)	(1,181)	(412)	(399)	(387)	(375)
Repayment of finance lease liabilities		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		(507)	(727)	(1,010)	(1,352)	(1,179)	(1,181)	(412)	(399)	(387)	(375)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(2,754)	(163)	(326)	(244)	(217)	(337)	441	441	414	1,303
plus: CASH & CASH EQUIVALENTS - beginning of year		10,963	8,209	8,046	7,720	7,476	7,259	6,922	7,363	7,803	8,217
CASH & CASH EQUIVALENTS - end of year		8,209	8,046	7,720	7,476	7,259	6,922	7,363	7,803	8,217	9,521
Cash and Cash Equivalents - end of year		8,209	8,046	7,720	7,476	7,259	6,922	7,363	7,803	8,217	9,521
Investments - end of year		-	-	-	-	-	-	-	-	-	-
CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		8,209	8,046	7,720	7,476	7,259	6,922	7,363	7,803	8,217	9,521

Performance Indicators

Long Term Financial Plan - CONSOLIDATED										
FINANCIAL RATIOS										
	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Operating Performance Ratio										
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-20.02%	-0.09%	0.61%	2.66%	1.96%	1.41%	1.37%	1.24%	1.03%	4.24%
Benchmark - Greater than 0%										
(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions										
Own Source Operating Revenue incl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	60.18%	60.26%	70.80%	71.29%	70.93%	70.59%	70.26%	69.95%	69.65%	69.42%
Benchmark - Greater than 60%										
operating revenue excl. grants and contributions (except FAGs) / operating revenue incl. all grants and contributions										
Own Source Operating Revenue excl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	59.18%	59.29%	69.72%	70.28%	69.95%	69.63%	69.34%	69.05%	68.78%	68.58%
Benchmark - Greater than 60%										
operating revenue excl. all grants and contributions / operating revenue incl. all grants and contributions										
Building and Asset Renewal Ratio										
<i>This ratio indicates the extent to which Council is forecasting to meet its consumption level on assets by renewing or replacing assets</i>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Benchmark - Greater than 100% - average over 3 years										
asset renewals (building and infrastructure) / Depreciation, amortisation and impairment (building and infrastructure)										
Infrastructure Backlog Ratio										
<i>This ratio shows what proportion the backlog is against total value of infrastructure</i>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Benchmark - Less than 2%										
Estimated cost to bring to satisfactory condition / Total (WDV) of infrastructure, buildings and other structures										
Asset Maintenance Ratio										
<i>This ratio shows whether assets are maintained to the current standard</i>	98%	98%	100%	102%	102%	102%	102%	102%	102%	102%
Benchmark - Greater than 100% - average over 3 years										
Actual asset maintenance / Required asset maintenance										
Debt Service Ratio										
<i>This ratio measures the ability to service debt including interest, principal, and lease payments</i>	4%	5%	7%	9%	8%	8%	4%	4%	4%	2%
Benchmark - Between 0% and 20%										
Cost of debt service (interest expense & principal repayments) / Total continuing operating revenue (excl. capital grants & contributions)										
Cash Expense Cover Ratio										
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	4.30	4.87	5.24	4.75	4.46	4.08	4.35	4.44	4.50	5.22
Benchmark - Greater than 3.0 months										
(current year's cash and cash equivalents / (total expenses - depreciation - interest costs)) * 12										

Scenario Two - Enhanced Asset Management Operating Statement with No Special Rate Variation
Income Statement

Long Term Financial Plan - CONSOLIDATED											
INCOME STATEMENT											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Income from Continuing Operations											
Revenue:											
Rates & annual charges		5,070	5,273	5,484	5,703	5,931	6,168	6,415	6,672	6,939	7,216
User charges & fees		2,770	2,881	2,996	3,116	3,241	3,370	3,505	3,645	3,791	3,943
Interest & investment revenue		356	200	100	103	106	109	113	116	119	123
Other revenues		282	293	305	317	330	343	357	371	386	401
Grants & contributions for operating purposes		12,124	13,720	10,271	10,579	10,896	11,223	11,560	11,907	12,264	12,632
Grants & contributions for capital purposes		2,273	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Income		1,656	1,673	1,689	1,706	1,723	1,740	1,758	1,775	1,793	1,865
Net gains from disposal of assets		325	120	123	125	128	130	133	136	138	141
Net share of interests in joint ventures		-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		24,855	25,160	21,968	22,649	23,355	24,084	24,840	25,622	26,430	27,321
Expenses from Continuing Operations											
Employee benefits & costs		6,880	7,299	7,744	8,215	8,715	9,246	9,809	10,407	11,040	11,713
Borrowing costs		357	404	514	683	779	831	748	673	606	225
Materials & services		15,903	13,034	9,757	10,050	10,351	10,662	10,982	11,311	11,651	11,368
Depreciation & amortisation		3,558	3,579	3,601	3,622	3,644	3,666	3,688	3,710	3,732	3,755
Impairment		-	-	-	-	-	-	-	-	-	-
Other expenses		406	422	439	457	475	494	514	534	556	578
Net losses from disposal of assets		-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		27,104	24,739	22,054	23,027	23,965	24,899	25,741	26,635	27,585	27,639
OPERATING RESULT FOR THE YEAR		(2,249)	421	(87)	(378)	(610)	(815)	(901)	(1,013)	(1,155)	(318)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES											
		(4,522)	(579)	(1,087)	(1,378)	(1,610)	(1,815)	(1,901)	(2,013)	(2,155)	(1,318)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS											
		(4,522)	(579)	(1,087)	(1,378)	(1,610)	(1,815)	(1,901)	(2,013)	(2,155)	(1,318)

Balance Sheet

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF FINANCIAL POSITION											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Assets											
Current Assets:											
Cash & cash equivalents		8,209	7,545	6,119	4,068	1,972	(319)	(1,910)	(3,584)	(5,368)	(6,350)
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		1,005	1,063	967	973	911	895	848	822	782	751
Inventories		241	251	261	271	282	294	305	318	330	343
Other		2,478	2,577	2,680	2,787	2,899	3,015	3,135	3,261	3,391	3,527
Non-current assets classified as 'held for sale'		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS		11,933	11,435	10,026	8,100	6,064	3,884	2,378	816	(864)	(1,729)
Non-Current Assets:											
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		28	29	30	31	32	33	34	35	36	37
Inventories		83	83	83	83	83	83	83	83	83	83
Infrastructure, property, plant & equipment		273,105	276,684	280,285	283,908	287,552	291,218	294,906	298,616	302,348	306,103
Investments accounted for using the equity method		42,058	44,161	46,369	48,687	51,121	53,678	56,361	59,179	62,138	65,245
Investment property		-	-	-	-	-	-	-	-	-	-
Intangible assets		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS		315,274	320,957	326,767	332,709	338,788	345,011	351,384	357,913	364,606	371,469
TOTAL ASSETS		327,207	332,392	336,793	340,808	344,852	348,896	353,763	358,730	363,742	369,739
Liabilities											
Current Liabilities:											
Payables		3,837	3,991	4,150	4,316	4,489	4,669	4,855	5,050	5,252	5,462
Borrowings		357	404	514	683	779	831	748	673	606	225
Contract Liabilities		1,595	1,659	1,725	1,794	1,866	1,940	2,018	2,099	2,183	2,270
Provisions		1,106	1,089	1,072	1,054	1,035	1,017	997	977	956	935
TOTAL CURRENT LIABILITIES		6,895	7,142	7,461	7,847	8,169	8,457	8,618	8,798	8,996	8,892
Non-Current Liabilities:											
Payables		-	-	-	-	-	-	-	-	-	-
Borrowings		3,325	3,921	4,407	4,724	3,945	3,114	2,366	1,693	1,087	817
Contract Liabilities		-	-	-	-	-	-	-	-	-	-
Provisions		866	901	937	954	943	980	1,019	1,060	1,103	1,147
TOTAL NON-CURRENT LIABILITIES		4,191	4,821	5,344	5,678	4,887	4,094	3,385	2,753	2,189	1,964
TOTAL LIABILITIES		11,086	11,964	12,805	13,525	13,057	12,551	12,004	11,551	11,186	10,855
NET ASSETS		316,121	320,428	323,988	327,283	331,796	336,345	341,759	347,179	352,556	358,884
Equity											
Retained earnings		187,198	187,926	187,885	187,557	188,426	189,309	191,035	192,745	194,389	196,963
Revaluation reserves		128,923	132,502	136,103	139,726	143,370	147,036	150,724	154,434	158,166	161,921
Council equity interest		316,121	320,428	323,988	327,283	331,796	336,345	341,759	347,179	352,556	358,884
Non-controlling interest		-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY		316,121	320,428	323,988	327,283	331,796	336,345	341,759	347,179	352,556	358,884

Cashflow Statement

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF CASH FLOWS											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flows from Operating Activities											
Receipts:											
Rates & annual charges		4,817	4,746	4,935	5,133	5,338	5,552	5,774	6,005	6,245	6,495
User charges & fees		2,632	2,593	2,696	2,804	2,916	3,033	3,154	3,281	3,412	3,548
Investment & interest revenue received		356	200	100	103	106	109	113	116	119	123
Grants & contributions		13,677	13,248	10,144	10,421	10,707	11,001	11,304	11,616	11,937	12,268
Bonds, deposits & retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		1,841	1,769	1,795	1,821	1,848	1,875	1,903	1,932	1,961	2,040
Payments:											
Employee benefits & costs		(6,536)	(6,569)	(6,969)	(7,394)	(7,844)	(8,322)	(8,828)	(9,366)	(9,936)	(10,541)
Materials & services		(15,108)	(11,731)	(8,781)	(9,045)	(9,316)	(9,596)	(9,884)	(10,180)	(10,485)	(10,232)
Borrowing costs		(357)	(404)	(514)	(683)	(779)	(831)	(748)	(673)	(606)	(225)
Bonds, deposits & retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(386)	(380)	(395)	(411)	(427)	(445)	(462)	(481)	(500)	(520)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		936	3,472	3,011	2,749	2,549	2,376	2,326	2,250	2,148	2,956
Cash Flows from Investing Activities											
Receipts:											
Sale of investment securities		-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		325	120	123	125	128	130	133	136	138	141
Deferred debtors receipts		50	50	50	50	50	50	50	50	50	50
Other investing activity receipts		-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of investment securities/property		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		(3,558)	(3,579)	(3,601)	(3,622)	(3,644)	(3,666)	(3,688)	(3,710)	(3,732)	(3,755)
Deferred debtors & advances made		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		(3,183)	(3,409)	(3,428)	(3,447)	(3,466)	(3,486)	(3,505)	(3,524)	(3,544)	(3,564)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from borrowings & advances		-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of borrowings & advances		(507)	(727)	(1,010)	(1,352)	(1,179)	(1,181)	(412)	(399)	(387)	(375)
Repayment of finance lease liabilities		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		(507)	(727)	(1,010)	(1,352)	(1,179)	(1,181)	(412)	(399)	(387)	(375)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(2,754)	(664)	(1,426)	(2,051)	(2,096)	(2,291)	(1,591)	(1,673)	(1,784)	(983)
plus: CASH & CASH EQUIVALENTS - beginning of year		10,963	8,209	7,545	6,119	4,068	1,972	(319)	(1,910)	(3,584)	(5,368)
CASH & CASH EQUIVALENTS - end of year		8,209	7,545	6,119	4,068	1,972	(319)	(1,910)	(3,584)	(5,368)	(6,350)
Cash and Cash Equivalents - end of year		8,209	7,545	6,119	4,068	1,972	(319)	(1,910)	(3,584)	(5,368)	(6,350)
Investments - end of year		-	-	-	-	-	-	-	-	-	-
CASH, CASH EQUIVALENTS & INVESTMENTS- end of year		8,209	7,545	6,119	4,068	1,972	(319)	(1,910)	(3,584)	(5,368)	(6,350)

Performance Indicators

Long Term Financial Plan - CONSOLIDATED										
FINANCIAL RATIOS										
	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Operating Performance Ratio										
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-20.02%	-2.40%	-5.18%	-6.37%	-7.20%	-7.86%	-7.97%	-8.18%	-8.47%	-5.01%
Benchmark - Greater than 0%										
(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions										
Own Source Operating Revenue incl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	60.18%	59.38%	69.18%	68.75%	68.33%	67.93%	67.55%	67.19%	66.84%	66.58%
Benchmark - Greater than 60%										
operating revenue excl. grants and contributions (except FAGs) / operating revenue incl. all grants and contributions										
Own Source Operating Revenue excl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	59.18%	58.38%	68.04%	67.64%	67.26%	66.90%	66.55%	66.21%	65.90%	65.66%
Benchmark - Greater than 60%										
operating revenue excl. all grants and contributions / operating revenue incl. all grants and contributions										
Building and Asset Renewal Ratio										
<i>This ratio indicates the extent to which Council is forecasting to meet its consumption level on assets by renewing or replacing assets</i>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Benchmark - Greater than 100% - average over 3 years										
asset renewals (building and infrastructure) / Depreciation, amortisation and impairment (building and infrastructure)										
Infrastructure Backlog Ratio										
<i>This ratio shows what proportion the backlog is against total value of infrastructure</i>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Benchmark - Less than 2%										
Estimated cost to bring to satisfactory condition / Total (WDV) of infrastructure, buildings and other structures										
Asset Maintenance Ratio										
<i>This ratio shows whether assets are maintained to the current standard</i>	98%	98%	100%	102%	102%	102%	102%	102%	102%	102%
Benchmark - Greater than 100% - average over 3 years										
Actual asset maintenance / Required asset maintenance										
Debt Service Ratio										
<i>This ratio measures the ability to service debt including interest, principal, and lease payments</i>	4%	5%	7%	9%	9%	9%	5%	4%	4%	2%
Benchmark - Between 0% and 20%										
Cost of debt service (interest expense & principal repayments) / Total continuing operating revenue (excl. capital grants & contributions)										
Cash Expense Cover Ratio										
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	4.30	4.57	4.16	2.58	1.21	-0.19	-1.13	-2.04	-2.94	-3.48
Benchmark - Greater than 3.0 months										
(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12										

Scenario Three - Renewal & Replacement of Infrastructure
Income Statement

Long Term Financial Plan - CONSOLIDATED											
INCOME STATEMENT											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Income from Continuing Operations											
Revenue:											
Rates & annual charges		5,070	5,273	5,484	5,703	5,931	6,168	6,415	6,672	6,939	7,216
User charges & fees		2,770	2,865	2,955	3,068	3,191	3,319	3,451	3,589	3,733	3,882
Interest & investment revenue		356	200	100	103	106	109	113	116	119	123
Other revenues		282	324	373	429	446	464	482	502	522	543
Grants & contributions for operating purposes		12,124	13,720	10,271	10,579	10,896	11,223	11,560	11,907	12,264	12,632
Grants & contributions for capital purposes		2,273	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Income		1,656	1,673	1,689	1,706	1,723	1,740	1,758	1,775	1,793	1,865
Net gains from disposal of assets		325	120	123	125	128	130	133	136	138	141
Net share of interests in joint ventures		-	-	-	-	-	-	-	-	-	-
TOTAL INCOME FROM CONTINUING OPERATIONS		24,855	25,175	21,995	22,713	23,422	24,154	24,912	25,697	26,508	27,402
Expenses from Continuing Operations											
Employee benefits & costs		6,880	7,299	7,744	8,215	8,715	9,246	9,809	10,407	11,040	11,713
Borrowing costs		357	339	322	306	291	276	262	249	237	225
Materials & services		15,903	12,348	8,730	8,992	9,262	9,540	9,826	10,121	10,424	10,737
Depreciation & amortisation		3,558	3,579	3,601	3,622	3,644	3,666	3,688	3,710	3,732	3,755
Impairment		-	-	-	-	-	-	-	-	-	-
Other expenses		406	467	537	617	642	668	695	722	751	781
Net losses from disposal of assets		-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES FROM CONTINUING OPERATIONS		27,104	24,033	20,934	21,753	22,554	23,396	24,280	25,209	26,185	27,211
OPERATING RESULT FOR THE YEAR		(2,249)	1,142	1,061	960	867	758	632	488	323	191
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES											
		(4,522)	142	61	(40)	(133)	(242)	(368)	(512)	(677)	(809)
NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS											
		(4,522)	142	61	(40)	(133)	(242)	(368)	(512)	(677)	(809)

Balance Sheet

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF FINANCIAL POSITION											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Assets											
Current Assets:											
Cash & cash equivalents		8,209	8,440	8,603	8,691	8,710	8,646	8,483	8,203	7,786	7,262
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		1,005	1,063	967	973	911	895	848	822	782	751
Inventories		241	278	319	367	382	397	413	429	447	464
Other		2,478	2,849	3,277	3,768	3,919	4,076	4,239	4,408	4,585	4,768
Non-current assets classified as 'held for sale'		-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS		11,933	12,629	13,166	13,799	13,922	14,014	13,983	13,863	13,600	13,246
Non-Current Assets:											
Investments		-	-	-	-	-	-	-	-	-	-
Receivables		28	29	30	31	32	33	34	35	36	37
Inventories		83	83	83	83	83	83	83	83	83	83
Infrastructure, property, plant & equipment		273,105	276,684	280,285	283,908	287,552	291,218	294,906	298,616	302,348	306,103
Investments accounted for using the equity method		42,058	44,161	46,369	48,687	51,121	53,678	56,361	59,179	62,138	65,245
Investment property		-	-	-	-	-	-	-	-	-	-
Intangible assets		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CURRENT ASSETS		315,274	320,957	326,767	332,709	338,788	345,011	351,384	357,913	364,606	371,469
TOTAL ASSETS		327,207	333,586	339,933	346,508	352,711	359,025	365,367	371,776	378,205	384,715
Liabilities											
Current Liabilities:											
Payables		3,837	4,413	5,075	5,836	6,069	6,312	6,565	6,827	7,100	7,384
Borrowings		357	339	322	306	291	276	262	249	237	225
Contract Liabilities		1,595	1,834	2,109	2,426	2,523	2,623	2,728	2,838	2,951	3,069
Provisions		1,106	1,089	1,072	1,054	1,035	1,017	997	977	956	935
TOTAL CURRENT LIABILITIES		6,895	7,675	8,578	9,622	9,918	10,229	10,553	10,891	11,245	11,613
Non-Current Liabilities:											
Payables		-	-	-	-	-	-	-	-	-	-
Borrowings		3,325	2,986	2,663	2,357	2,066	1,790	1,528	1,278	1,042	817
Contract Liabilities		-	-	-	-	-	-	-	-	-	-
Provisions		866	996	1,146	1,297	1,299	1,351	1,405	1,461	1,520	1,581
TOTAL NON-CURRENT LIABILITIES		4,191	3,982	3,809	3,655	3,366	3,141	2,933	2,740	2,562	2,397
TOTAL LIABILITIES		11,086	11,657	12,387	13,276	13,284	13,370	13,486	13,631	13,806	14,011
NET ASSETS		316,121	321,929	327,546	333,232	339,427	345,655	351,881	358,145	364,399	370,704
Equity											
Retained earnings		187,198	189,427	191,443	193,506	196,057	198,619	201,157	203,711	206,233	208,783
Revaluation reserves		128,923	132,502	136,103	139,726	143,370	147,036	150,724	154,434	158,166	161,921
Council equity interest		316,121	321,929	327,546	333,232	339,427	345,655	351,881	358,145	364,399	370,704
Non-controlling interest		-	-	-	-	-	-	-	-	-	-
TOTAL EQUITY		316,121	321,929	327,546	333,232	339,427	345,655	351,881	358,145	364,399	370,704

Cashflow Statement

Long Term Financial Plan - CONSOLIDATED											
STATEMENT OF CASH FLOWS											
\$ '000	Notes	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Cash Flows from Operating Activities											
Receipts:											
Rates & annual charges		4,817	4,746	4,935	5,133	5,338	5,552	5,774	6,005	6,245	6,495
User charges & fees		2,632	2,579	2,660	2,761	2,872	2,987	3,106	3,231	3,360	3,494
Investment & interest revenue received		356	200	100	103	106	109	113	116	119	123
Grants & contributions		13,677	13,248	10,144	10,421	10,707	11,001	11,304	11,616	11,937	12,268
Bonds, deposits & retention amounts received		-	-	-	-	-	-	-	-	-	-
Other		1,841	1,797	1,856	1,922	1,952	1,984	2,016	2,049	2,084	2,167
Payments:											
Employee benefits & costs		(6,536)	(6,569)	(6,969)	(7,394)	(7,844)	(8,322)	(8,828)	(9,366)	(9,936)	(10,541)
Materials & services		(15,108)	(11,113)	(7,857)	(8,093)	(8,336)	(8,586)	(8,843)	(9,108)	(9,382)	(9,663)
Borrowing costs		(357)	(339)	(322)	(306)	(291)	(276)	(262)	(249)	(237)	(225)
Bonds, deposits & retention amounts refunded		-	-	-	-	-	-	-	-	-	-
Other		(386)	(420)	(483)	(556)	(578)	(601)	(625)	(650)	(676)	(703)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES		936	4,129	4,064	3,991	3,926	3,848	3,754	3,644	3,515	3,415
Cash Flows from Investing Activities											
Receipts:											
Sale of investment securities		-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		325	120	123	125	128	130	133	136	138	141
Deferred debtors receipts		50	50	50	50	50	50	50	50	50	50
Other investing activity receipts		-	-	-	-	-	-	-	-	-	-
Payments:											
Purchase of investment securities/property		-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		(3,558)	(3,579)	(3,601)	(3,622)	(3,644)	(3,666)	(3,688)	(3,710)	(3,732)	(3,755)
Deferred debtors & advances made		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES		(3,183)	(3,409)	(3,428)	(3,447)	(3,466)	(3,486)	(3,505)	(3,524)	(3,544)	(3,564)
Cash Flows from Financing Activities											
Receipts:											
Proceeds from borrowings & advances		-	-	-	-	-	-	-	-	-	-
Payments:											
Repayment of borrowings & advances		(507)	(489)	(472)	(456)	(441)	(426)	(412)	(399)	(387)	(375)
Repayment of finance lease liabilities		-	-	-	-	-	-	-	-	-	-
NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES		(507)	(489)	(472)	(456)	(441)	(426)	(412)	(399)	(387)	(375)
NET INCREASE/(DECREASE) IN CASH & CASH EQUIVALENTS		(2,754)	230	164	87	19	(64)	(163)	(280)	(417)	(524)
plus: CASH & CASH EQUIVALENTS - beginning of year		10,963	8,209	8,440	8,603	8,691	8,710	8,646	8,483	8,203	7,786
CASH & CASH EQUIVALENTS - end of year		8,209	8,440	8,603	8,691	8,710	8,646	8,483	8,203	7,786	7,262
Cash and Cash Equivalents - end of year		8,209	8,440	8,603	8,691	8,710	8,646	8,483	8,203	7,786	7,262
Investments - end of year		-	-	-	-	-	-	-	-	-	-
CASH, CASH EQUIVALENTS & INVESTMENTS - end of year		8,209	8,440	8,603	8,691	8,710	8,646	8,483	8,203	7,786	7,262

Performance Indicators

Long Term Financial Plan - CONSOLIDATED										
FINANCIAL RATIOS										
	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast	2031 Forecast	2032 Forecast	2033 Forecast	2034 Forecast	2035 Forecast
Operating Performance Ratio										
<i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	-20.02%	0.59%	0.29%	-0.18%	-0.59%	-1.05%	-1.54%	-2.07%	-2.65%	-3.06%
Benchmark - Greater than 0%										
<i>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</i>										
Own Source Operating Revenue incl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	60.18%	59.40%	69.22%	68.83%	68.42%	68.03%	67.65%	67.29%	66.94%	66.68%
Benchmark - Greater than 60%										
<i>operating revenue excl. grants and contributions (except FAGs) / operating revenue incl. all grants and contributions</i>										
Own Source Operating Revenue excl. FAGs										
<i>This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue</i>	59.18%	58.41%	68.08%	67.73%	67.35%	66.99%	66.64%	66.31%	66.00%	65.76%
Benchmark - Greater than 60%										
<i>operating revenue excl. all grants and contributions / operating revenue incl. all grants and contributions</i>										
Building and Asset Renewal Ratio										
<i>This ratio indicates the extent to which Council is forecasting to meet its consumption level on assets by renewing or replacing assets</i>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Benchmark - Greater than 100% - average over 3 years										
<i>asset renewals (building and infrastructure) / Depreciation, amortisation and impairment (building and infrastructure)</i>										
Infrastructure Backlog Ratio										
<i>This ratio shows what proportion the backlog is against total value of infrastructure</i>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Benchmark - Less than 2%										
<i>Estimated cost to bring to satisfactory condition / Total (WDV) of infrastructure, buildings and other structures</i>										
Asset Maintenance Ratio										
<i>This ratio shows whether assets are maintained to the current standard</i>	98%	98%	100%	102%	102%	102%	102%	102%	102%	102%
Benchmark - Greater than 100% - average over 3 years										
<i>Actual asset maintenance / Required asset maintenance</i>										
Debt Service Ratio										
<i>This ratio measures the ability to service debt including interest, principal, and lease payments</i>	4%	3%	4%	4%	3%	3%	3%	3%	2%	2%
Benchmark - Between 0% and 20%										
<i>Cost of debt service (interest expense & principal repayments) / Total continuing operating revenue (excl. capital grants & contributions)</i>										
Cash Expense Cover Ratio										
<i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	4.30	5.35	6.41	6.21	5.98	5.70	5.37	4.98	4.53	4.05
Benchmark - Greater than 3.0 months										
<i>(current year's cash and cash equivalents / (total expenses - depreciation - interest costs) * 12</i>										



STRATEGIC ASSET MANAGEMENT STRATEGY 2024 - 2028



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1. Introduction

1.1 Context and Purpose of this SAMS

The Strategic Asset Management Strategy supports Council to enable the effective management of asset across the Weddin Local Government Area, which includes providing leadership and accountability for planning, acquisition, operation and maintenance and the disposal of assets.

Asset management is defined in the Australian Standard (AS ISO 55001) as the '*coordinated activity of an organisation to realise value from assets*' with assets defined in the Standard as an 'item or thing that has potential or actual value to an organisation'.

Council has adopted a systematic approach to prioritising its limited resources across all its activities via the *Integrated Planning and Reporting (IPR) Framework*, set out under the NSW *Local Government Act 1993*.

From the IP&R Handbook on Asset Management Planning

Accurate data and a robust planning process is required to ensure that assets are managed and accounted for in an efficient and sustainable way on behalf of local communities and with a service delivery focus.

The key objective of asset management planning is to provide the required level of service for the community in accordance with the CSP and in the most cost-effective manner. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability. Assets may include roads, water and sewerage systems, drains, bridges, footpaths, buildings, recreational facilities, parks and gardens.

Asset Management Planning comprises three components:

1. Asset Management Policy (AM Policy)
2. Asset Management Strategy (AM Strategy)
3. Asset Management Plans (AM Plans) (for each class of asset).

Council's Delivery Program present a 'big picture summary' highlighting issues of concern with the value Council can provide now, and into future with its available resources.

Council has adopted an [Asset Management Policy](#).

The Strategic Asset Management Strategy ('The SAMS') focuses on how the asset portfolios will achieve the vision and goals in a sustainable way. The SAMS provides a vision and principles relating to asset management. The SAMS also outlines what is the current situation; where do we want to be; how sustainable are our assets and how aligned to the direction set by the CSP. As a small rural Council and in accordance with the IP&R Framework, Council has combined the AM Strategy mandatory requirements into a SAMS version which includes the AM Plans for each class of asset as one comprehensive document. In other words, it incorporates requirements for the Asset Management Strategy and the Asset Management Plans in line with essential elements of the IP&R Handbook.

The SAMS is part of the Resourcing Strategy under the IP&R Framework. It sits alongside the LTFP and Workforce Management Plan. The Resourcing Strategy supports the Council's decision making in its Delivery Program and Operational Plan (DP and OP).

It is important to note that it is in the Delivery Program and the Annual Operational Plan that 'implements it'.



The SAMS provides the detail behind each of the programs, which are classified as either:

- **Operational:** the daily use and management of our assets to achieve its intended function
- **Maintenance:** the activities to keep the system in good working condition by preventing and addressing issues.
- **Capital:** building new, upgraded or renewed assets.

In summary, the primary purpose of the SAMS is to support Council's decision-making about its activities relating to Council's assets by clarifying the current situation and documenting its future programs (actions in the Delivery Program and Operational Plan – Annual budget) in a simple manner.

The SAMS also identifies risks and treatment methods as well as assumptions about valuation and depreciation of assets that help make informed decisions about financial sustainability.

1.2 Council's Objective: Sound Financial Management

Under s. 8B of the *Local Government Act 1993*, Council's Delivery Program reinforces its commitment to the principles of sound financial management.

Council has identified the following objective to 2028:

Responsible and sustainable spending: Spending that aligns with general revenue and expenses.

We do this by achieving a balanced budget.

Responsible and sustainable infrastructure investment: Infrastructure investment that is responsible for the benefit of the local community.

We do this by identifying key priority projects and capital upgrades with key external grants.

Effective financial and asset management: sound policies and processes for performance management and reporting, asset maintenance and enhancement, sound funding decisions and risk management practices.

We do this by reviewing the actions in our SAMS and report this to the community.

We do this by continuously reviewing our long-term financial plan and other resourcing strategies.

As at 2023-2024, Council's total infrastructure, property, plant and equipment was over \$265 million.

1.3 Our Performance and Accountability

Council is committed to continuous improvement:

	PLAN	MANAGE	REPORT	REVIEW
Improved community outcomes	Vision and outcomes	Council's performance capacity/ capability	Community satisfaction survey	Community engagement and feedback
Council strategic performance	Council departmental objectives and outcomes	Accountability Risk Management Across Council delivery	Delivery Program bi-annual reporting	Program and performance evaluation
Council operational performance	Council departmental services, outputs and resources	Measurement Monitoring	Annual reports (Financial performance)	Internal service review External service review

1.4 Objectives of the SAMS

Council's sustainable service delivery needs will be met by undertaking detailed planning and reporting regarding the long-term sustainability including the consideration of financing, operating, maintenance, renewal, upgrade and disposal of capital assets. To inform the objectives of the SAMS, the following objectives are provided from the Asset Management Policy:

The objectives of this Policy are:

- *To provide guidelines for implementing asset management processes throughout Weddin Shire Council, utilising the Council's Asset Management System as a framework.*
- *To ensure the reliable delivery of infrastructure at a level of service agreed upon by the community, considering their capacity and willingness to pay.*
- *To operate and maintain assets at a satisfactory standard and condition by implementing appropriate asset management strategies and financial treatments.*
- *To align asset management processes with best practices and legislative requirements, ensuring transparency and responsibility.*
- *To develop an understanding of lifecycle costs and apply risk management to high-risk / critical assets for sustainable asset management.*

The SAMS's objectives are to:

1. Support in achieving the goals set out in Weddin's Asset Management Policy.
2. To implement sound asset management plans, in the absence and sometimes limited capital financial resources that considers the level of service suitable for our council's operation and the community's need.
 - a. That the implementation is accomplished:
 - i. Asset management plans that are completed for all major asset/service areas.
 - ii. Regular and systematic reviews will be applied to all asset plans to ensure that assets are managed, valued and depreciated in accordance with appropriate best practice and legislated frameworks.

- iii. Regular inspection will be used as part of the asset management process to ensure service levels are maintained in accordance with the agreed service levels and identified on renewal priorities.
- iv. Future lifecycle costs will be identified and considered in all decisions relating to new services and assets and upgrading of existing infrastructure.
- v. Ensuring necessary capacity and other operational capabilities are provided and asset management responsibilities are effectively allocated through the LTFP and Workforce Management Plan.
- vi. Creating a Weddin culture where all employees play a part of in overall care of the Council's assets by providing awareness, training and professional development.

1.5 Roles and Responsibilities

The following provides general roles and responsibilities relating to asset management noting that everyone plays a part in asset management.

Roles	Responsibility
The Elected Council	Governing body with overall strategic financial accountability for the direction of the Council's assets.
General Manager	The General Manager is responsible for the overall control and implementation of the SAMS.
Directors	The Directors are responsible for the implementation of the SAMS and AM Plan for their areas of responsibility. The Directors are responsible for the reporting in accordance with the reporting frequencies mentioned in these documents. The Delivery Program progress is to be reported to Council bi-annually.
Assets Engineer	The Assets Engineer is responsible for the coordination of the asset registers and oversight of the asset management system.
Corporate Services Team	The Corporate Services team are responsible for the financial control and financial management of the budgeted items that support this SAMS and AM Plan.
Managers	The managers are responsible for the day-to-day asset management responsibilities. Managers are responsible for ensuring staff with asset management responsibilities are appropriately trained and that they keep abreast of changes of beset practices by participating in development opportunities when possible. Managers must ensure compliance from a day-to-day operation of managing the asset.
Officers	Officers are responsible for maintaining council assets. Officers are responsible for reporting and documenting required to comply with this SAMS.
General Public	The general public must act in accordance with the SAMS and abide by any determination made as a result of this SAMS.

1. Asset classes

Weddin Shire Council has a number of asset classes including:

Transport Infrastructure	Roads, footpaths, stormwater drainage, bridges, culverts
Buildings	Building and facilities assets
Sewerage	Grenfell Wastewater Treatment Plant, sewer network
Sporting Facilities, Parks and Open spaces	Sporting facilities, parks and open spaces
Plant and Equipment	Machinery, appliances, tools, fleet and equipment

1.1 Transport Infrastructure

Transport infrastructure is essential to the local community for access to schools and services as well as to the local economy for the efficient transport of agricultural products.

Roads are also the biggest area of Council's expenditure and the most valuable portion of its asset portfolio, the effective management of them is critical to Council's financial sustainability.

Council is responsible for a significant road network consisting of:

State Roads (Managed under a Road Maintenance Council Contract with Transport for NSW)

- Newell Highway – 21km
- Mid Western Highway – 100km

Regional Roads

- Henry Lawson Way (Young Road) – 19.5km
- Henry Lawson Way (Forbes Road) – 15.1km
- Gooloogong Road – 31.6km
- Mary Gilmore Way – 53km

Local Roads

- Sealed Roads – 431km
- Unsealed Road (gravel road) – 456km
- Unsealed Roads (dirt or 'formed') road – 60km
- Work in progress – sealing of 5.5km of Nowlans Road.

Council is also responsible for 11 bridges, 5 culverts of bridge-scale size, 23 Major Culverts, 1235 Minor Culvert, 43.78 km of kerb and gutter and 10.22 km of footpaths.

Together, these assets have a replacement value of over \$154.5 million (as at 2023/2024), noting that at the time of writing the Asset Management Plan, valuations for the Transport Infrastructure was currently being undertaken.

The Newell Highway and the Mid-Western Highway (state roads) which is managed under a Road Maintenance Council Contract with Transport for NSW is outside the scope of this AMP because it is not a Council asset.

Condition data indicates that Council's transport network was impacted by the Natural Disaster declared events in 2021 and 2022 and continues to recover from these events. Delays in the administration of Disaster Recovery Funding Arrangements has meant that a number of deteriorated roads have not been repaired. Unlike Council's previous Asset Management Plan which talked about opportunities for betterment with existing funding, the focus will remain on recovering the road network from these events. Upgrading of the road network, for example

widening narrow sealed roads, building new footpaths and kerb and gutter will be undertaken only if approved by external government capital upgrade grants.

The Council will need to review its approach to asset management including its policies, procedures and the systems that support it. Council's allocation of funding between programs and available budgets is limited and therefore this limited funding needs directed to the top priorities.

A number of improvement actions are listed throughout the document.

The Community Satisfaction Survey 2023 revealed that our sealed and unsealed road network had one of the biggest gaps between expectations and satisfaction levels, with a high level of importance but a low satisfaction rating received for both. The community also expressed a low satisfaction level with stormwater drainage. Council has invested and will continue to invest in improving stormwater drainage within the Shire.

Several factors that contribute to the challenges associated with the local road network include:

- the sheer size of our expansive road network relative to the overall size of Council's budget.
- limited external funding opportunities.
- competing Council priorities.
- road user behaviour, particularly after rain events.
- poor soil quality for road building purposes, and
- challenges for Council in securing an appropriately qualified and experienced workforce to deliver the road infrastructure program.

Council was impacted by a few natural disaster events and reliant on the Disaster Recovery Funding (DRFA) for emergency works and reconstruction works. The following declarations were provided to the Shire by the NSW government, incorporating an Australian Government reference number (AGRN):

- AGRN945 – 28 November 2020 onwards (outside of the current term)
- AGRN987 – 9 November 2021 onwards (outside of the current term)
- AGRN1001 – 5 January 2022 onwards
- AGRN1030 – 4 August 2022 onwards
- AGRN1034 – 14 September 2022 onwards

The Shire was hit by consecutive natural disasters, further deteriorating the road network into and out of the Shire and impacting our overall ability to recover. The timing of the flooding events of 2021 and 2022 were very close together, making it virtually impossible to collect data and to undertake emergency works to the standard required of the Disaster Recovery Funding Arrangements (DRFA).

In the next 12 months, the council has approximately **\$26.8 million** of reconstruction works to do by 30 June 2027. The limited ability to undertake preventative maintenance due to the small rate base and minimal capital income will continue to be an ongoing concern for Council.

Urban Stormwater

Council's urban stormwater network consists of 3.4km of pipes and 129 pits. This is valued at around \$15.5 million (as at 2023/2024). There are some areas that are under capacity or require some stormwater augmentation, however as a whole the network is in reasonable condition (failures are rare) so this is a lower priority for improvement actions at present. Villages could however benefit from stormwater drainage augmentation.

1.1.1 Snapshot: Transport Infrastructure

The Transport Infrastructure snapshot below outlines information of the current state of 'where are we now', and a future forecast.

TRANSPORT WHERE ARE WE NOW?	TRANSPORT FUTURE FORECAST
Weddin Shire Council relies on external funding, like our financial assistance grant, roads to recovery funding, block grant and others to maintain its road network. Our assets are significantly impacted from the 2021 and 2022 natural disaster declarations. Upgrade of the road network and betterment is not achievable without external grant funding to provide these capital upgrades.	Weddin Shire Council will continue to rely on external funding like our financial assistance grant, roads to recovery funding, block grant and others to maintain its road network. To generate its own source revenue to undertake road works, Council would need to divest into other areas or consider a special rate variation.
Sealed local roads: Reconstruction works are delivered under natural disaster funding works approved by TfNSW.	Sealed local roads: Road resealing over the next four is fully reliant on grant funding. In the 2024-2025 year, Council will complete the sealing of 5.5km of Nowlans Road and improve two flood prone passages.
Pavement rehabilitation: In the last Council term New Forbes Road and Pullabooka Road were completed pavement rehabilitation projects. Greenethorpe to Koorawatha Road will be added onto this list as it is nearing completion.	Pavement rehabilitation: At this stage, no foreseeable pavement rehabilitation grants has been announced by State or Federal governments. Noting that Fixing Local Roads has concluded.
Stormwater drainage/Kerb and gutter: In consistent across the Town and Villages. Stormwater drainage is not adequate resourced with maintenance funding.	Stormwater drainage/Kerb and gutter: New kerb and guttering will be undertaken with any new developments in accordance with their development applications, however Council will only be able to undertake any kerb and gutter capital works projects through external funding sources. Council may need to consider an annual charge relating to stormwater drainage to allow for future capital works upgrades of stormwater.
Unsealed roads: maintenance grading and gravel re-sheeting is an ongoing challenge. We do not meet the community's expectation. Unsealed roads have been impacted by the events of 2021 and 2022, due to the slow reconstruction works approval processes by TfNSW, this has led to further deterioration of the rod network. Service levels are within what is afforded and can be done within natural disaster	Unsealed roads: Service levels should continue to be reviewed against existing funding arrangements. Council allocates a proportion of its financial assistance grant into the unsealed road network and will continue to do so.

funding. Service levels will need to be reviewed against future natural disasters and disaster risk reduction.	
Table drain clearing on sealed and unsealed roads: undertaken when identified as ancillary to any grant funded road works. Water does not drain away from road edges in places which has led to pavement failures and gravel loss.	Table drain clearing on sealed and unsealed roads: The status quo will remain the same or worsen without the necessary funding in this area.
Regional roads: funding (via grants) is sufficient to maintain the network. However, due to the natural disasters, administration and maintenance of these road networks is convoluted.	Regional roads: Continues to funded from the NSW Government to undertake maintenance and any capital works upgrade. Council is reliant on grants.
Footpaths: are generally in satisfactory condition. New footpath installed at Caragabal.	Footpaths: New footpaths are funded from external grant funding often linked to active transport grants. Council is reliant on grants.
Other road assets: Renewals and repairs are undertaken through existing external grant funding.	Other road assets: Renewals and repairs are undertaken through external grant funding.

1.2 Building and Facilities

Council owns a total of 62 building, facilities and structures across the local government area. The majority of building and facilities assets are located within Grenfell.

These assets can be classified as:

- Administration (Council buildings like the Chambers, Depot and Hub)
- Recreational (Public toilets, change rooms)
- Residential (Council housing)
- Health (Grenfell Medical Centre and Weddin Street Clinic)
- Storage (Bulk storage sheds, workshop etc).

1.2.1 Snapshot: Building and Facilities

The buildings and facilities snapshot below outlines information of the current state of ‘where are we now’, and a future forecast.

BUILDINGS & FACILITIES WHERE ARE WE NOW?	BUILDINGS & FACILITIES FUTURE FORECAST
<p>Our buildings are ageing with some in need of urgent attention including the:</p> <ul style="list-style-type: none">• Council Administration Building• Commonwealth Bank Building• The Community Hub. <p>Council also owns the Grenfell Medical Centre and Weddin Street Clinic which are not core business for Council.</p> <p>Council's Wastewater Treatment Plant which opened in 2022 continues to have increased operation and maintenance costs. (See Sewerage)</p> <p>Council installed solar panels across Council buildings to improve on their overall sustainability infrastructure. However some assets like the Council Chambers were deemed unsuitable for solar panels.</p> <p>Hailstorm on Christmas Day caused widespread damage to many buildings within Grenfell. This has resulted in the roofs of many buildings being replaced.</p> <p>Many of our current buildings are leased at below market rates. Rental income less than operational costs (rates, insurance, maintenance).</p>	<p>Weddin Shire Council will continue to rely on external funding.</p> <p>To generate its own source of revenue to undertake building construction/renewal works, Council would need to divest into other areas or consider a special rate variation.</p> <p>Serious investment needs to be considered into the current Council Administration Building to make fit for purpose.</p> <p>The hailstorm repairs will allow for some level of renewal of roofing components.</p> <p>Planning Proposal currently with Department of Planning to re-classify 16 properties from community land to operational land.</p> <p>Council will need to significantly increasing annual maintenance spending on buildings in future budgets.</p> <p>In 2024 Shepherds proposed a maintenance budget of \$3,753,600 over the next 10 years.</p>

1.3 Recreation (Sports Facilities, Parks and Gardens)

Weddin is a community that is actively involved in delivering sport and recreational opportunities across our Shire for the young and the young at heart. Council looks after a number of open spaces across the Grenfell and the villages. Council is also responsible for a number of recreational facilities.

1.3.1 Snapshot: Recreation (Sport Facilities, Parks and Gardens)

RECREATION (Sport Facilities, Parks and Gardens) WHERE ARE WE NOW?	RECREATION (Sport Facilities, parks and Gardens) FUTURE FORECAST
<ul style="list-style-type: none"> • Council recreational facilities are maintained around sporting seasons. • Community's level of service expectation for some of our open spaces are higher than what we can sometimes provide. Council's open spaces are routinely maintained to the best of our ability. • Taylor Park will see an Inclusive Playspace built into the next term. • Upgrade of facilities, parks and gardens is reliant on grant funding. • Bogolong Dam Precinct Masterplan which was a focus last Council Term was unable to be delivered due to dam safety concerns. • Grenfell Aquatic Centre requires some level of maintenance/renewal as some parts are nearing end of life. • Quandialla Aquatic Centre – low level of patronage, leaks 	<p>Council's recreational facilities continue to be a priority for Council and its upgrade/renewal/replacement is reliant on external grant funding.</p> <ul style="list-style-type: none"> • Taylor Park Inclusive Playspace will be completed. • Bogolong Dam decommissioning findings will be presented. • Basic levels of service will continually be reviewed in line with community's expectations and what Council can afford to deliver. • Aquatic centres will need to be reviewed to ensure assets are maintained. • Grant applications for batteries to support the solar panels should be considered
<p>Cemeteries: Implemented Grenfell Cemetery Masterplan. Cemetery amenities – received quotation and extension of grant to Oct 2024. Cemetery driveway has not been actioned as it was not funded. Masterplans for other cemetery sights were also created.</p>	<p>Maintain and improve all cemeteries in the Shire Council will look at adopting and implementing Caragabal Cemetery and Bimbi Cemetery Masterplans which have not been actioned due to unavailability of funding.</p>
<p>Other Recreation assets: The art gallery and public toilets achieved high levels of community satisfaction, compared to their importance rating.</p>	<p>The Grenfell Art Gallery will be climate controlled through external grant funding. The works will be conducted after the roofing damages are repaired following the hailstorm.</p>

1.4 Sewer Network

Council is responsible for the sewerage system in Grenfell including 33.1km of reticulation mains. 0.6 km pressure sewerage system, 4.2 km recycled water mains and one new sewage treatment plant. The mains (pipes and manholes) make up the bulk of the replacement cost of the system (almost \$9M), although the newly built treatment plant (valued at around \$12M) was completed on February 4, 2022. This facility produces recycled water, which is utilised across six designated areas within Grenfell.

1.4.1 Snapshot: Sewer Network

SEWER NETWORK WHERE ARE WE NOW?	SEWER NETWORK FUTURE FORECAST
<ul style="list-style-type: none"> • The Grenfell Wastewater Treatment Plant was opened in July 2022. The plant construction was \$12.6m that was externally funded by the NSW Government. • To encourage sustainability and environment projects, Council continually monitored its grant opportunities for its wetlands at Grenfell Sewerage Treatment Works (the old plant). • Council met its service levels outlined in the Sewerage Scheme and operated the Grenfell Sewerage Treatment Plant to the standards of the Office of Water and Department of Primary Industries, as well rehabilitated selected sewer mains. • The operation and maintenance of the Grenfell Wastewater Treatment Plan is costly and will need to be closely monitored into the future. • Sewer fund to manage the network is an ongoing financial concern for Council. 	<ul style="list-style-type: none"> • Despite working on these for numerous years, the most important need is for better sewerage services and better-quality water services for the Shire. • Council needs to update its Strategic Business Plan for its Sewerage Account for the new WTW. This project will be continued as it was not completed due to a lack of staffing resources. • If Council is to deliver sustainable best value from these assets, it is critical that the new sewage treatment plant O&M is optimised (considering capital and operating costs, ease of operation) and likewise that renewal of mains is optimised (relining pipes where there are recurring problems to reduce maintenance costs and impacts of sewage overflows on the environment and community). • Council will need to review its sewer fund to ensure that the optimisation of ongoing operation and maintenance costs.

1.5 Plant and Equipment

Council has ageing plant and equipment that may shortly become inefficient and ineffective operations (in roads, parks, water, and sewer, etc.). Council has recently purchased a number of major plant through financing.

To better understand and allocate the costs of operation to individual service areas, and to continually refine what items of plant Council owns, Council needs to improve the software programs used for maintenance scheduling, management and replacement of the plant fleet (require an Advanced Asset Management Strategy for all Council's infrastructure assets).

1.5.1 Snapshot: Plant and Equipment

PLANT AND EQUIPMENT WHERE ARE WE NOW?	PLANT AND EQUIPMENT FUTURE FORECAST
<ul style="list-style-type: none"> • Council has a mixture of motor vehicle fleet that is adequate to support efficient and effective operations (in roads, parks, water, and sewer, etc.), however can experience scarcity with vehicles. This was a result of the impact of the long wait times to purchase vehicles following COVID-19 impact on the motor vehicle market and the hailstorm event on 25 December 2023. • Council's plant is ageing with a number of plant that reached the end of life (Jet Patcher) and other plant that are nearing the end of life (graders, rollers, tipper trucks). • Council has entered financing arrangements at the beginning of this term for a new Jet patcher and skid steer. • Council currently does not have a proactive plant replacement program or plant replacement reserve 	<p>To generate its own source revenue to undertake road works, Council would need to divest into other areas or consider a special rate variation.</p> <p>Council will need to consider financing options for future plant and equipment and the lifecycle costs to ensure that it can be appropriately financed. Options for Council's fleet could include selling the fleet to a leasing company and moving to a leasing arrangement.</p> <p>Council needs to advocate reduction in DFRA red tape processes.</p> <p>Council should continue to explore and maximise external funding opportunities to support renewal of, and upgrade to our plant and equipment.</p>

2. Operation and Maintenance

Operation and maintenance provide a systematic approach to managing these activities (particularly scheduling repairs rather than taking a reactive approach) which creates significant efficiencies, enabling Council to better satisfy points above and so deliver better value with available resources.

- **Operational:** the daily use and management of our assets to achieve its intended function
- **Maintenance:** the activities to keep the system in good working condition by preventing and addressing issues.

Council's overall goal is to proactively maintain its assets to create the most efficiencies, however this can be constrained by competing priorities/resources and a limited budget

The period in which the asset is used for intended purpose is the operational stage. There are three components of the operational stage, as outlined briefly below:

Monitoring	During the operational stage, assets must be monitored and the condition of assets recorded. Ongoing analysis should also be undertaken to proactively identify performance failures and preventative actions to ensure effective management of the asset.
Maintenance	A maintenance program should be occurring throughout the operation stage to sustain, extend and optimise an assets useful life.
Valuation	Council is required to undertake revaluation of assets every five years.

As it stands, Council's general approach to operation and maintenance is through defect/near miss identification to assist with the prioritisation, scheduling and completion of works. The following section outlines Council's Defect process.

2.1 Defect Identification

Defects are imperfections that cause an inadequacy. Maintenance activities are scheduled on a pre-determined basis and often undertaken following the identification of defects, the primary channel being asset inspections, but also upon customer requests and advice from staff (which will either be treated as inspections or customer requests, depending on the experience of the employee).

2.1.1 Formal Inspections

Council has established inspection schedules for all its Assets. The revaluation process allows for Council to undertake a formal inspection process through a rolling program.

2.1.2 Customer Service Requests

When Council receives a customer service request (Council's Green Form) regarding **maintenance**, the officer receiving the information will ask questions to determine the risk rating (section 2.2), including:

- What is the nature of the defect? (physical description)
- What asset is it? (asset hierarchy)
- What is the defect of the asset? (location of asset)
- Any other issues impacting on the risk (e.g. asset risk management, etc.).

Where a risk rating is likely to be high a Council officer will inspect the site and record the defect as with any other inspection (after which time it will be treated as any other defect).

Where the defect is very likely to be of a lower risk the Council officer responding to the request may record the defect without a site inspection. It will then be scheduled for inspection.

There may be instances where the asset inspection has determined that the condition is beyond repair. This would be categories into other priority areas such as renewal or capital works upgrade.

Where it is a customer service request, the customer will be advised of the outcome of the request.

2.2 Prioritisation of Defect Response

Once a defect has been identified, a risk-based score will be assigned to facilitate scheduling of repairs.

Note that while this framework is focused on public liability risk, Council's maintenance priorities are also driven by concerns about:

- Performance (e.g. aesthetics determines mowing and whipping program) and
- Sustainability (e.g. preventative maintenance to avoid premature failure determines programs to clear table drains and pipe culverts).

Defects are assigned to the appropriate department for management and appropriate action.

2.3 Scheduling of Maintenance Activities

Once the risk rating for the defect on the asset has been calculated, Council then needs to take action commensurate with the level of risk.

The timeframes are established for responding to defects, depending on the level of risk.

Scheduling of maintenance activities are assigned to the appropriate department for management and appropriate action.

2.4 Performance Measurement and Reporting

Customer service requests are responded to by the appropriate Director or their delegate through written and verbal communication. Council will be rolling out a customer request management system into the near future. We acknowledge that some members of our community do not have access to the internet and will continue to commit to reporting back on defects identified by our customers.

The performance measures relating to the compliance with Council's maintenance is also undertaken in other ways:

- compliance with inspection schedules (including inspections following customer requests)
- percentage of defects that were responded to within the nominated response time provided to the customer
- reporting on the activities undertaken (e.g. number of potholes patched in accordance to our grant guidelines).

3. Capital Works Programs (Renewal, Upgraded and New Assets)

Capital works programs are the building of new, upgraded or renewed assets. Council is reliant on external grant sources to undertake any capital works programs across its various asset classes.

Council's annual capital works program is provided in the Operational Plan at the beginning of each financial year. A future forecast over a number of years will be developed in later versions of the AMS that will provide a **Priority Projects List** to assist in facilitating Council decisions and re-prioritising resources between programs areas and to inform investigation and design activities. Design activities helps to inform accurate estimates or projects prior to their inclusion in the Operational Plan. It is noted that some of the future projects to be listed on the **Priority Projects List** will be unfunded and these will be included on the basis that Council may change its funding priorities in future or there may be grant funding opportunities (in which case it is important to clarify project priorities and undertake planning to ensure projects are 'shovel ready').

It is important to recognise that the level of detail in this framework will improve over time. In particular, future lists will indicate the portions of a project that is 'renewal' versus 'upgrade' (or new assets) to facilitate projections for the Renewal Ratio and reporting under Fit for the Future.

Review of Program Budgets

Council's annual program and budget is reviewed and endorsed by Council on the 1 July of every year. Any adjustments or revotes during the financial year will be done so through the quarterly-budget review statement. Future long-term forecasts will be developed as the AMS matures.

4. Risk Management

Risk is one of Council's primary considerations when it is formulating its activities in the Delivery Program so as to deliver 'sustainable best value'. Council is in the process of developing a Risk Management Policy. Council utilises the following Risk Matrix:

LIKELIHOOD		CONSEQUENCE TERM				
		Insignificant	Minor	Moderate	Major	Catastrophic
	Almost certain	MODERATE	HIGH	HIGH	EXTREME	EXTREME
	Likely	MODERATE	MODERATE	HIGH	HIGH	EXTREME
	Possible	LOW	MODERATE	HIGH	HIGH	HIGH
	Unlikely	LOW	LOW	MODERATE	MODERATE	HIGH
	Rare	LOW	LOW	MODERATE	MODERATE	HIGH
CONSEQUENCE TERM		CONSEQUENCE EXAMPLE				
Insignificant		Small detriment, financial cost of less than \$1000				
Minor		Minor detriment to image, gossip generated throughout community, financial cost of between \$1000 and \$5000				
Moderate		Moderate detriment, local media coverage, financial cost of between \$5000 and \$50000				
Major		Reputation damaged, statewide media coverage, financial cost of between \$50000 and \$150000				
Catastrophic		Significant reputation damage, Council can no longer function, cost of over \$150000				

The treatment method depending on the risk could include:

- Inspection program, respond to the requests, risk-based prioritisation.
- Condition rating informed by formal inspections, renewal programs prioritised based on asset condition and hierarchy.
- Identified in improvement / upgrade programs and via maintenance activities

4.1 Reporting on Infrastructure Renewal Backlog and 'Required' Maintenance

Council has adopted a risk-based approach to reporting on infrastructure maintenance and renewal backlog in its Annual Financial Statements (these are also key Fit for the Future measures).

It is important to note that this does not mean that Council is therefore providing 'sustainable best value', only that it is adequately managing risks associated with the network. Decisions about the activities that will deliver sustainable best value, where Council prioritises its resources to particular program areas.

The following assets are identified as having a higher level of risk that requires renewal to resolve. Note that only those requiring 'immediate action' will be reported as backlog (the other issues will help inform decisions about funding into the future).

Asset at Risk	What Can Happen?	Risk Rating	Unfunded Risk Treatment	Cost to Treat (\$)	Residual Risk Rating
Sealed Roads	Potholes, Seal Damage, Loss of formation, Pavement Damage	Extreme	Reduced speed limits, Closed road and divert traffic	157 / sq . m	High
Unsealed Roads	Potholes, Loss of formation, Pavement Damage	High	Reduced speed limits, Closed road and divert traffic	80 / sq . m	Moderate
Culverts	Collapse, Flooding	High	Closed road and Divert Traffic	2700 / sq . m	Moderate
Kerb and Gutter	Lack of Drainage causing damage to road, Flooding	Moderate	Closure of parking spaces, access to properties, Closure of footpaths	367 / ln . m	Low
Footpaths	Tripping Hazards	High	Closure of footpath, Diversion of pedestrians, Limited access to services and shops	138 / sq . m	Moderate

A risk-based review of renewal and maintenance of assets on this basis will be undertaken at 30 June each year. Where there were insufficient funds to manage risks to an acceptable level – where there were risks assessed as requiring immediate action (rather than programming for action in future) the funding shortfall will be reported to Council as required, in relation to the 'cost to bring to satisfactory' (infrastructure renewal backlog) or 'required' (over and above 'actual') maintenance as applicable.

5. Asset Register and Accounting and Record Management

5.1 Asset Register and Accounting

Council's current asset registers are across multiple forms including asset registers on spreadsheets; Shepherd's RACAS; Folcrum; Reflect and managed individually by each Department based on asset type. Accurate valuation and depreciation of infrastructure is critical if Council is to have a clear picture about its financial sustainability.

This financial planning information needs to align with asset management planning.

Council is migrating to an online asset management system which will link closely to the accounting management system.

Risks created by underfunding of renewal have been considered in this report, but the assumptions that inform the asset register must be based on what Council actually plans to do. We acknowledge that this is currently a work in progress.

Once works identified in the asset management framework are actually carried out, it is vital that the asset register is updated (e.g. if there is a new asset created). There is also a need to better capture costs of such works.

There are also opportunities to collaborate with neighbouring councils regarding valuations, condition rating, etc. to improve consistency as well as help underpin advocacy for funding.

5.2 Record Management

Council is in the process of transitioning across to a new digital asset management system which will align all the datasets, register and other such information. Council's focus will be designing a single source of truth in relation to asset management across the local government area that is integrated with other systems like our accounting management system, Civica and the to be rolled out customer request management system.

ASSET MANAGEMENT PLANS

1. Transport Infrastructure Program

1.1 Roads Program

Council is responsible for a significant road network consisting of:

State Roads (Managed under a Road Maintenance Council Contract with Transport for NSW)

- Newell Highway – 21km
- Mid Western Highway – 100km

Regional Roads

- Henry Lawson Way (Young Road) – 19.5km
- Henry Lawson Way (Forbes Road) – 15.1km
- Gooloogong Road – 31.6km
- Mary Gilmore Way – 53km

Local Roads

- Sealed Roads – 431km
- Unsealed Road (gravel road) – 456km
- Unsealed Roads (dirt or 'formed') road – 60km
- Work in progress – sealing of 5.5km of Nowlans Road.

Council builds roads in accordance with relevant industry standards and codes of practice.

The financial projections and budgeting for the different categories of roads listed below are outlined in the Council's Long Term Financial Plan.

1.1.1 Resealing of Sealed Roads

Resealing or 'resurfacing' is *the* most important activity Council undertakes in relation to its sealed road network. The bitumen surface of sealed roads oxidises, so it needs to be renewed periodically to maintain a waterproof layer to keep water out of the gravel pavement beneath and so prevent the pavement from failing prematurely.

Industry best practice is that resealing should be undertaken every 20 years or so, however Council's current assumptions for service life is 26-28 years (based on current cycles with available budgets). This data is provided during the road revaluation which is currently in process.

1.1.2 Rural Sealed Roads Renewal and Upgrade Program

Unlike resurfacing (which is all renewal), upgrades (such as widening of shoulders on narrow rural roads) make up a considerable portion of Council's broader roads programs.

Council needs to consider what mix of renewal and upgrade works will deliver the 'sustainable best value'. These decisions must start by considering the condition of Council's rural road network and its asset condition rating. This data is provided during the road revaluation which is currently in process.

Regional Roads

Regional roads receive external funding from grants like the Block grant and the Repair program which allows for some level of renewal and upgrade where funded by external parties. It is important that Council considers a strategy for upgrading regional roads (i.e. which sections are a priority for shoulder widening in particular) as well as reviewing the need for any major works on bridges and major culverts or other rural culverts.

Local Roads

Allocation of funding for local roads is more complex because the same funding pool covers sealed rural roads as well as unsealed roads, works in urban areas, culverts as well as other assets and activities. Increasing allocation to resealing should be a priority.

Priorities across rural roads (both sealed and unsealed) are best determined in the context of an asset hierarchy that differentiates between high and low traffic roads, as well as those that are a key connection between localities.

Council should consider prioritising upgrade of all narrow-sealed roads (or equivalent if the hierarchy is amended). Priority Project lists will be created recommending upgrades once the asset condition is determined after the valuation process. Priorities for upgrade should, where possible, be aligned with works to renew pavements in poor condition as well as resealing as this is more efficient.

Council has an opportunity to strengthen grant applications for road upgrades by developing a consistent prioritisation scheme with neighbouring councils. It will be possible to then develop a 'Regional Transport Strategy' (or similar document) in conjunction with the Central NSW Joint Organisation.

In the medium term, it will be important that Council undertake some longer-term modelling of renewal need for pavements e.g. over 20 or 30 years. The shorter-term work to clarify budgets and condition (in particular, deterioration of pavements over time) will help inform this.

1.1.3 Unsealed (Gravel) Rural Roads

Weddin Shire Council has a significant unsealed local road network, totalling around 516km.

Of this, 456km is classified as 'gravel' road and 60km is classified as 'formed' or 'natural' road only (the difference being that there is no gravel placed on the latter).

The two key activities Council undertakes on these roads are:

- maintenance grading to address surface defects and reshape the road to improve drainage (an 'operational' activity) and
- gravel re-sheeting (a 'capital' activity to renew the pavement asset on gravel roads) which is essential to ensure roads are trafficable in the wet and also to improve the way the surface performs under traffic (i.e. to reduce deterioration and the need for more grading).

Unsealed gravel pavements do not last as long as sealed roads because the gravel erodes by water and wind. Depending on the volume of traffic, rainfall, maintenance techniques, etc. a 100mm deep gravel pavement will last between 10 and 20 years.

A further issue is that Council is generally only adding 50mm of gravel to its unsealed roads. This has been highlighted as an issue to review (other councils generally add 100mm at a time – this deeper layer costs a little more in materials but is more economical in terms of the use of plant and labour).

The next step for Council in determining how it is to deliver 'sustainable best value' from its unsealed road network is to review the issues noted above.

It is important to note, though, that actual renewal needs will vary from year to year so (as with resealing of sealed roads) actual programs should be driven by condition data (inspections).

Once Council has prepared a sustainable program for gravel resheeting and reviewed expenditure in the various road programs, it will be in a position to establish performance targets for unsealed roads.

1.1.4 Roads in Urban Areas (Grenfell and Villages)

Only a small portion (33km out of 421km) of Council's sealed road network is in urban areas.

A further 9km of unsealed roads is in urban areas. Council also undertook a beautification project of Main Street in Grenfell to renew and upgrade the condition of the sealed road network.

Street lights are not a Council asset (except for the ones in Main Street, Grenfell), although Council does pay for electricity charges. Upgrading street lights in Grenfell has been identified as unable to be funded under Council's budget.

1.1.5 Kerb and Gutter

Kerb and guttering is provided in some areas across Grenfell. Council is looking at ways to fund kerb and guttering to improve drainage, particularly in Quandialla through external grant funding.

1.1.6 Footpaths

Council has successfully applied for grant funded footpaths and will continue to look at opportunities to increase the footpath network across Grenfell and the villages.

Once the condition of existing footpaths is better understood through the revaluation process, Council will consider developing a longer-term priority plan for Grenfell.

1.1.7 Bridges and Major Culverts

Council has a total of 16 bridges, all of which are concrete.

Council also has 'bridge-sized' or 'major' culverts (those that are more than 6m long, measured along the roadway).

A key barrier to improving transport productivity (along with width and geometry of roads is the capacity of bridges. Assessments of bridge capacity often requires specific engineering investigations (unless design information is available). The key bridge that Council is aware of that is a barrier to higher mass limit (HML) vehicles is Nag's Head Bridge on the Henry Lawson Way towards Forbes.

1.1.8 Rural Road Culverts

Pipe culverts on the rural road network are accounted for as part of the transport network.

Together, there are almost 1400 smaller culverts (not big enough to be classed as 'bridge sized culverts'). Council has identified the need to improve information on the condition of these assets and intends to identify issues as part of maintenance inspections for consideration in specific renewal programs in future.

2. Buildings Program

Council owns a total of 62 building, facilities and structures across the local government area. The majority of building and facilities assets are located within Grenfell.

These assets can be classified as:

- Administration (Council buildings like the Chambers, Depot and Hub)
- Recreational (Public toilets, change rooms)
- Residential (Council housing)
- Health (Grenfell Medical Centre and Weddin Street Clinic)
- Storage (Bulk storage sheds, workshop etc).

2.1 OPEX of Buildings

The operational building program budgets generally include cost of activities to operate and maintain the building together with the costs associated with activities that happen within it (for example, the costs of running the library as well as maintaining the library building).

Operational activities specifically relevant to buildings include:

- electricity
- cleaning
- water, sewerage, domestic waste and general rates charges
- maintenance and repairs
- fire protection and security
- pest control
- mowing and garden maintenance.

A key part of the Plan is a risk-based approach to prioritising work given the limited funds available.

Council engaged a contractor to review the required building maintenance across its building assets in 2023.

2.2 Condition of Buildings

2.1.1 Current infrastructure and its condition

Council's last condition assessment undertaken in 2023 determined that Council's buildings and other structures had a useful life ranging between 20 to 40 years. However, since the assessment was undertaken, the hailstorm on 25 December 2023 had impacts on a number of building and structures in Council's ownership which have required new roofing and other repairs to be undertaken. The repair work is still a work in process; however it is noted that the roofing damages have caused some further internal damages following any storm event like leakages and flooding of floors.

The condition assessment for the buildings should be updated following the hailstorm repairs to the buildings and structures and any subsequent repair works undertaken to better reflect its useful life and inform any future maintenance program,

2.3 Description of Buildings and Structures

Structure	Description
Public toilets	Public toilets are generally located in parks and reserves, and so are included in the Recreation section to simplify planning.
Sports buildings	As with public toilets, sports buildings are included in the Recreation section to simplify planning.
Swimming Pool Buildings	<p>Council operates 2 swimming pools at Grenfell and Quandialla. There are three buildings on each site including change rooms, club houses and filter shed/chemical store.</p> <p>The buildings at Grenfell pool have been renewed recently (along with the pool itself).</p> <p>The buildings at Quandialla are adequate (although accessibility needs improving). The pool itself has some major problems (discussed in the Recreation section).</p>
Grenfell Community Hub	<p>Library, Visitor Information Centre, Art Gallery and Office Spaces</p> <p>The Grenfell Community Hub facility is a combination of a newer building at the rear (housing the Library and office spaces) and an older shopfront which is structurally sound (housing the other functions).</p> <p>The building has a leaking issue that impacts the Conference Room and Library.</p> <p>Works to upgrade the climate-controlled gallery is on pause until the roof is repaired. This may fix the leaking issue, however if it does not, the works are unfunded.</p>
Medical Centre and dwellings	<p>Council owns two medical centres (on Weddin and Main Streets). The newer facility, Grenfell Medical Centre was funded through a special rate variation (leading to Council taking out a loan) and grants).</p> <p>The Weddin Street Clinic is currently not utilised as a medical centre. It has a dwelling attached. Renovations (such as painting, carpets, external drainage, bathroom and kitchen etc) is recommended for the building. This work is unfunded.</p> <p>Council also owns another dwelling rented to medical professionals (to facilitate the provision of adequate services) that is treated as a commercial property.</p>
Grenfell Museum	<p>The Grenfell Museum is located in Camp St, in a historical building gifted to Council many years ago.</p> <p>The building was impacted by the hailstorm damages and the roof will be repaired.</p> <p>Upgrades for disabled access and upgrade of appropriate facilities is unfunded. It would require significant investment that would likely rely on grant funding.</p>

Structure	Description
Grenfell Dramatic Arts Building	<p>The Community Arts Building is located in Rose Street (part of the old Public School) in a historic building gifted to Council. The two key users of the facility are the Community Arts Society and the Dramatic Society. There is no operational cost to Council (this is covered by users).</p> <p>The Grenfell Dramatic Society have applied for a number of grants to upgrade the facility and have been successful. However like the Museum, it needs significant investment within the next few years.</p>
Grenfell Caravan Park	<p>Council leases out the caravan park at Grenfell. Buildings on site includes an amenities block and three accommodation units. There are also a number of other structures classified as 'other structures' and 'depreciable land improvements' such as lighting, BBQs, clothes lines, signs, etc. that are considered here to simplify planning.</p> <p>Into a future, Council may want to consider reinstating the manager's cottage to attract onsite management. However this is unfunded.</p>
Council Administration Building	<p>Council's main administration building and Council Chambers is located on the corner of Camp and Weddin Streets, Grenfell. It consists of an older portion on the corner, and a newer extension along Weddin St.</p> <p>The older portion of the building has significant structural issues associated with foundations. This has been investigated, with a recommendation to review once the site dries out (problems found to be with expansion of clay).</p> <p>The newer portion needs refurbishment (particularly painting) to create a more professional appearance however been impacted with internal flooding issues. The reason for the flooding is currently under investigation and may be linked to damages with the hailstorm or blocked stormwater drains in Taylor Park or a combination of both.</p> <p>The roof will be repaired and is currently a work in progress with the insurance company. Council may want to consider following the repairs to provide an update on carpet.</p> <p>Other major works is unfunded.</p>
Depot and workshop	<p>Council's main works depot is in Grenfell, which also includes a workshop for plant. This was built in 2010 and so requires little work now or in the medium-term future. This was also impacted by the hailstorm damages.</p> <p>Council recently installed solar panels at the depot to reduce the electricity costs and upgrade the offices in the depot.</p> <p>Council is looking at installing an electronic gate into the future and to provide some minor improvements.</p>

Structure	Description
	Pigeon proofing may need to be considered into the future however this is unfunded .
Dog pound	Council also has a dog pound in Grenfell which is adequate to service current needs, however if opportunity allowed for an upgrade of the facility, then Council should consider applying for a grant.
Waste management depots	<p>Council operates waste management facilities at Grenfell, Quandialla and Caragabal (all of which include landfills) and a recycling station at Greenethorpe. In 2023, the Quandialla and Caragabal landfill sites were closed at the direction of the EPA because of asbestos issues. Council is currently in the process of undertaking rehabilitation at the site. It is unlikely that the Quandialla and Caragabal landfill sites will be opened as unmanned sites and consideration is required the facilities to be manned.</p> <p>In addition to buildings (sheds) there is are number of assets classified as 'other structures' and 'depreciable land improvements'. These are considered here to simplify planning.</p> <p>Indicative rehabilitation offsite costs would require \$1.2 million per site which is unfunded. Council is now working with the EPA on onsite rehabilitation of the Caragabal and Quandialla sites to reduce the costs however this is likely to be at a cost that Council has not budgeted for.</p>
Commercial buildings, dwellings and land	<p>Council owns the following buildings:</p> <ul style="list-style-type: none"> • Star Street residence (senior staff). • Commonwealth Bank building with residence (commercial lease, however residence is not utilised due to its condition). • East Street units (five units for staff with one currently tenanted out to a long-term resident). • As above in the Medical centre and dwellings. • One of the offices at the Grenfell Hub is rented to a business. <p>All buildings except for the East Street Units and Grenfell Medical Centre require some form of renovation or renewal. This is unfunded.</p> <p>Dwellings are owned to facilitate appropriate medical services and attract staff.</p> <p>The condition of the Commonwealth Bank building would require significant investment to bring the residence to updated standards. Council may want to consider selling the property to a private investor who has the resources to provide investment into the property. A caveat could be created to ensure the clock tower is maintained.</p>
Sewerage system buildings	This is covered in the sewer section

Structure	Description
Emergency Services (RFS and SES)	<p>Council has, in the last few years, not included Rural Fire Service assets in its accounts as it believed these are not under the control of Council (priorities for such works are determined by RFS and funded by their own budgets via Council). There are discussions about the way these should be accounted for by local government (some councils include them in their accounts) however at this stage they are excluded.</p> <p>Council does account for SES buildings – the headquarters and shed in Dalton Lane – and contributes some funds to projects when required, in addition to other funding sources.</p>

2.4 Buildings and Structures Risk Management

The table below summarises the key risks and treatment plans that Council has in place to manage these. Note that while there are no 'critical assets' specifically identified, many of Council's buildings are essential to providing specific services.

Risk	Treatment Method
Fire causes injury to persons and/or damage to property	<p>Wardens to be appointed at building sites.</p> <p>Contractor engaged to maintain fire safety systems (smoke alarms, extinguishers, etc.) in all buildings. After hours alarms monitored.</p>
Electrical fault causes injury to persons and/or damage to property	Switchboards inspected annually (along with testing and tagging).
Exposure to asbestos	Buildings with asbestos to be identified.
Claim against Council in relation to lack of Disability Access to buildings	Action in Council's Disability Inclusion Action Plan includes an audit of Council buildings for accessibility and compliance, as well as an action to source funding for accessible unisex toilets throughout the Shire.
Other problem with buildings prevents usage in delivering Council services	Addressed in Business Continuity Plan.

3. Recreation Program (Sport facilities, Parks and Gardens)

This program includes:

- Open Space, Recreation and Public Toilets
- Planning, Building, Environment and Health (for cemeteries – included here because many of the same activities are undertaken for open space).

3.1 OPEX Recreational Program

Operational activities (often referred to as 'maintenance') include:

- mowing
- vegetation control (weed control, garden maintenance, tree trimming, etc.)
- marking of lines for sportsgrounds
- softfall maintenance (beneath play equipment)
- cleaning of BBQs and picnic areas
- litter collection and emptying bins
- irrigation control and maintenance
- graffiti removal
- swimming pool supervision and maintenance
- general repairs e.g. to lighting, playgrounds, shelters, etc.
- grave digging and cemetery maintenance
- fixing broken equipment

A systematic approach to managing these activities creates significant efficiencies, enabling Council to achieve its service levels expected by the community and manage risks at a lower long-term cost.

A key part of maintenance is a risk-based approach to prioritising work given the limited funds available.

3.2 CAPEX Recreation Program

Capital works program for recreation and open space assets are reliant on external grant funding. Council is currently undergoing a major redevelopment of Taylor Park to include an inclusive play space.

Projects for future years are important to inform investigation and design activities (which will then inform more accurate estimates of projects prior to their inclusion in the Operational Plan).

Projects that are unfunded are included to facilitate Council decisions about re-prioritising resources between program areas and to be used to ensure Council is prepared to pursue grant funding opportunities (i.e. priorities are clear, projects are 'shovel ready').

3.3 Parks, Playgrounds and Public Toilets

Council is responsible for 13 parks around the Shire. Details of the buildings and other infrastructure on these sites is shown below, along with the park hierarchy.

Site	Location	Toilet	Playground	BBQ/ Picnic	Shade sail	Hierarchy
O'Brien Lookout	Grenfell	yes		Picnic		Regional
Vaughn Park	Grenfell	yes	yes	yes	yes	District
Endemic Gardens	Grenfell					District
Proctor Park	Grenfell					Local
Memorial Park	Grenfell			Picnic		Local
Taylor Park	Grenfell	yes	yes	yes	yes	Local
Edward Square	Greenethorpe		yes		yes	Local
Railway Park	Grenfell					Neighbourhood
Rotary Park	Grenfell	yes	yes	yes		Neighbourhood
Goodsell Park	Grenfell					Neighbourhood
Arboretum Park	Grenfell					Neighbourhood
Caragabal Park	Caragabal	yes	yes	yes		Neighbourhood
Blamey Park	Quandialla	yes	yes	yes	yes	Neighbourhood

Currently, most of the infrastructure in these parks is in fair to good condition.

A range of upgrade works and some renewals could be considered below

Location	Project	Status
Vaughn Park	New picnic facilities (BBQ and new shelter)	Unfunded
O'Brien's Lookout Endemic Gardens	New picnic facilities (BBQ)	Unfunded
Edward Square	Watering system	Unfunded
Rotary Park	New picnic facilities (BBQ upgrade)	Unfunded
Caragabal Park	Fencing	Unfunded
Edward Square, Greenethorpe	New asset – demand needs to be justified. Public access toilets at Soldiers Memorial Hall?	Unfunded
Company Dam	Needs to be reviewed subject to vandalism, security toilets and BBQs safety signage	Unfunded
Blamey Park	Onsite sewage management (septic tank or enviro-cycle) Upgrade to toilet facilities	Unfunded
Caragabal disabled toilet	Construct disabled toilet	Unfunded
New 24 hour toilet block	Construction	Unfunded
Taylor Park	Stage 2 (Rotunda)	Unfunded

In terms of buildings (public toilets), all structures are in fair to good condition but are dated and require some level of refresh and renewal.

Council will need to allocate funds for renewal and/or apply for grants, in order to undertake some of these works.

Other significant infrastructure on these sites includes shade sails, BBQ facilities and memorials.

3.4 Sportsgrounds

Council is responsible for one sportsground across the Henry Lawson Oval although there are a number of other facilities operated by community groups. These are outside the scope of this AMP.

The Lawson Oval received a new grandstand, canteen and changeroom.

3.5 Swimming Pools

Council owns 2 pools, the Grenfell Aquatic Centre and the Quandialla Swimming Pool. Both facilities feature a number of buildings.

Other assets including the pools themselves, mechanical and electrical equipment, shade sails, tables, lighting and fencing is covered in this AMP.

The Grenfell Aquatic Centre is funded by a loan and grants and officially opened in February 2018. A number of mechanical and electrical equipment is reaching or has reached the end of life and funding is required to fund their replacements.

Quandialla Swimming Pool recently received grant funded renovations to the changeroom facilities. However the Quandialla Swimming Pool is believed to have a crack that would require significant capital investment to upgrade the facility.

Council has allocated some funds for urgent repair works, the renewal of the Quandialla pool is currently **unfunded**.

3.6 Other Recreation Areas

The other key recreation areas in the Shire are Bogolong, Company dams and Grenfell Skatepark. The Bogolong Dam is currently being investigated by Public Works for decommissioning.

3.7 Cemeteries

While not a recreation asset, the assets at the Grenfell, Caragabal and Bimbi Cemeteries are managed similarly to Recreation assets.

Council recently commissioned a grant funded amenities block at the Grenfell Cemetery.

The key assets include entrance gates, plaque beams, columbarium and irrigation.

Further upgrades and renewals to the cemeteries are **unfunded**.

3.8 Recreation Risk Management

The table below summarises the key risks and treatment plans that Council has in place to manage these. Note that while there are no 'critical assets' specifically identified, many of Council's recreation assets are highly valued by the community.

Risk	Treatment Method
Personal injury from use of play equipment (with potential liability for Council)	Inspections carried out in accordance with Australian Standard, records kept, issues actioned as required
Personal injury from use of sportsgrounds	Sports clubs to have appropriate insurances, adequate maintenance of grounds (mowing, irrigation of sites to ensure playing surface is suitable)
Personal injury from use of swimming pools	Adequate policy and system to ensure safe use by agreement with users

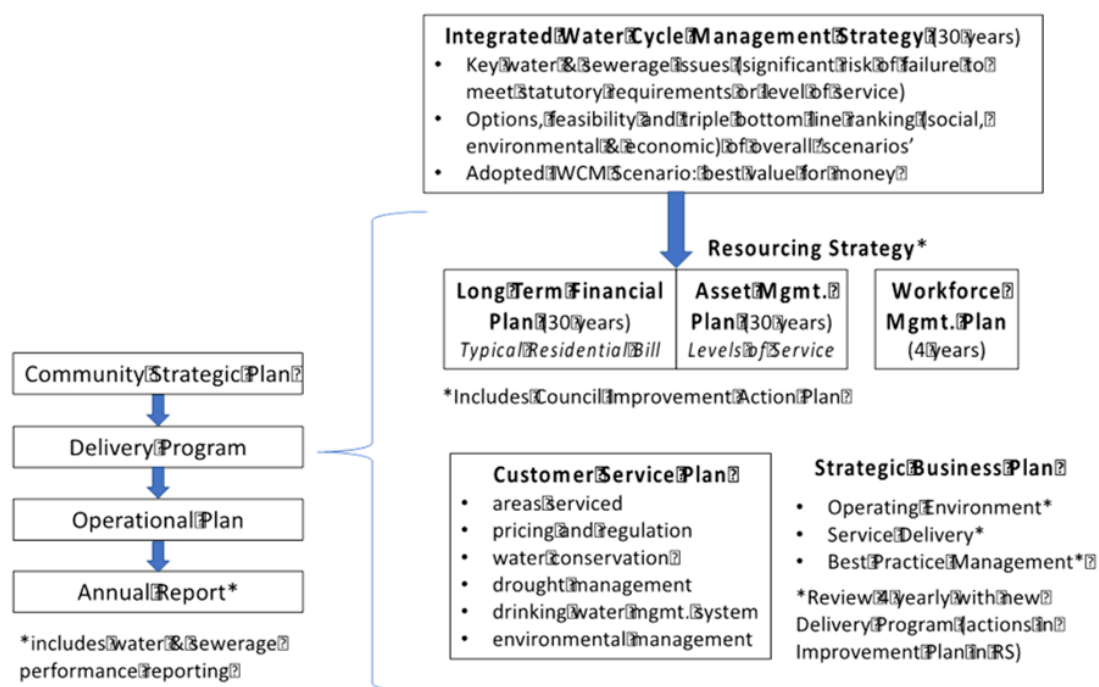
8 Sewerage Program

The NSW Regulatory and assurance (RAF) framework for local water utilities is the key driver for reform of planning and management and for continuing performance improvement for local water utilities. It is also a pre-requisite for access to some grant funding programs. The vision of this program is Safe, secure, sustainable and affordable water and sewerage services for healthy and resilient communities, businesses and the environment, now and into the future.

The peak planning documents are the 30-year *Integrated Water Cycle Management (IWCM) Strategy* and *Strategic Business Plans (SBP) for Water Supply and Sewerage*. These are produced on an 8-year cycle 4 years apart, with the latest document taking precedence.

Given that the IWCM Strategy is supposed to consider all urban water issues (water supply, sewerage and stormwater) and Council is only responsible for sewerage and stormwater there is a need to coordinate with other entities regarding preparation of the IWCM Strategy.

Central Tablelands Water County Council (an entity part owned by Weddin, Blayney and Cabonne Shire Councils) supplies water to Grenfell and Quandialla. Cowra Shire Council supplies water to Greenethorpe.



The above approach is intended to simplify the documentation, ensuring strategies driving activities in Council's sewerage business (in the Delivery Program) are clear and up-to-date. It also integrates whole-of-council issues like workforce management and community engagement.

Another key reason for this approach is that Council has recognised the need to focus on 'key issues' covered by the IWCM Strategy in the 8 years between formal revisions. Current issues and proposed solutions, which inform actions in Council's Operational Plan.

The key concept to note is the framework above is that the *Typical Residential Bill* in the FP is what generates revenues to fund *activities* in the AMP to deliver *Levels of Service* (LoS) adopted by Council.

The Grenfell Wastewater Treatment Plant opened in July 2022.

8.1 OPEX – Sewer network

Operational programs in the *Service Dashboard for Sewerage and Stormwater* (the Delivery Program) have two key elements:¹

- *Operation* – operating the sewerage system (treatment) to ensure that Council's adopted performance targets (Appendix 1) are achieved at the minimum long-term cost, and that the impact of any breakdowns or outages is minimised
- *Maintenance* – maintaining individual sub-systems, facilities and components to ensure the actual outputs, reliability and availability (as specified in the Operations Plan) are achieved in the most cost-effective manner.

To ensure a sustainable outcome, Council should consider imposing a minimum charge per litre for supplying recycled water to customers. It is worth noting that Council has already installed water meters in individual supply tanks on customer premises, which facilitates accurate measurement and billing. Implementing this charge would help offset operational costs and promote responsible usage.

These discussed in the following sections, which echo the Regulatory and assurance framework (RAF) Guidelines.

8.2 Grenfell Sewage Treatment Plant

New Grenfell's Wastewater Treatment Plant (WTP) was commissioned in February 2022, replacing the original facility constructed in the 1930s. The modern plant incorporates primary, secondary, and tertiary treatment processes and operates on an Intermittently Decanted Extended Aeration (IDEA) system with UV disinfection. It has a capacity of 2,206 EP and an average daily flow throughput of 463 kL/day. The plant's construction involved a capital investment of approximately \$12 million.

Effluent from the WTP can be reused or discharged to the environment under an EPA licence. While the new facility meets current licence conditions, occasional non-compliance occurs during periods of high wet-weather flow, primarily due to stormwater ingress issues.

8.3 Grenfell Sewerage Reticulation

All of Grenfell's sewerage system is gravity pipes, i.e. there are no pump stations with rising mains.

The majority (27.5 of the 33.1km) of sewerage reticulation (pipes and manholes) was built in 1942. A further 2.5km was built in 1969. Further extensions in 1998 and 2004 of around 3km service Henry Lawson Estate, with minor extensions of 0.45 km completed in last

¹ The *Code of Accounting Practice* prescribes infrastructure reporting requirements (Special Schedule 7) in the opposite way: 'operations' are part of 'maintenance', though many operations aren't actually maintenance.

financial year. In FY 2023-24, a new 0.6 km pressure (rising) sewer main was constructed in the Grenfell industrial zone (Phil Aston Place).

The older pipe is vitreous clay, which is generally regarded to have a service life of 90 years. This means the useful life of these pipes will expire in around 2032 (although the actual useful service life of individual pipes will be shorter or longer than this average). Recent CCTV inspections revealed that 16% of the pipe network consists of VC pipes. These findings will inform Council's future planning and prioritisation of renewal works to ensure the reliability and sustainability of the sewer infrastructure.

The actual performance of the network confirms this estimate, with the incidence of sewer chokes (blockages due to tree root intrusion, broken or dropped pipes) rising

Council has recognised the issue and begun investing in relining of these pipes some years ago, with around 5km of pipes being relined since 2009.

Council allocated \$300,000 last financial year for CCTV inspection and smoke testing, but this amount may not be sufficient given the significant issues identified during the inspections and testing conducted to date. Only half of the town's sewer system has been inspected, and one-third has undergone smoke testing. The results indicate that 35% of sewer mains require immediate attention, while 75% of properties failed to comply with stormwater connection standards. Council has not allocated any budget in the current financial year, further exacerbating the challenge of addressing these critical issues.

Relining works are procured under a joint contract arranged by CENTROC, which means the rates obtained are quite competitive. Depending on the extent of problems, the need for additional work (e.g. service junctions) and size of the pipe \$200,000 will cover relining of 1km of pipe.

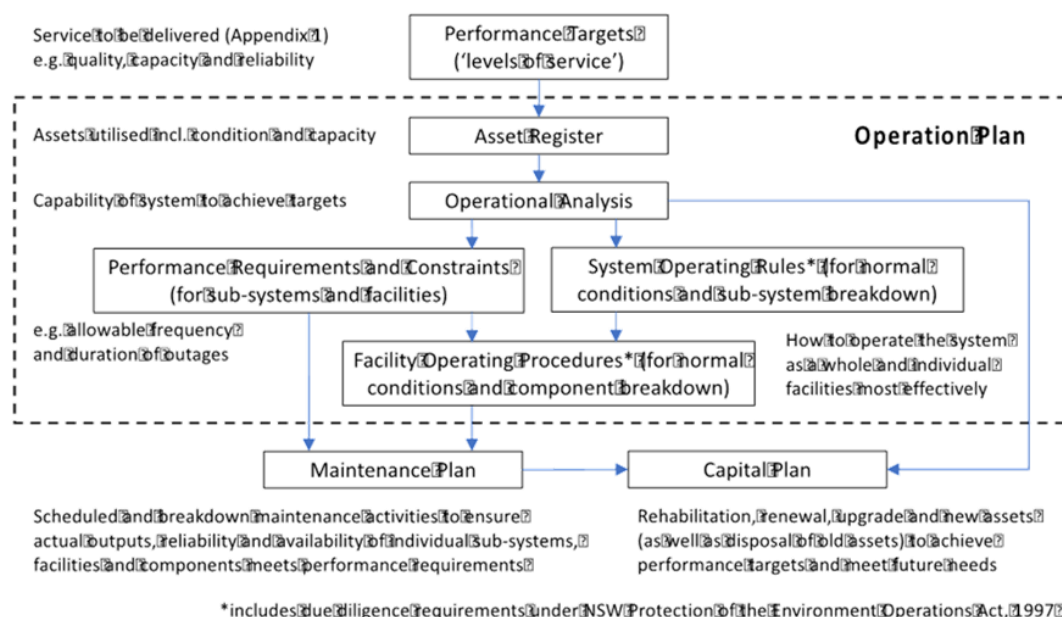
Council also needs to invest in rehabilitation of manholes (access chambers) as some of these are in poor condition. These are another source of infiltration in wet weather. It is in Council's interest to seek to reduce the additional inflow as this water must then pass through the treatment plant (adding to operational expenses like power, chemical dosing).

Given the high number of chokes, the growing need for relining of the old parts of the reticulation network, Council has recognised the need to review funding allocation to relining.

Based on the asset register of recent inspection, basically all 9", 6" and 3" pipes have been CCTV inspected based on 50% area of Grenfell town. CCTV inspections need to be prioritised based on rest of the locality as well as history of problems, proximity to waterways, etc.

8.3.1 Operation Plan

The figure below shows the key elements of the Operation Plan and how this relates to other elements of this Asset Management Plan.



8.3.2 Asset Register

Council has recognised the need to improve its asset register (and keep it up-to-date in future) in order to better understand current performance constraints in the network and also to improve both scheduled and breakdown maintenance programs.

A key step in this is adding utilities including the sewerage system to Council's mapping system.

Council also needs to undertake CCTV inspection of mains and inspection of manholes to identify and prioritise sections for renewal / relining however this remains **unfunded**.

As of FY 2023-24, 50% of the inspections have been completed, with the remaining work contingent on fund availability.

8.3.3 Operational Analysis + Performance Requirements and Constraints

An Operational Analysis is in effect a complete investigation of the adequacy of Council's sewerage system to meet present and future needs. It determines whether the system is capable of economically meeting Council's performance targets.

In addition to 'fine tuning' operations, the Operational Analysis provides essential inputs to the maintenance and capital works plans by determining performance requirements and constraints (outputs, reliability and availability) for the individual sub-systems and facilities making up the sewerage system.

Where the existing system is inadequate, or where assets are found to be approaching capacity or reaching the end of their economic life, the output will include a capital works program.

The two key capability and performance issues with the current system are:

- the condition of the older parts of the reticulation, which is a problem both due to the number of pipe blockages (chokes), but also due to the volume of infiltration to the system: wet weather flows at the sewage treatment plant are 8-10 times dry weather flows (which means that the plant has to treat far more sewage – this costs extra and

also reduces the effectiveness of the treatment system, although the quality of effluent is still within guidelines – often due to the effects of dilution as well as treatment) – increasing investment in relining pipes as well as rehabilitation of manholes.

- During FY 2023-24, Council conducted CCTV and manhole inspections in the Grenfell area, covering 50% of the town to assess the condition of the sewer reticulation system. This inspection program is part of an ongoing process and remains dependent on budget availability. Another reason for the high wet weather flows is illegal connections (of stormwater to the sewerage system) and other issues with services such as low gully traps that let in surface water. Council is undertaking a program of smoke testing and other actions to address this- During FY 2023-24, Council undertook sewer smoke testing to identify and investigate non-compliance stormwater connections for one-third of the properties (310 properties) in the Grenfell area. This is an ongoing process and remains subject to budget availability. In addition, Council is actively engaging with the community to explore the potential implementation of a yearly stormwater management levy. This initiative aims to ensure a sustainable solution for addressing stormwater management challenges in the future.

8.3.4 System Operating Rules + Facility Operating Procedures

System Operating Rules set out the most effective way the sewerage system as a whole is to be operated under normal conditions and in the event of a breakdown. The aim is to achieve Council's performance targets at the minimum long-term cost.

Facility Operating Procedures subsequently set out the way individual facilities (particularly the sewage treatment plant) are to be operated in the context of the system operating rules, again under normal conditions and in the event of a component breakdown.

Council has undertaken limited development of such documentation in the past, however the importance of such documentation is acknowledged as a fundamental risk management strategy, particularly given issues with attracting and retaining appropriately qualified and experienced staff.

Facility operating procedures and appropriate staff training will be specified as an essential deliverable under the contract for the new treatment plant.

The new Waste Water Treatment Plant (WWTP) operates under the Supervisory Control and Data Acquisition (SCADA) system, ensuring full compliance with all regulatory requirements, including those set by the EPA and DCCEEW and the staffs are well trained for the system.

8.3.5 Due Diligence, Licensing and Reporting under PoEO Act

The NSW Protection of the Environment Operations Act 1997 (POEO) provides substantial liability in the event of environmental harm (section 119 and section 147). Due Diligence should be incorporated in the Operation Plan since it is one of the few defences available to both individuals and corporations under the Act.

Due Diligence implies that efforts should be made to anticipate hazards which may harm the environment and take all feasible steps to prevent, control and mitigate the potential of their occurrence.

The sewage treatment plant is required to have Environmental Protection Licences (EPL) which is administered by the NSW Environmental Protection Authority (EPA) under the Protection of the Environment Operations Act 1997. An EPL allows a business to operate as long as it adheres to certain conditions which are stipulated in each licence. The EPL number for the plant is 1732.

Section 153A of the Protection of the Environment Operations Act 1997 requires a licence holder to prepare a Pollution Incident Response Management Plans (PIRMP) for this site, which Council has done. This Plan is available on Council's website, review every year.

It is also a legislative requirement that water quality and volumetric monitoring data is published for these sites. Water quality data is available on Council's website (and volumetric data is reported regularly in Council business papers.

8.3.6 Trade Waste

Trade waste (food solids as well as grease and oils) can cause blockages in the sewerage reticulation (pipes) and create problems with treatment processes.

Managing trade waste increases the costs of the sewerage system for all users and so trade waste charges are an appropriate way to address this. They are also a requirement of the Regulatory and assurance framework for local water utilities.

While Council has introduced trade waste charges and most businesses producing trade waste (take aways, restaurants, etc.) have grease traps installed to minimise the amount discharged to the sewer, there is currently no Trade Waste Policy or agreements in place. These are also a requirement of the *Best Practice Framework*, and it is important that Council address this.

8.4 Maintenance Program

The purpose of the Maintenance Plan is to ensure that the actual outputs, reliability and availability of the individual sub-systems, facilities and components as specified in the Operation Plan are achieved in the most cost-effective manner.

Maintenance is generally planned on either a scheduled or breakdown basis, discussed below.

8.4.1 Scheduled Maintenance

Scheduled (also known as proactive, planned or preventative) maintenance helps avoid unexpected failures. It is used for critical items where a breakdown would be costly and would cause significant interruptions to the sewerage service e.g. mechanical and electrical equipment at the sewage treatment plant (pumps and motors in particular) must run reliably at all times as there is limited capacity to hold flows before there is an overflow to the environment.

Scheduled maintenance is either fixed-time or condition-based.

Fixed-time maintenance is undertaken at pre-determined intervals in accordance with technical manuals, specifications or manufacturer recommendations (e.g. a car serviced every 10,000km).

Condition-based maintenance is informed by condition inspections and assessments, with maintenance tasks being initiated once the condition of a component reaches a pre-defined trigger point (e.g. topping up oil in a car when the level gets below a certain level on the gauge).

Condition-based maintenance may be as simple as painting something before it begins to rust, or as complex as replacing bearings in a motor when a vibration analysis indicates substantial deterioration. It also helps to generate data about depreciation rates, which informs prediction of service life of components and the optimum time for refurbishment or replacement.

Provision of maintenance schedules will be an important deliverable for the new sewage treatment plant, which is far more sophisticated in terms of mechanical and electrical

equipment. Council has developed a scheduled maintenance log integrated within the SCADA system.

2.2.2 Breakdown Maintenance
Breakdown (also known as reactive, unplanned or corrective) maintenance should be reserved for less critical components, for situations where scheduled maintenance is not possible or where remedial action can be taken quickly with minimal disruption to services.

Council has a backup pump for the sewage treatment plant, as well as a backup generator in the event of a power outage. Spares are generally available for other items, so breakdowns are well covered.

In addition to breakdown maintenance at the sewage treatment plant, the other key area is in clearing of chokes in sewerage pipes. It is notable that according to performance monitoring data from NSW Government in 2022/23 (the latest available data), Weddin Shire Council had the lower incidence of sewer chokes (blockages) in NSW.

8.5 Performance Reporting

Council reports extensively on the operational performance of its sewerage scheme in annual returns to Department of Climate Change, Energy, the Environment and Water (DCCEEW), NSW (Local water utility performance). Notable measures include:

- Number of chokes (blockages)
- Percentage of treated effluent that was compliant with licence conditions
- Operating cost per property
- Administration and management cost
- Economic real rate of return

8.6 Grenfell Effluent Reuse

Currently, there is an effluent reuse system in operation that is used to irrigate six (6) utilisation area including parks, Grenfell Rugby Union Grounds, schools playgrounds and Henry Lawson Oval. The reticulation pipes of the recycled water scheme is aging. Additionally, the reticulation pipes of the recycled water scheme require assessment in the upcoming years to determine their condition and future maintenance needs.

To ensure a sustainable outcome, Council should consider imposing a minimum charge per litre for supplying recycled water to customers. It is worth noting that Council has already installed water meters in individual supply tanks on customer premises, which facilitates accurate measurement and billing. Implementing this charge would help offset operational costs and promote responsible usage.

8.7 Sewer Services for Villages

All villages are on septic tanks – which have several issues associated with failure of the onsite system, egress of effluent off site and maintenance of the systems.

The 2020 Local Strategic Planning Statement (LSPS) for Sewerage Services included provision to provide sewerage services to Quandialla (population 163), Greenethorpe (population 202) and Caragabal (population 174) in 2020-40 by reviewing funding & design.

No major sewer extensions have been identified.

The delay in commencing these projects was noted as being primarily due to the need to prioritise funding to other issues such as relining works for existing pipe network, but there may be an opportunity to bring this forward, particularly if there are grants available to help

fund such works – which there are at the moment. It may be that Council simply scopes up the work, so it is 'shovel ready' for a grant at this stage.

8.8 Sewer Network Risk

Risk	Treatment Method
Release of raw sewage to the environment	Pollution incident response management plan developed for Grenfell sewage treatment plant. Scheduled Maintenance program has been developed in SCADA system in new STP. Chokes cleared; pipes relined to reduce blockages in future.
Exposure of users of parks and reserves to pathogens from effluent reuse scheme	Effluent quality testing, soil testing on parks and fields
Lack of qualified and experienced Treatment Plant Operators	Training program in place, backup available within the organisation and in neighbouring councils
Financial risks due to additional operating costs	Continued monitoring of the operation and maintenance cost. Service Level review undertaken.

In terms of identifying 'critical assets' (assets having the potential to significantly impact on the organisation's objectives), the key ones are the sewage treatment plant and larger trunk mains carrying the bulk of flows in the town.

The scheduled maintenance program that is developed for the new plant is informed by asset criticality so vital pumps, motors, etc. is given more focus commensurate with the higher risk. Current maintenance is considered adequate.

Recently (FY23-24) Council allocated \$300,000 for CCTV inspection and smoke testing, but this amount may not be sufficient given the significant issues identified during the inspections and testing conducted so far. To date, only half of the town's sewer system has been inspected, and one-third has undergone smoke testing. The results revealed that 35% of sewer mains require immediate attention, while 75% of properties failed to meet with stormwater connection standards. Council has not allocated any budget for these activities in the current financial year, further compounding the challenge of addressing these critical issues.

Council has adopted a risk-based approach to reporting on infrastructure maintenance and renewal backlog in Special Schedule 7 of Council's Annual Financial Statements (these are also key Fit for the Future measures).

It is important to note that this does not mean that Council is therefore providing 'sustainable best value', only that it is adequately managing risks associated with the network. Decisions about the activities that will deliver sustainable best value are made where Council prioritises its resources to particular program areas.

8.9 Standards, Specifications and Reference Documents

Various documents relating to the NSW Best Practice Management of Water and Sewerage Framework is available at:

[Regulatory and assurance framework | NSW Government Water](#) Pollution Incident Response Management Plan and Effluent Quality Data for Weddin STP:

https://www.weddin.nsw.gov.au/files/assets/public/v/1/services/water-amp-sewer/20240905-weddin-shire-council-pollution-incident-response-management-plan-pirmp_2024-25.pdf

Monthly test sample data available in the following link:

<https://www.weddin.nsw.gov.au/Services/Water-Sewer>

SEWER: Appendix 1 – Description of Existing Sewerage System

Sewage in Grenfell is collected via 33.1 km of gravity sewer reticulation and transferred (without pumps) to the Grenfell Sewage Treatment Plant (STP), which was initially constructed in 1940. Storm overflows from the reticulation system discharge into Emu Creek.

New Grenfell's Wastewater Treatment Plant (WTP) was commissioned in February 2022, replacing the original facility constructed in the 1930s. The modern plant incorporates primary, secondary, and tertiary treatment processes and operates on an Intermittently Decanted Extended Aeration (IDEA) system with UV disinfection. It has a capacity of 2,206 EP and an average daily flow throughput of 463 kL/day. Based on Council's annual returns, the Grenfell STP is currently meeting discharge quality requirements. Treated effluent is discharged to Emu Creek and the remainder is reused for the irrigation of several parks, playgrounds and recreational areas.



Figure 1 – Grenfell Wastewater Treatment Plant Site Plan

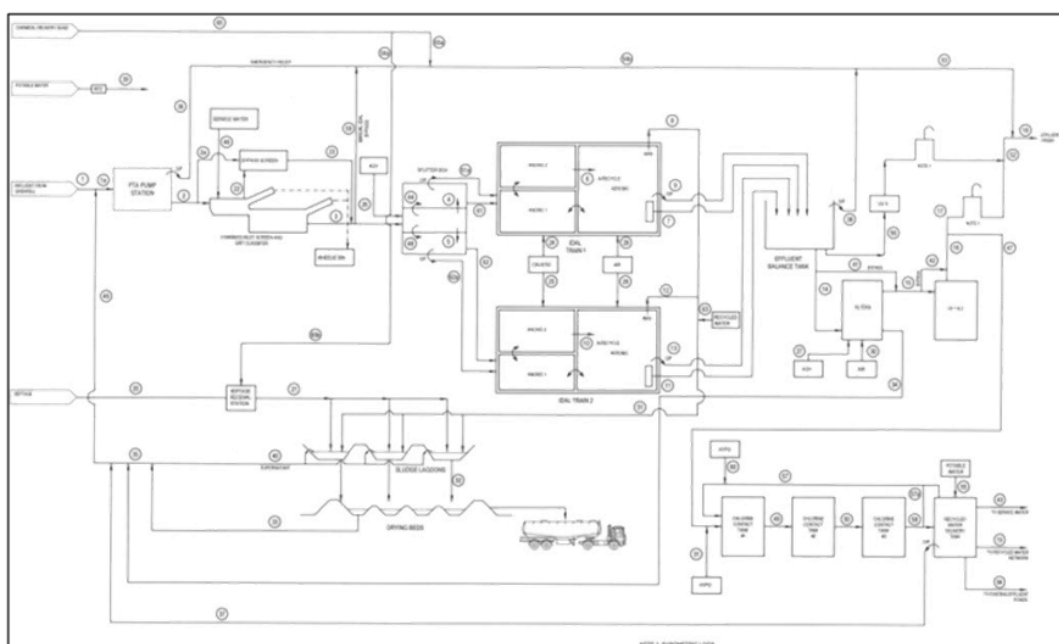


Figure 2 - Process Plan (Grenfell)

A map of the reticulation network is shown on the following page.



SEWER Appendix 2 – Key IWCM Issues Related to Sewerage

Under the *Best Practice Management (BPM) of Water Supply and Sewerage Framework*, a 'key issue' is one where Council is unable to meet its performance targets or to meet statutory requirements and/or to increase capacity to address the needs of new development.

While the BPM Framework only requires those key issues that have not been dealt with in the Integrated Water Cycle Management Strategy to be identified, the table below includes all such issues so that it is clear those issues that Council is addressing, too.

Key Issue	Details	Current Status
Condition of sewerage reticulation (pipes and manholes)	<p>Most of the network was built in 1942 and is likely to be reaching the end of its useful life in the next 15 years.</p> <p>Council is reporting that it is dealing with a significant number of sewer chokes (blockages), which highlights that the pipes are in poor condition.</p> <p>Wet weather inflows to the sewage treatment plant are very high (8-10 times dry weather flow), which impacts treatment efficiency and increases costs.</p> <p>A relining program is in place, but it is perhaps not sufficient to keep pace with deterioration.</p> <p>Little investment is currently being made to address manholes in poor condition.</p>	<p>Issue identified and actions in place to investigate further, including considering the option of ramping up relining work.</p> <p>Issue of investing more in problem manholes also being investigated.</p> <p>To address the identified issues effectively, a request for the allocation of funds needs to be submitted to Council. This will ensure the required resources are available to carry out the necessary inspections, repairs, and upgrades.</p>
Infiltration from other sources	<p>Another contributor to high wet weather inflows to sewage treatment plant.</p>	<p>During FY 2023-24, Council undertook sewer smoke testing to identify and investigate non-compliance stormwater connections for one-third of the properties (310 properties) in the Grenfell area. This is an ongoing process and remains subject to budget availability.</p>
Sewerage services for villages	<p>The villages of Quandialla, Greenethorpe and Caragabal are all serviced by septic tanks.</p> <p>Problems include failure of onsite systems, egress of effluent off site and maintenance of the systems.</p>	<p>There is a need to undertake further investigation of design issues and costs of these works to enable them to be considered in financial plans.</p> <p>Ideally, Council would have the designs 'shovel ready' for a grant.</p>

As noted in section 1, Council needs to coordinate with Central Tablelands Water, Blayney, Cabonne and Cowra Shire Council regarding the broader IWCM Strategy.

Appendix 3 – Compliance with Regulatory and assurance framework

A table to be included summarising key elements of an IWCM Strategy and SBP, and requirements under the RAF Framework as well as how Council's simplified documentation satisfies these requirements.

Name of the Act	Compliance and enforcement options by Act
Local Government Act	<ul style="list-style-type: none"> • directions for the proper safety, maintenance, and working of water treatment and sewage treatment works (s.61) • directions during emergencies (s.62) • entry, inspections, and investigations powers (s.65 and Part 2 of Chapter 8; see also section 6 of this framework) • notices to comply with a direction (s.63) • any action to carry out directions if council does not comply (s.63) • appointment of an administrator (s.66) • revocation of an approval (c.138(3) of the Local Government (General) Regulation 2021) • penalties for false or misleading information in relation to an application (s.665) • start of legal proceedings where there has been a breach of the Local Government Act (s.674).
Water Management Act	<ul style="list-style-type: none"> • compliance audits (s.326A) • stop-work orders for the unlawful construction or use of a water management work (s.327) • removal of unlawful water management works (s.329) • temporary stop-work order to protect public interest (s.330) • direction to prepare a report about the progress of complying with any directions issued under the Water Management Act (s.334)

9 Stormwater and Drainage Program

9.1 Urban Stormwater Drainage

Council's urban stormwater network consists of 3.4km of pipes and 129 pits. This is valued at around \$15.5 million (as at 2023/2024). There are some areas that are under capacity or require some stormwater augmentation, however as a whole the network is in reasonable condition (failures are rare) so this is a lower priority for improvement actions at present. Villages could however benefit from stormwater drainage augmentation.

It is costly to inspect (via CCTV) and so, like many councils, Weddin has at this stage chosen to rely on the age of these assets to ascertain their condition, although inspections have been carried out by looking down pits where possible. Condition data is currently underway.

Given that there are very few instances of failures in the network (e.g. due to a pipe or pit collapsing or blocking) it is a low priority to seek out further information on these assets at this time.

Council will ensure details of any maintenance issues or asset failures are recorded so that such an analysis can be undertaken in future.

In terms of new or upgraded assets, the key issue of concern is under-capacity pipes and pits (or lack thereof) around the town. There are several locations subject to minor flooding in storm events where additional stormwater drainage infrastructure could help. These potential projects will need to be scoped up and estimated, and then funding for them evaluated against other priorities for Council's limited funds.

9.2 Stormwater and Drainage Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

Risk	Treatment Method
Poor or incomplete asset management practices including AMP, lifecycle management plans (LCMP) and asset condition assessments	Investigation into alternative funding sources to manage stormwater drainage.
Financial implications with inaccurate asset valuation and long term planning including renewal forecasts.	Investigation into alternative funding sources to manage stormwater drainage.
Financial risks due to additional operating costs	Implementing the asset management improvement program; continue with regular inspections and reporting on assets; start proactively analysing and reporting on data availability; start building core asset management capability; complete asset condition survey.

Risk	Treatment Method
Inequity of stormwater and drainage across the town and villages.	Grant funding to be prioritised to stormwater drainage in villages.

10 Plant and Equipment Program

10.1 Context

This asset management plan for plant and equipment comprises a collation of Weddin Shire Council's vehicles, machinery and equipment asset data base. It is a long term planning document that Council can use to provide a rational framework for current and future understanding of its plant and equipment assets

10.2 The Plant and Equipment Service

The plant and equipment network comprises:

- Passenger vehicles
- Light commercials
- Heavy vehicles
- Heavy plant
- Equipment

10.3 What does it cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period. A Plant Replacement Program is currently under development.

10.4 What Council will do

Council plans to provide plant and equipment services to achieve the following strategic objectives:

- Operation, maintenance, renewal and upgrade of plant and equipment to meet service levels set by Council in annual budgets.
- Replacement and turnover of plant and equipment items in line with utilisation and operational requirements within the 10-year planning period

10.5 What Council cannot do

Council does not have enough funding to provide all plant and equipment at the desired service levels or provide additional plant items. Works and services that cannot be provided under present funding levels are:

- Purchase sufficient additional plant and equipment to complete all operational projects within Council and this results in contractors and hire plant being utilised as required
- Complete all maintenance, servicing and repairs within Council's workshop partly due to computerised servicing equipment being tightly held by the manufacturers

10.6 Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Major fluctuations in the exchange rate could create additional costs as the majority of plant and equipment is imported
- Increases to the cost of raw materials above CPI that would lead to higher than budgeted replacement costs
- Availability of replacement plant and equipment due to delays in shipping of manufacturing

We will endeavour to manage these risks within available funding by:

- Monitoring any changes in pricing and updating the 10-year replacement plan
- Ensuring that plant hire rates are reflective of actual costs
- Monitoring stock levels of plant held in Australia and the lead times for ordering and replacing items

An assessment of risks associated with service delivery from assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table below. These risks can be reported to management and Council.

Service or Asset at Risk	What can happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Plant and Equipment	Incorrect usage	H	Implement training, training register and conduct risk assessments	L	Minimal
Plant and Equipment	Injury to operators	VH	Implement WH&S management plan, including risk assessments	L	Minimal
Plant and Equipment	Breakdowns	H	Routine daily inspections and regular servicing as per manufacturers specifications.	L	Minimal

*The residual risk is the risk remaining after the selected risk treatment plan is operational.

10.7 Confidence Levels

This AM Plan is based on a high level of confidence information.

10.8 Council's Next Steps

The actions resulting from this asset management plan are:

- Maximising the service potential of existing assets by ensuring they are appropriately used and maintained
- Continue to monitor utilisation rates and whole of life costs
- Continue to conduct appropriate consultation throughout all phases of the planning and procurement processes
- Develop an updated plant replacement program.

10.9 Operations and Maintenance Strategies

The Council should operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes.
- Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs
- Develop and regularly review appropriate emergency response capability and
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.



WORKFORCE MANAGEMENT STRATEGY 2024 - 2028



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STATEMENT

Council acknowledges the Wiradjuri people as the traditional owners and custodians of the land on which it operates, respecting Elders past, present and emerging. Council seeks at all times to show respect to all people and cultures whose privilege it has to serve.

“WEDDIN”

The name Weddin has its origins in the Wiradjuri word 'Weedin', which means a place to sit, stay or remain, relating to the mountains' status as a place where indigenous youths underwent a period of ceremonial isolation during the course of their initiation.

WELCOME

MESSAGE FROM THE GENERAL MANAGER

Noreen Vu



Workforce Planning for Weddin Shire Council has focused on creating, building and engaging an effective and efficient workforce. Through the disciplined analysis of the organisation, the engagement, the wellbeing and each individual roles through our all of Staff Wellbeing and Engagement Survey (Xref), the organisation has identified both strengths as well as those areas of activity that needed greater attention, to achieve overall performance improvement.

Management and Organisation Development changes, recruitment within the leadership team, at key levels, has created the opportunity to develop a more sustainable workforce. This action will create community acknowledgement of Council's ability to deliver necessary community outcomes and services. These outcomes are reflected in the latest Community Strategic Plan. Greater staff alignment and accountability for Council's resources has been established, especially as the organisation positions towards being an Employer of Choice.

The next four to five years will see a significant shift in our focus as we concentrate on strategic management and further organisational development. Targeted training will improve delivery and strengthen our employee value proposition, through more sophisticated performance management.

Team building processes will be further developed through regular consultation, concentration on stabilising the workforce and by strengthening our strong customer service ethic. Change management strategies will drive greater efficiency in our operations. We will continue to develop the attractiveness of our location for both tourism and industry.

Council will need to face the continuing challenges in the contest for talent, skill and effective leadership shortages against the background of a carefully controlled organisation numbers as well as an ageing population.

Agility will be required to meet the requirements of the Strategic, Operational, Long Term Finance and our general delivery of service. Traineeships/apprenticeships, staff training, organisation development and effective human resource management will target the continuance of an engaged, qualified, skilled, diverse and committed workforce. Strategies that will be key to a successful Workforce Management Plan will be those based on performance principles set by the General Manager and the Executive Leadership Team. These will include strong asset management and financial planning, rigorous project oversight of grants and their delivery, sound quality control and governance, and an exceptional overall focus on staff capability, recognition and engagement.

These workforce planning objectives will endeavour to place Council in a stronger position to deliver and maintain a reputation as an Employer of Choice in the region.

INTRODUCTION

1.1 Integrated Planning and Reporting Framework

The Workforce Management Plan is part of the Integrated Planning and Reporting framework (Figure 1), which the Office of Local Government requires all Local Governments in New South Wales to adhere to. It includes a suite of integrated plans that set out a vision, goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community, as well as a structured timeline for review to ensure the goals and actions are still relevant.

Under section 403 of the Local Government Act 1993, a Council must have a long-term strategy (called its resourcing strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan).

The Workforce Management Strategy is part of the Resourcing Strategy.

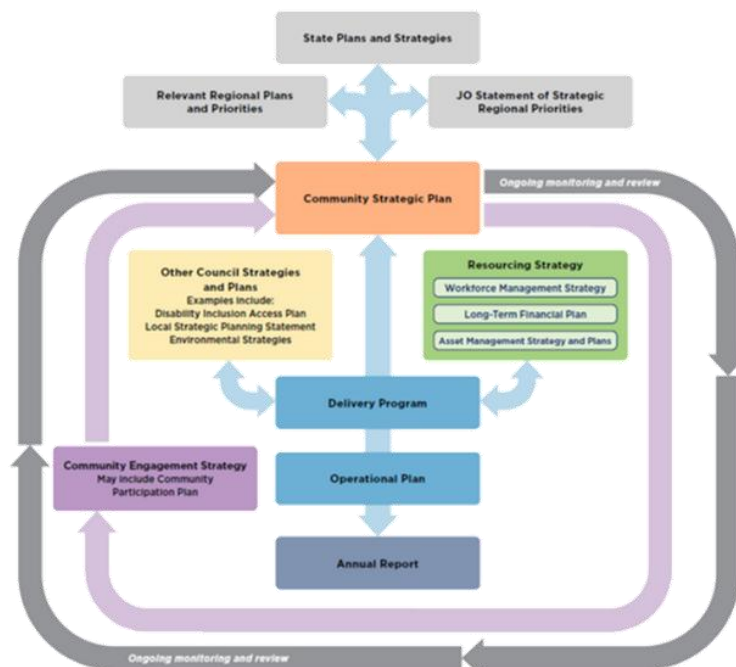


Figure 1. Integrated Planning and Reporting Framework

Please refer to Council's Community Strategic Plan: Weddin 2035 and Council's Delivery Program 2024 - 2028 that are situated separately from this document and available on Council's website.



1.2 Weddin: 2035

The Community Strategic Plan is the highest-level plan that the Council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving those goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

While the Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

Weddin 2035 Community Strategic Plan (CSP) has the following themes, with goals against each theme.

1.3 Weddin Shire Community Vision

The Community Strategic Plan, Weddin: 2035

A vibrant, growing and welcoming community, rich in history, embracing its natural environment.

1.4 Weddin: 2035 Strategic Goals

To achieve our overarching goal of population growth, we will work together to deliver the strategic objectives outlined under each theme of our Community Strategic Plan, Weddin: 2035.

WEDDIN'S PEOPLE	WEDDIN'S ECONOMY	WEDDIN'S INFRASTRUCTURE	WEDDIN'S ENVIRONMENT	WEDDIN'S LEADERSHIP
<p>COMMUNITY SERVICES, HEALTH AND WELLBEING By 2035 Weddin will be:</p> <p><u>Goal 1:</u> Connected, Cohesive and Vibrant Community</p> <p><u>Goal 2:</u> Healthier Community</p> <p><u>Goal 3:</u> Safer, Secure and Supported Community</p> <p>RECREATION AND OPEN SPACE By 2035 Weddin will be:</p> <p><u>Goal 4:</u> A Sport Loving Community</p>	<p>ARTS, CULTURE & TOURISM By 2035 Weddin will be:</p> <p><u>Goal 5:</u> Stronger Connection to Culture</p> <p>LOCAL ECONOMY By 2035 Weddin will be:</p> <p><u>Goal 6:</u> Economy will be Sustainable and Diversified</p>	<p>ROADS, INFRASTRUCTURE & ASSETS By 2035 Weddin will be:</p> <p><u>Goal 7:</u> Our Infrastructure Achieves Betterment</p> <p><u>Goal 8:</u> Water, Sewerage and Urban Drainage is Properly Managed Now and for the Future</p> <p><u>Goal 9:</u> Essential Assets and Infrastructure will Support Community and Economy to Prosper</p>	<p>PLANNING AND DEVELOPMENT By 2035 Weddin will be:</p> <p><u>Goal 10:</u> Community Confidence in Strategic Land Use & Planning</p> <p>SUSTAINABLE ENVIRONMENT By 2035 Weddin will be:</p> <p><u>Goal 11:</u> Sustainable Environment Contributing to an Efficient Community</p> <p>SUSTAINABLE WASTE MANAGEMENT By 2035 Weddin will be:</p> <p><u>Goal 12:</u> Efficient Waste Manager</p>	<p>LEADERSHIP, COMMUNITY COLLABORATION AND GOVERNANCE By 2035 Weddin will be:</p> <p><u>Goal 13:</u> Empowering Community Leadership</p> <p><u>Goal 14:</u> Leverage of Quality Communication to Ensure Exceptional Governance Outcomes</p>

1.5 Weddin: 2035 Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The result of the analysis of current and future capacity has to be translated into Weddin Shire Council's Resourcing Strategy, which consists of three components:

- Long Term Financial Planning
- Workforce Management Strategy
- Strategic Asset Management Planning.

The Resourcing Strategy is the point where the Council advises the community who is responsible for what, in terms of the strategies identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups and/or individuals. The resourcing strategy focuses in detail on matters that are the responsibility of Council and looks generally at obligations that are the responsibility of others.

This Workforce Management Strategy concentrates on the application of existing resources, with little modification of overall numbers required. Alternatively, there is concentration on upskilling, and employing, existing resources. Should Grant funding be applied for and received, this may dictate the need for additional short-term resources. These resources will be funded from the grant.

1.5.1 Long Term Financial Plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are assessed against financial realities. It is also where Council and the community may decide what resources the Council needs to influence and collaborate with other parties so that they might deliver on responsibilities.

The Long Term Financial Plan (LTFP) seeks to answer the questions:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The LTFP seeks to comply objectives which include:

- Ensure that Council maintains financial sustainability over the next 10 years
- Ensure enough cash reserves to meet commitments
- Maximise revenue streams
- Work towards reducing infrastructure backlog
- Review operating expenditure.

To ensure sustainability, the Plan seeks to have constant or declining expenditure for the same levels of service.

The Plan also seeks to hold the increase in average employee costs to 2.60% pa, however assumes that future years will not see an injection of grants or natural disaster funding. This may not meet inflationary pressures or the anticipated annual Award increases which will act to restrain any increase in employee numbers (establishment) or in turn the challenge of reducing resources in some areas with compensating increases in others. At the time of creating this report, the Award increases had begun negotiation but will not be gazetted until 2026. This Workforce Management Strategy anticipates small, moderate increases in some areas while emphasising the need for management to be careful to restrain replacements or these increases will have a significant impact on funding abilities. This too supports the objective to increase levels of training and capability improvement provided to existing staff to retain them and enhance performance, avoiding heavy replacement costs in an era of skills shortage.

The Community Strategic Planning and Long Term Financial Planning processes therefore provides Council with valuable information about the future. From this exercise, both Council and the community have a better understanding of:

- Expected pressure that will affect the community socially, environmentally and economically and the drivers behind this change.
- Expected economic growth rates.
- The community's aspirations and priorities for improving its economic, environmental and social outcomes.
- The community's priorities in terms of expected levels of service and community projects.
- The continued need for strong professional management and development of Human Resources.





WORKFORCE PLANNING

Workforce planning helps to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, will be met. The development of an effective workforce strategy will enable Council to focus on the medium and long-term, and also provide a framework for dealing with immediate challenges in a consistent way.

An effective workforce strategy aims to provide Council with the people best able to implement its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

By approaching workforce planning in a strategic way a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate, efficiently delivered and effective. These include equal employment opportunities (EEO) management planning and practicing the principles of multiculturalism.

The benefits of ensuring a diverse workforce includes better local representation, improved communication and better understanding of issues affecting local communities, as well as maximising the pool of workers from which to address the challenges facing Council. Such challenges could include skills shortages, ageing workforce and business succession planning, as well as invigorating the local community and economy.

Strategic issues that were considered when developing Council's Workforce strategy, included the analysis of Council's workforce, forecasting future needs based on the commitments in the Community Strategic Plan, Delivery and Operational Plan Program and identifying if there was any gap between the workforce and planning needs. In addition consideration was given to whether the existing workforce structure would continue to meet needs and objectives as well as recognising workplace equity and diversity as a tool to benefit the Council. Strengthening Council's workplace governance and the support given to developing Council's staff by monitoring and reviewing their progress was a major consideration.

In short, the social, infrastructure, environmental, economic and leadership aspirations expressed in the Community Strategic Plan are supported in the Workforce Management Strategy by aligning these with key human resource strategies with funding, assets, technology and the personnel available to Council.

Social, cultural, community, emergency services, roads, water, sewerage, communication networks, the environment, waste, recycling, safety, regulation and local industries and tourism are all supported by the effective use of workforce planning.

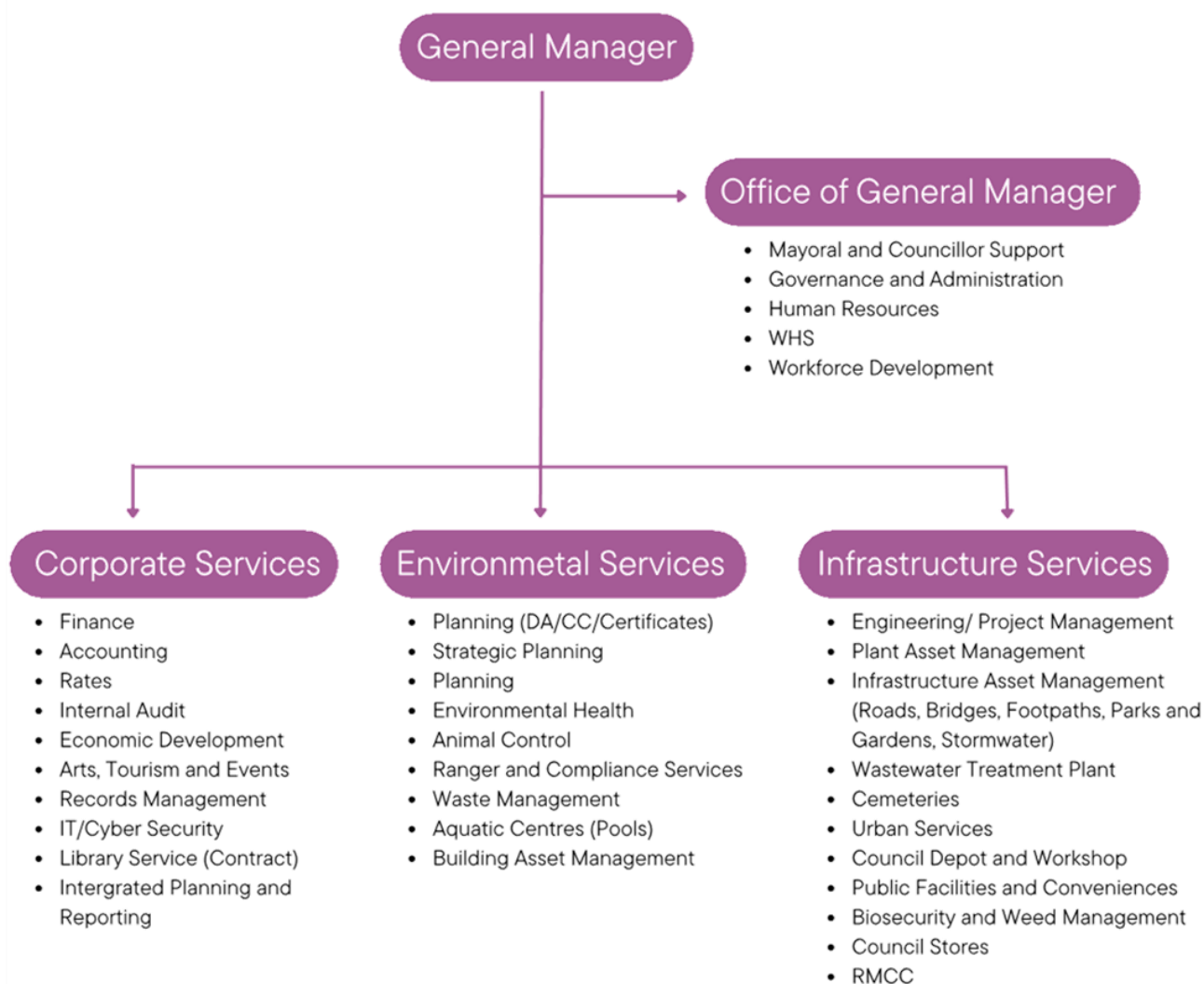
Set out below is the **OLG six step guide** to Workforce Planning.



Figure 2: Workforce Management Strategy - 6 Step Guide from the Office of Local Government (2021)

2.1 Weddin Shire Council by Function

Weddin Shire Council's structure by function areas is provided below:





SCOPE THE WORKFORCE MANAGEMENT STRATEGY

OLG HANDBOOK - **Step One:** Define the Scope

Weddin's Workforce Management Strategy is designed to be a proactive 4 (four) year document that shapes the capacity and capability of the workforce to achieve Council's strategic objectives within the available staff resources. Challenges are identified and processes outlined. IP&R requirements as mandated are taken into account as are relevant legislative requirements such as the WHS Act 2011, Anti-Discrimination Act 1977 and the Multicultural NSW Act 2000.

Recruitment and attraction strategies are considered as are generational aspirations e.g. community aspirations for meaningful employment or long serving staff for retirement. Tight labour markets are addressed as are the satisfaction of training needs for specialist skills. Incentivisation of staff to retain skill and corporate knowledge is addressed.

3.1 WMS Purpose

The Workforce Management Strategy sets out the Weddin Shire Council's organisational needs, provides forward planning and the resourcing. The Strategy provides a means for identifying any gaps between the demand for and the supply of labour, in the community at large, in terms of numbers, job roles, and required skills for developing strategies to bridge the gaps.

Essentially, Workforce Planning looks to identify:

- Who we have?
- How we retain them?
- Who we need in the future?
- How we will train our workforce?
- How we fill any gaps between demand and supply?

Although, Workforce Planning covers the entire workforce, emphasis is given to those roles that are identified as presenting the most risk to Council not achieving its current and future delivery programs. Identification of these critical roles enables Council to implement appropriate strategies to retain, develop and attract the staff required.

Critical attention needs to be paid issues such as the age profile within the workforce and whether it matches the community and contains "self-replacing" strategies. This attention assists the Council to determine whether there will be adequately skilled staff able to replace those who retire, in essence an active succession planning process. This can then lead to the engagement of trainees and apprentices to address what is assessed to be a future deficit of the trade skills and professions within the workforce.

In order to deliver the essential services to the community in a perfect manner, Council has to ensure the stability of its workforce on an ongoing basis. Council's workforce comprises both indoor and the outdoor staff. Currently the Council has a stable workforce generally totalling 111 staff, which consists of 86 permanent and 25 casual employees, which includes casual seasonal lifesavers and casual Traffic Controllers/labourer (through grant funding).

Of these staff members:

- 80 are outdoor staff (FT/PT/Casual)
- 31 are indoor staff (FT/PT/Casual) are principally technical administrative staff, management and customer facing.

Periodically a number of contractors are retained to meet surges in workload, provide essential services or to meet workload commitments, as required.

The Workforce Management Plan involves analysis of potential current and future staff demands against staff supply for 2025 to 2029. This Plan underscores the need to retain existing staff and to provide the training and development required to support that goal.



3.2 WMS Responsibility

The General Manager is responsible for employing an appropriate workforce and monitoring Council wide workforce planning. Our Directors are responsible for determining the staff needed to fulfil their current and future delivery programs in terms of numbers, skills and job roles and for determining the critical roles within the team. Directors are also responsible for determining whether current incumbents have the desired skills and experience required to meet the delivery programs, through appraisal, as well as assessing the likelihood of retaining those individuals in critical roles as well as identifying possible successors.

The General Manager is supported by Human Resources who is responsible for the monitoring of this plan.

3.2 WMS Considerations (the Remit)

The Workforce Management Strategy provides strategic and operational considerations. By proactively managing our workforce through workforce planning, Council will have the capability to deliver on our strategic and operational objectives that are set out in our relevant Community Strategic Plan and Delivery Program.

The strategic considerations include values that are embedded in our workforce development and human resources programs and aligns with the Local Government Capability Framework.

Council has and will continue to provide funding for staff training and development. In addition we will continue to boost these funds by taking advantage of funded training programs. We have actively engaged with Training Services NSW, TAFE and effective and professional educators and will continue to do so throughout the life of this Plan. We target the needs identified in our Annual Training Plan, sourced from Performance Appraisals, and address them progressively, where financially possible. Additionally when staff identify short courses that will aid their development and add value to Council their request will be considered, evaluated and funded if there is particularly a mutual advantage. Weddin and Grenfell enjoy the benefit of a local TAFE presence and training facility.

As an organisation we continue to adopt a number of operational considerations and ethos that are outlined in our Delivery Program. In addition to this, Council celebrates our focus on wellbeing and safety. Our workforce focuses on the following wellbeing and safety statement: *Our ultimate goal for all staff is that they "work safe", according to all WHS requirements to ensure they all arrive "home safe".*

SAFETY & WELLBEING STATEMENT



STAY SAFE - BEHAVIOURS AND ATTITUDES

Looking out for hazards for yourself & others

Our actions and those of others do not put anyone in harms way; we call-out unsafe behaviours or actions of others; we keep communication positive.



RISK ASSESSMENTS & HAZARD IDENTIFICATION

Work Safe, Home Safe

We conduct risk assessments before commencing work to identify hazards; we stay alert and follow emergency procedures.



SAFE WORK PRACTICES & CONTROLS

Influence others to work safely

Our tasks and job activities have safe work practices and controls in place to minimise the risks; SWMS; SOPs; PPE; processes and procedures to be implemented and monitored on every job; reporting of all incidents and near misses to allow for proper investigation, monitoring and correction of processes and procedures.



EDUCATION & TRAINING

Proactive rather than reactive

We do inductions so everyone knows what is required of them to complete their jobs safely; training provided for the safe use of plant and equipment.



SAFE & INCLUSIVE

Create a safe and inclusive workplace

Our workplace is an environment that remains free from bullying and harassment; we keep positive and good communication amongst colleagues; we encourage participation.



FIT FOR WORK - WORK/LIFE BALANCE

Safety is a team sport

I have a balanced work and home life to enable me to come to work well rested, calm and free from the effects of drugs and alcohol; I engage in health and wellbeing activities to proactively manage my fitness for work.



CARING - OUR WELLBEING

Check in with yourself and with others

I am mentally and physically well and care for myself and others; I have a positive mindset.

WSC Safety and Wellbeing Day 13 July 2023

3.4 Engagement With Our Workforce

Council's Executive and Management Team will continue to be engaged to determine the future workforce requirements to ensure that the objectives set out in our Community Strategic Plan and Delivery Program are met.

Ways we engage include:

Type	How
Strategic	WHS and Staff Consultative Committee
Operational	Day-to-day communications through meetings, emails, noticeboards and other forms of communication
Operational	Engagement through monthly Breakfast BBQs and other ways to engage and meet up our employees
Strategic	Staff Wellbeing and Engagement Surveys
Strategic	Staff Performance Appraisals
Operational	Training Programs

3.4.1 Our Key Stakeholders

The Weddin Shire WHS and Staff Consultative Committee is our key stakeholder group who meet on a quarterly basis. Strategic workforce management planning is a key focus of Council's Executive Team who meet regularly.

Each individual employee is a key stakeholder to the Workforce Management Strategy.

Councillors remain an important stakeholder through the General Manager, in ensuring ability to meet service requests from ratepayers and general satisfaction from shire residents and tourists with services provided.

3.5 Dedicated Resources and Implementation

The General Manager's Department through our Human Resources team is the dedicated resource to develop, monitor and evaluate the strategy.

The implementation of this Strategy is through our day-to-day operations with an annual review of the Workforce Management Planning and Development Strategy.

ABS Statistics and the charts that follow indicate the demand and supply, by different industry groups, for staff, in the local Weddin community, to meet organisational requirements. Analysis tends to illustrate that this is the available skilled labour pool. The second chart supports this analysis and demonstrates the supply of available labour, in terms of those working full time and part time in the industries within the Shire. Additional hours, staffing or expertise, for Council, can then only be gained through offering incentives to full time or part time workers to stay or alternatively to change industry or to recruit and train from a very limited pool of unemployed labour.

Realistically a challenge remains to attract more skilled labour to the Shire. If that is not possible, from growth in population, key additional or replacement staff will need to continue to be recruited from adjacent Shires or major regional/population centres. This has been the case in recent experience and is likely to continue in the life of this plan when existing staff are lost through retirement or relocation or attractive employment offers. The turnover in and subsequent shortage of professional engineers willing to relocate to regional areas is an example of recent experience that is likely to continue.

Weddin LGA Top 5 Employment Industries

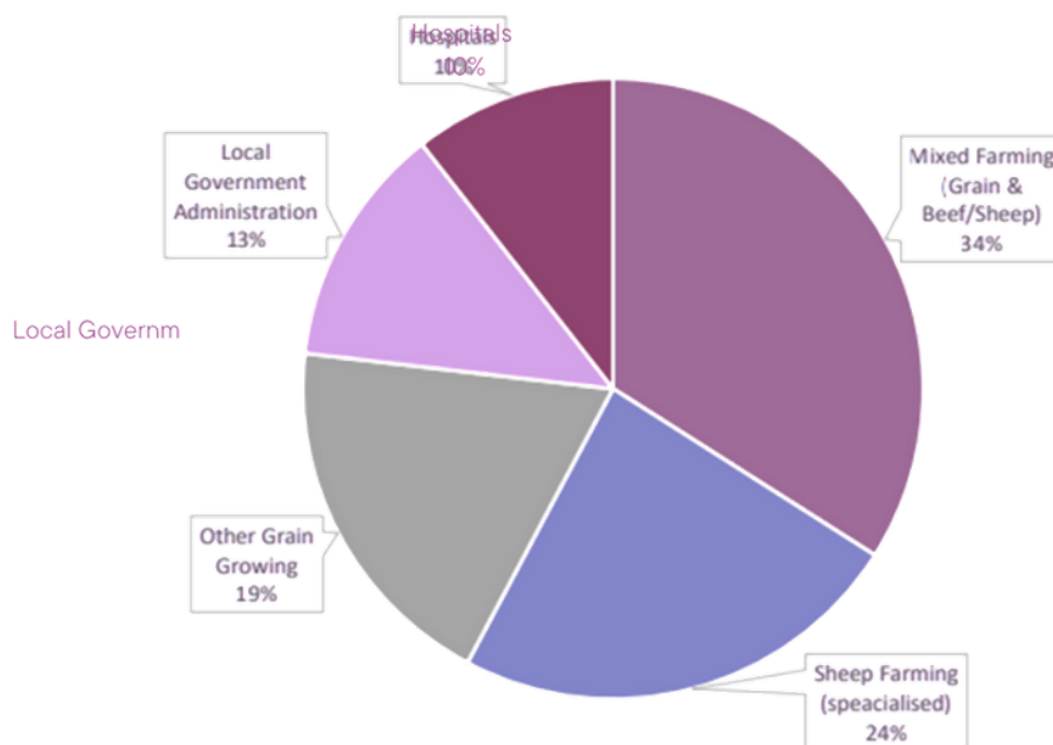


Figure 4: Weddin Local Government Area Top 5 Employment Industries (ABS, 2021)

Weddin LGA Employment Rates

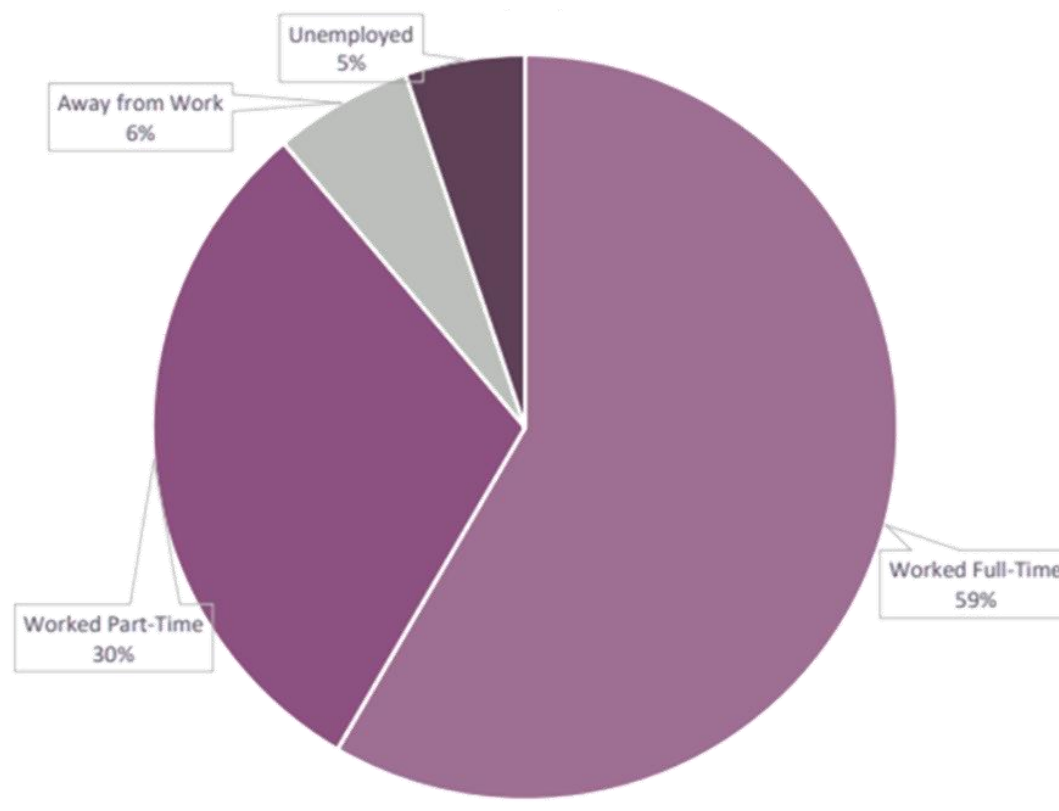


Figure 5: Weddin LGA Employment Rates (ABS, 2021)

A related strategic issue, identified by analysis, involves the number of staff in the under 10 years of service chart below. This statistic and the deficit in longer term staff will need to be addressed by appraisal, salary review, training and staff development to increase the attractiveness of a longer-term career with Council.

Other pertinent considerations are:

- Competition for positions between Council as a business and with other nearby local councils.
- Availability of funding for training and wages.
- Local Government Act, Regulations and Award.
- Official Certification and qualifications required for specific positions.

Aside from maintaining staff at existing levels (establishment) allowance has been made in the Organisation Structure for the recruitment of selected fully externally funded apprentices and trainees spread across the Departments. This approach, if funding allows, will supply a small pool from which future recruitment needs can be facilitated.

We will shortly complete funded TAFE training in Civil Construction Certificate III skills and abilities, provided to both long and short term staff, who had not completed this training, which is an essential component for many Local Government Works Staff. Together with continued traffic control and other mandatory skills training we will continue to ensure higher performance standards, operational flexibility, capability and productivity throughout the term of this plan.

Grants as well as internal funding allocations, will need to be carefully researched, sourced and acquitted to sustain continuing contribution to shire employment opportunities and customer satisfaction.

Sustaining effective performance assessment, using the Local Government Capability Framework will also assist employees with their training and development and Council with the achievement of objectives, the Community Strategic Plan and operational requirements.

As can be noted from the organisational demographics on gender there has been strong investment in gender balance within the organisation. Steps will be taken to continue measures introduced to advance diversity with respect to age distribution in the organisation.

Positive steps have, and will be, continued to introduce younger people to Council's workforce, as provision for succession planning. In addition, Council has recruited staff with disability when they have successfully applied for positions. Opportunities to practicably continue this practice remain in place. The full achievement of a safety culture, as expressed in our Safety and Wellbeing Statement, will allow projection of a safety culture which will attract transfer from other employment sectors, as recruitment opportunities arise.

Annual review of our Workforce Strategy will allow Human Resources and the Management Team to assess:

- How well we have done and what more could we do?
- Are the planned actions still relevant in the changing environment and labour market context?
- Is the size, composition and skills requirements in the workforce still relevant/ Do we have too many or too few?
- What has been the impact of AI, if any?
- What has been the impact of investment in the strategies so far?
- What are upcoming or potential workforce risks?
- What has been the impact of performance review and investment in training?



Weddin Shire Council | Workforce Management Strategy 2024 - 2028

page 17



ANALYSE THE CURRENT WORKFORCE

OLG HANDBOOK - **Step Two:** The next stage is understanding your council's current workforce context through the analysis of available data

4.1 Current Workforce Profile

The current distribution of staff in the organisation is set out below. This is followed by an organisation chart which details the application of those resources.

Percentage of Staff by Departments

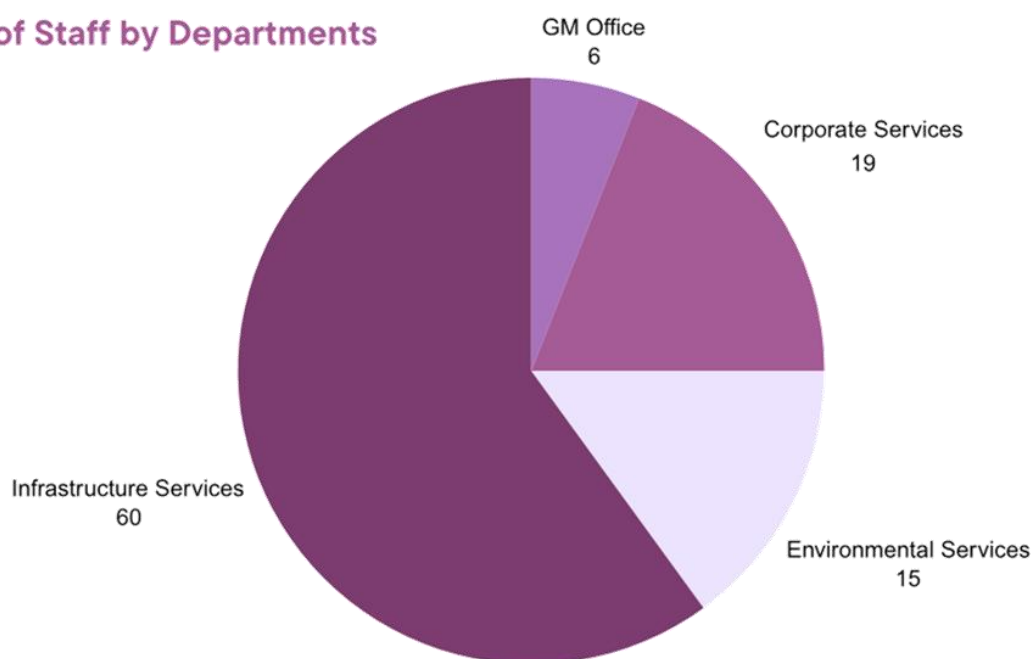


Figure 6: Percentage of Staff by Departments (inclusive of FT/PT/Casual)

Nature of Employment by FT/PT/Casual Workers

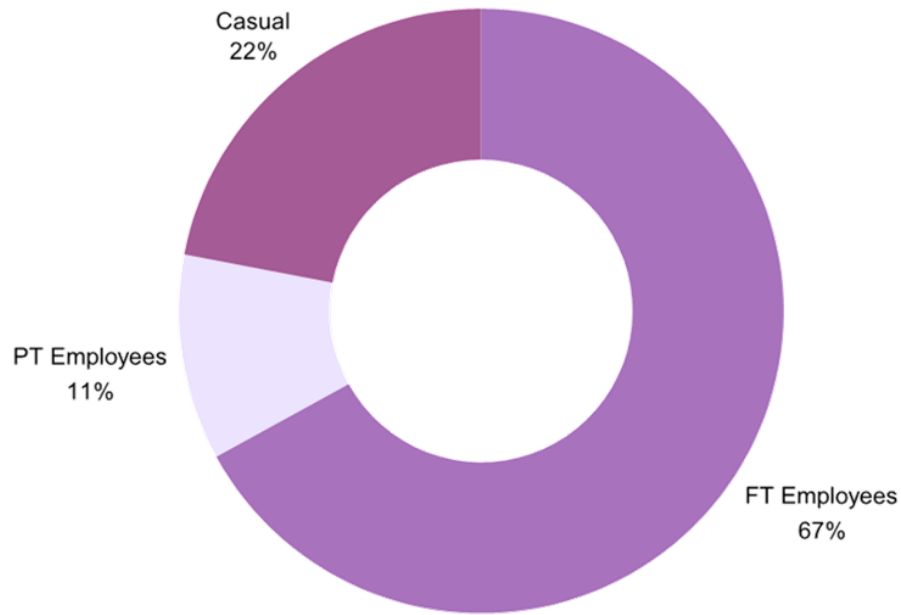


Figure 7: Organisation Nature of Employment by Full-Time/Part time/Casual

Workers by Age Breakdown

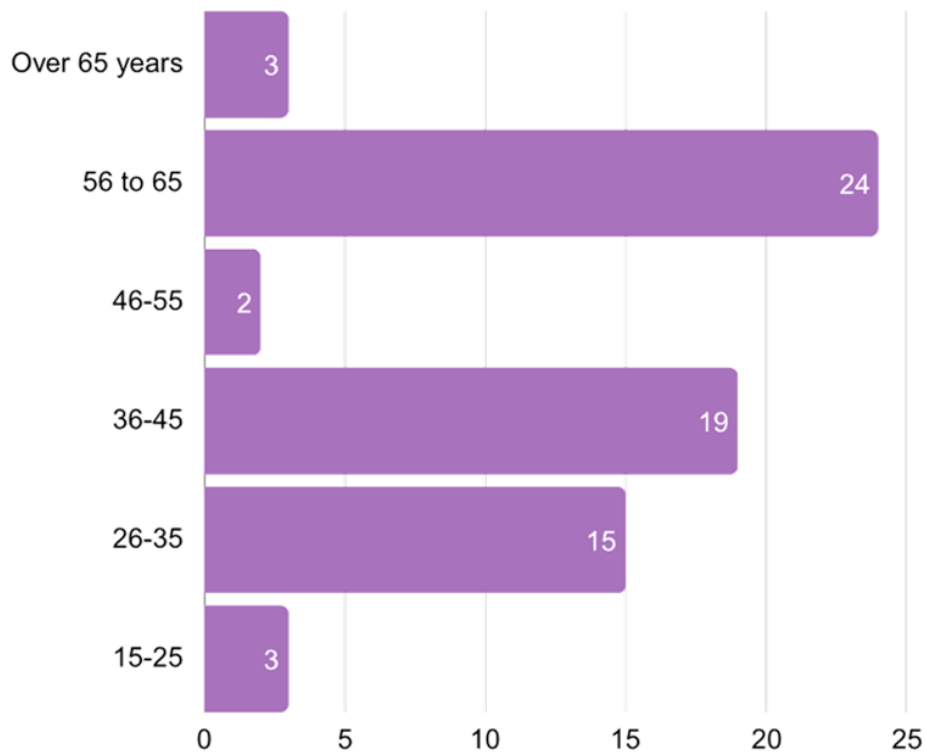


Figure 8: Breakdown of Age Demographics Across the Organisation
Some personnel cover two roles e.g. Casual roles on weekends. Figures are based on one count

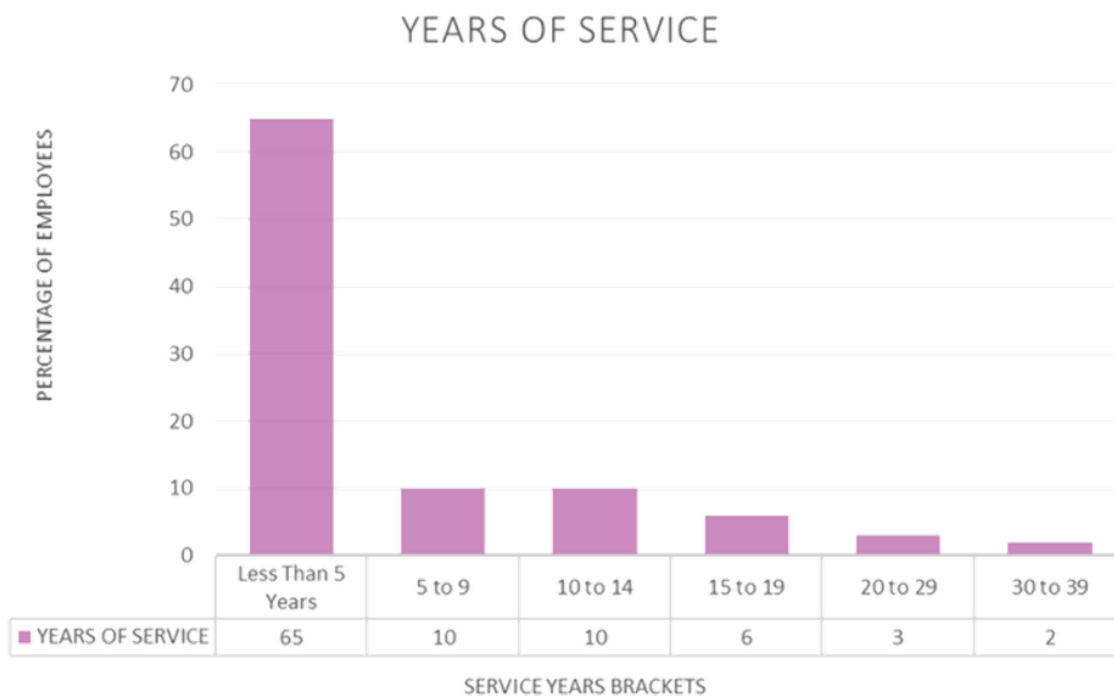


Figure 9: Employees by years of service

Some personnel cover two roles e.g. Casual roles on weekends. Figures are based on one count

Gender Breakdown

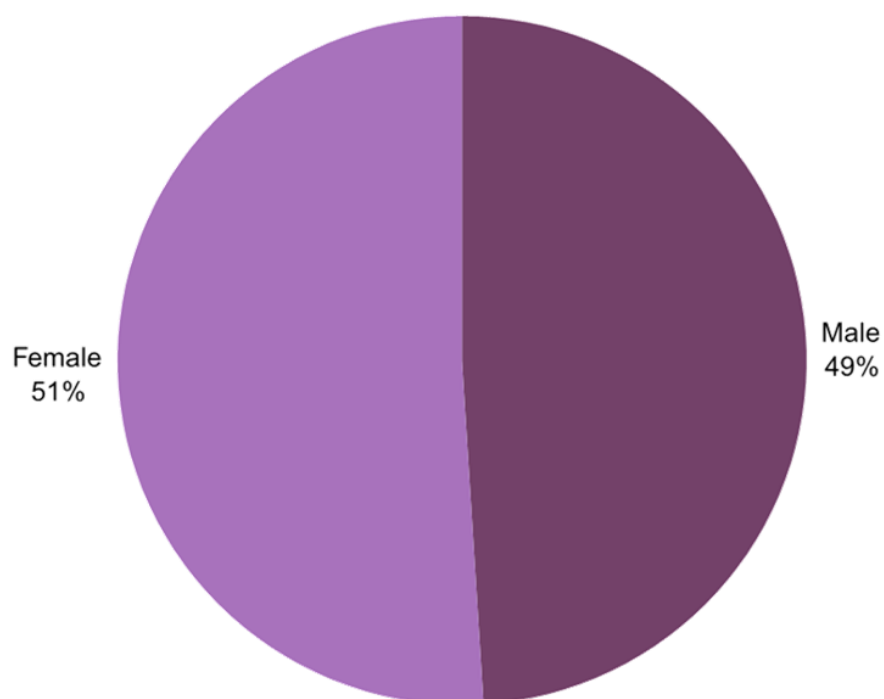


Figure 10: Breakdown by Gender (percentage)

4.2 Council's Strengths and Weaknesses

4.2.1 Our Strengths

Council has an experienced workforce with 28% of employees who have served more than five years with Council, and this serves as a strength in our business continuity. Council's workforce is further supported with new employees who will be employed under the Office of Local Government's Fresh Start Program, which will inject new personnel into our workforce whilst ensuring that skills are passed onto other employees.

Weddin Shire's administration from Grenfell allows for new and prospective employees to choose an ideal location that is situated within driving distance from major city centres like Young, Cowra, Bathurst, Orange, Wagga and Canberra. Sydney is within an ideal driving distance of four hours with ability for residents to access the Train Link service to Sydney via public transport.

Grenfell is located in a picturesque valley at the foot of the Weddin Mountains. Home of fine heritage architecture as well as affordable housing, the town offers great lifestyle options. The great outdoors teams with pioneering history, culture and social activity makes the Shire a great place to live and work.

Council provides a strong emphasis of a "learning organisation" and ensuring that our employees are equipped with the opportunities to upskill and develop along their career paths. Each year, Council provides numerous professional development opportunities for staff, trainees, and volunteers to attend training and development activities, including seminars and conferences. This complements more formal training activities, undertaken in order to provide skilled and knowledgeable staff with qualifications. These programs result in better service to the community through the professional delivery of services and management of assets. Much of the training provided is in accordance with Council's required Training Plan.

Council has a number of touchpoints for employees to identify issues and risks and come up with opportunities including the WHS and Staff Consultative Committee, monthly Breakfast BBQ's, Staff Wellbeing and Engagement Surveys and focused Toolbox Meetings termed "safety talks".

The size of Weddin Shire Council means that employees have access to Council Executives and management without being lost in a hierarchy. Council employees who require access to workers compensation are supported by an Insurer and supportive return to work practices. Council employees have access to our Employee Assistance Program through Central West Lifeline who have also offered consultative and engagement opportunities with our workforce.

From experience acceptance of the youthfulness of some recently appointed staff by longer serving staff will need continued management attention to ensure generational divide issues continue to be managed by Council leadership.

Since 2022, Council has introduced a number of retention incentives including Years of Service Awards, all of staff Wellbeing and Engagement Survey, purchased residential housing to retain staff and focused on the upskilling of our organisation.

4.2.2 Our Weaknesses

Council does experience a number of weaknesses and challenges that are not unique to our council and other industries, this includes:

- Our financial constraints and our heavy reliance on grant funding to undertake 'business as usual' activities such as asset management of our roads, parks and gardens and other assets.
- Our financial uplift during the last reporting period that will likely impact on our employment numbers as those grant funds are ceased and our casual employment numbers are reduced.
- Our skills shortages in a number of areas across our business.
- Our ageing workforce including those who are likely to retire over the next five years.
- Lack of business continuity for certain positions that do not have a sustainable mid to long term back up plan.
- Our ability to compete with other sectors for wages that are in line with market standards.
- Our lack of ability to uplift wages above and beyond the Award increases due to a number of reasons including lack of funding.
- Cost shifting/service shifting on to local government which may lead to our organisation unable to keep up.



4.3 Impacts and Influences

4.3.1 External Influences

A general external scan of impacts and influences that considers the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) is provided below.

PESTEL	EXTERNAL IMPACT AND INFLUENCES
Political	<ul style="list-style-type: none"> • Election cycles at local, state and federal levels can influence the awarding of grants and grant distribution • New laws/regulations that are politically motivated
Economic	<ul style="list-style-type: none"> • Inflation • Cost of living (increase/decrease depending on personal circumstances)
Social	<ul style="list-style-type: none"> • Rural living versus living in a larger centre/city
Technological	<ul style="list-style-type: none"> • Increased demand for remote work/work from home options
Environmental	<ul style="list-style-type: none"> • Location to National Parks for recreational opportunities • Weather/natural disasters can impact on work programs and our ability to deliver. It can also increase after a natural disaster allowing for increased employment opportunities
Legal	<ul style="list-style-type: none"> • New laws/regulations that require additional compliance above the existing baseline • Diversity, equity and inclusion • Equal Employment Opportunities • Disability inclusion

4.3.2 Internal Influences

A general internal scan of impacts and influences that impacts our workforce is included in the areas of strengths and weaknesses highlighted above.

In additions some points are further raised below:

- Stretched tasks, where our employees undertake multiple activities due to historical lack of funding and resources. Positively, this has allowed for some level of function continuity if staff are absent. Negatively, this can lead to work overload when there are competing priorities with other functions.
- Financial constraints to increase the workforce numbers and/or job security for a number of casual and part time employees.
- Lack of continuity which can constrain some staff to further undertake development and training. The constraints can be time factored, e.g. courses run during peak periods; and resource factored, e.g. lack of personnel to step in for time taken off.
- Excessive leave balances, particularly as they impact our indoor workforce which can lead to issues when attempts are made to decrease this liability.

4.4 Contextual Analysis

Our Workforce Management Strategy's contextual analysis considers the OLG's seven self-assessment questions.

OLG's seven self-assessment contextual analysis questions	Assessment
Do you understand how well council meets the service needs of the community?	<p>Council has been undertaking business as usual processes in delivering our services. The next period will allow Council to better review its service level reviews and undertake internal audits which will allow constant review of Council meeting the service needs of the community whilst creating a sustainable workforce.</p> <p>Community satisfaction through our three recent surveys showed areas that the community expects improvement, including the way we deliver our road programs.</p>
Are council's business objectives met by the current workforce structure?	<p>Council should continue to review its business objectives and monitor the progress against it.</p>
Do you have sufficient employee numbers with the right skillsets?	<p>A skills shortage is prevalent in the engineering space. Sufficient employee numbers to meet current employees' expectation is impacted by financial constraints and may be unachievable without additional funding.</p> <p>Continuity for certain services can be impacted if key staff members are absent from the workforce for example in our planning and building, engineering and financial management.</p>
How does your current workforce's profile compare to the community it serves, is it representative?	<p>The dominant community's employment workforce is in agriculture.</p>
Is your workforce sufficiently diverse?	<p>Council does have some level of diversity within its workforce however could always welcome more into other roles.</p>
Do you understand where your staff / skill shortages exist and where succession planning is required?	<p>Annual performance appraisals, this Workforce Management Strategy including its implementation and monitoring, and review and other recruitment mechanisms allows for assessment on skills shortages and where succession planning is required.</p>
What would be the likely issues identified by employees about current workforce issues?	<p>The issues are outlined above in the challenges and weaknesses and the external and internal scan.</p>



FORECAST THE WORKFORCE NEEDS AND IDENTIFY GAPS

OLG HANDBOOK – **Step Three:** This stage will use the data to inform forecasting the future needs of council's workforce

Step Four: This stage identifies workforce requirements, gaps and future needs

Weddin Shire Council believes they require some internal strategic changes to prepare for our future workforce needs.

This includes:

- Continued focus on safety and wellbeing.
- A culture and technological shift to allow for hybrid working to attract and retain technical expertise.
- Agile and flexible organisational structures.
- Process efficiencies to allow for continuous improvement.

5.1 The Next Four Years

The workload drivers and projects or projected services that will impact on Council include:

Financial

Council's workforce is almost solely reliant on grant funding to deliver its basic maintenance, operational and service requirements. The next four years sees the same trajectory with the financial information outlined in the Long-Term Financial Plan. Grants that will impact on Council's operation as they conclude include:

- Fixing Local Roads for the Nowlans Road Project as it concludes in 2025.
- Regional Emergency Road Repair Fund as it concludes in 2027.
- Disaster Recovery Fund Arrangement will conclude in 2027, if there are no more natural disaster events.

- Council's Road Maintenance Council Contract (RMCC) will be dependent on weather conditions. If there are no further natural disasters during the reporting period, Council will operate its maintenance agreement with Transport for NSW and not deliver on any natural disaster works, like it has in the reporting period leading up to the development of this Strategy.

Council has employed a number of casual employees to undertake the road construction activities like traffic control and labouring to fulfil its grant obligations.

In the event that Council does not receive any additional grant income, Council is likely needing to consider a special rate variation to increase our workforce to meet the demands of our community.

Retirements

A number of council employees who are nearing retirement age will retire during this reporting period. Continuity to ensure succession planning and knowledge transfer is a key priority area. We can also further harness on the development of leadership and mentoring capabilities from within our organisation to help with the succession planning.

Retention

Retention strategies within local government is confined and comes with constraints due to our role as a public authority. During the last Council term, strategies to retain staff included purchasing of 5 x two bedroom units that offer modern comfortable living arrangements for our new senior employees. Leaseback vehicles are also offered to senior employees. These offerings are not a point of difference when compared with other local councils who are offering similar incentives. Council offers a generous training and development budget for our employees.

In the next four years, strategic focus can be around other incentives that can be offered for existing employees with opportunities for our staff.

Fresh Start Program

The NSW Government's injection into apprenticeships, traineeships and cadetships is a welcomed program. The program ensures that our apprentices, trainees and cadets gain on the job experience and undertake studies in their relevant areas which is funded externally. All positions are very welcomed. A potential constraint into the future will be Council's ability to continue to fund these personnel into permanent roles within the organisation.

Ageing Infrastructure

Council's neglected infrastructure such as our buildings and facilities will require significant attention over this reporting period. Council's Administration Building is in poor condition with water ingress and structural cracking. The Grenfell Community Hub has had water ingress issues, despite being a newer builder. Council also owns a number of ageing buildings. If attention shifts to this focus, this may have impact on the workforce as cost savings are attempted to be achieved.

In the event that Council does not receive any additional grant income, Council is likely needing to consider a special rate variation to increase to meet the demands of our staff.

5.1.1 Future Business, Work Functions and Business Activities

Future business considerations include:

- Council will be required to undertake internal audits to meet its compliance requirements. Strategic risk management is an area that will need focus on over the next period.
- The community's expectation for improved levels of service with our assets like roads continues to be a challenge. In order for the future business to meet these expectations, additional funding whether through own sourced income or an injection of grants is required.
- Social events run by Council continue to be an expectation by our community and will only be achieved through grant funding.
- Casual and short-term contracted positions reliant on grant funding may cease when funding is no longer available.

5.1.2 Anticipated Changes

Anticipated changes include:

- Grenfell Library will be operated by Central West Libraries.
- Grant funding is likely to decrease if there are no natural disasters which will have impacts on our workforce retention.
- Technological changes in our systems as we digitise our records will create efficiencies in our service delivery.
- Introduced State Government levies will continue to have an impact on our bottom line.
- A pandemic/illness that impacts on our service delivery if government restrictions are in place, e.g. COVID-19.
- Increased bureaucratic processes that will provide an administration burden to our Council.
- Increase in insurance premiums across all of our insurance covers which has a financial risk for Council.
- Increased costs of materials, supplies, contractors that can impact on service delivery by Council workforce.

The Workforce Management Strategy so far has highlighted a number of areas that will impact on our organisation. The key focus areas for action to meet our workforce future development needs are highlighted below and our drivers of change.

<p>WORK, HEALTH, SAFETY AND WELLBEING</p> <p>GAP: MODERATE RISK</p>	<p>FINANCIAL SUSTAINABILITY</p> <p>GAP: HIGH RISK</p>
<p>ATTRACTION AND RETENTION</p> <p>GAP: MODERATE RISK</p>	<p>BUSINESS CONTINUITY</p> <p>GAP: MODERATE RISK</p>



IMPLEMENT

OLG HANDBOOK - **Step Five:** This stage involves implementing an effective workforce strategy that addresses key issues and assigns clear responsibilities

Council has conducted an analysis of the priorities highlighted in the Community Strategic Plan and the current and future needs of the LGA and workforce to develop our strategic objectives. These strategic objectives were established through facilitated workshops to ensure alignment with the organisation's strategic direction.

6.1 Our Strategies in Focus

STRATEGY	OUTCOME	WHY
STRATEGY 1: BUILD LEADERSHIP CAPABILITIES ACROSS ALL LEVELS OF OUR COUNCIL INCLUDING APSIRING AND EMERGING LEADERS	<ul style="list-style-type: none"> Internal progression into leadership and management positions. A high-performing engaged leadership team. 	<ul style="list-style-type: none"> To invest from within and invest in our people To empower our leaders and managers to be accountable for their, and their team's performance and be considered in their decisions. To create career pathways for our emerging and aspiring leaders.
STRATEGY 2: INVEST IN OUR TALENT AND ENSURE CLEAR PATHWAYS FOR CAREER SUCCESSION	<ul style="list-style-type: none"> Internal progression Successful partnerships with TAFE NSW and other training providers Our staff have the opportunity for training and development 	<ul style="list-style-type: none"> To build a capable and skilled workforce. To retain our talent individuals to continue to be part of our team.
STRATEGY 3: CREATE A PROACTIVE SAFETY AND WELLBEING CULTURE WHERE MANAGING RISK IS AT THE FOREFRONT OF OUR DAY-TO-DAY ACTIVITIES	<ul style="list-style-type: none"> We are caring and supportive of health and wellbeing. An engaged and productive workforce 	<ul style="list-style-type: none"> To protect our workforce and others. To reduce and mitigate our risks to our workforce and others. To comply with our legal requirements
STRATEGY 4: ATTRACT AND RETAIN OUR EMPLOYEES	<ul style="list-style-type: none"> A diverse workforce who are attracted to work, stay and live. Vacancies are filled with appropriately skilled people. A reduction in staff turnover and the retention of talent. 	<ul style="list-style-type: none"> To improve our productivity and our performance. To recruit, attract and retain talented individuals.
STRATEGY 5: DEVELOP AND IMPLEMENT STRATEGIES AND PLANS TO SUPPORT OUR TEAM TO EMBRACE A VALUES-BASED CULTURE	<ul style="list-style-type: none"> Being an employer of choice that aligns with our organisational values. Staff feel valued and recognised for their contributions 	<ul style="list-style-type: none"> To foster cross-organisational collaboration. To improve our organisational culture and boost staff connection to our purpose, vision and values. To provide mechanisms for leadership and management to hear and engage with staff on feedback.



6.2 Implementation Plan

Our Community Strategic Plan objectives for leadership goal includes:

- Leadership, community collaboration and governance and empowering community leadership.
- Leverage of quality communication to ensure exceptional governance outcomes.

The following is an implementation plan of our strategies and the actions that support it.

STRATEGY	OUTCOMES	ACTIONS	FY25	FY26	FY27	FY 28	WHO
STRATEGY 1: BUILD LEADERSHIP CAPABILITIES ACROSS ALL LEVELS OF OUR COUNCIL INCLUDING ASPIRING AND EMERGING LEADERS	<ul style="list-style-type: none"> • Internal progression into leadership and management positions. • A high-performing engaged leadership team. 	1.1 Develop and implement Council's leadership and culture framework	x	x	x	x	Executives and HR Specialist
STRATEGY 2: INVEST IN OUR TALENT AND ENSURE CLEAR PATHWAYS FOR CAREER SUCCESSION	<ul style="list-style-type: none"> • Internal progression • Successful partnerships with TAFE NSW and other training providers • Our staff have the opportunity for training and development 	2.1 Develop and implement divisional area workforce plans that identify career pathways. 2.1 Implement systematic reviews of divisional area workforce plans to identify new opportunities	x	x	x	x	Executives and HR Specialist
STRATEGY 3: CREATE A PROACTIVE SAFETY AND WELLBEING CULTURE WHERE MANAGING RISK IS AT THE FOREFRONT OF OUR DAY-TO-DAY ACTIVITIES	<ul style="list-style-type: none"> • We are caring and supportive of health and wellbeing. • An engaged and productive workforce. 	3.1 Ensure our Work, Health and Safety Management System is periodically reviewed and actions are updated. 3.2 Co-design safety and wellbeing policies, procedures and activities with our workforce	x	x	x	x	HR Specialist/WHs Officer
STRATEGY 4: ATTRACT AND RETAIN OUR EMPLOYEES	<ul style="list-style-type: none"> • A diverse workforce who are attracted to work, stay and live. • Vacancies are filled with appropriately skilled people. • A reduction in staff turnover and the retention of talent. 	4.1 Leverage the Fresh Start apprenticeship, traineeship and cadetship program to encourage new personnel into our workforce. 4.2 Develop and implement formalised touchpoints between staff and their managers above and beyond the annual performance appraisal process.	x	x	x	x	HR Specialist
STRATEGY 5: DEVELOP AND IMPLEMENT STRATEGIES AND PLANS TO SUPPORT OUR TEAM TO EMBRACE A VALUES-BASED CULTURE	<ul style="list-style-type: none"> • Being an employer of choice that aligns with our organisational values. • Staff feel valued and recognised for their contributions. 	5.1 Ensure Staff Wellbeing and Engagement Surveys are conducted at least every two years. 5.2 Continue to support and develop the WHS and Staff Consultative Committee	x	x	x	x	HR Specialist



MONITOR AND EVALUATE

Monitoring and evaluating the Workforce Management Strategy will be measured through the status of actions identified under each strategy over the next four years. Council will establish a regular monitoring and evaluation process with the actions to be tabled to MANEX quarterly and an annual review of the Workforce Management Strategy to be tabled to Council at the end of each financial year. This will be the responsibility of the General Manager's Office through our HR team.

The measures of success will be the progress and completion of actions.

Feedback from key stakeholders will be provided through various mechanisms such as the regular touchpoints with staff, the Staff Wellbeing and Engagement surveys and the WHS and Staff Consultative Committee.

Results of the review will be shared with the workforce through meetings such as departmental meetings or the WHS and Staff Consultative Committee meetings. To ensure engagement of our shared learnings are reached far and wide, written communication will also be provided.

At each monitoring and evaluation annual review we will assess:

OLG HAND BOOK QUESTIONS

1. How well have we done and what more could we do?
2. Are the planned actions still relevant in the changing environment and labour market context?
3. What has been happening to the size, composition and skills requirement of the workforce?
4. Is checking built into the data capture?
5. What has been the impact of investments in the strategies so far?
6. What are the upcoming workforce risks?
7. Are there changing patterns of staffing that has impacted employee performance and discretionary effort?

COMMUNITY ENGAGEMENT

The Workforce Management Strategy was placed on public exhibition for a period of 28 days. Submissions closed on Monday 21 April 2025. No submissions on the Workforce Management Plan were received. Council extends its sincere thanks to all residents who participated in the consultation process. Community input is a vital component of informed decision-making, and Council greatly values the contributions made by members of the community.

How the community provided feedback

How they found the information?



Followed our posts on **Facebook**

Dates: January - 24 | February - 6, 7, 9, 10, 11, 14, 17, 24 | March - 13, 24
April - 4, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 21



Visited our **website** (Public Exhibition)

Dates: 24 January 2025 | 13 March 2025 | 17 April 2025



Read about it in the **Grenfell Record**, including Council Column, Full Page Advertisement and Digital Leaderboard Advertisement

Dates: January to April 2025 - Council Column
3 & 10 April 2025 - Full Page Ad
3 - 21 April 2025 - Leaderboard Digital Ad



Attended **Community Engagement Workshops**

Dates: Greenethorpe - 10 February 2025 | Quandialla - 11 February 2025
Caragabal - 12 February 2025 | Grenfell 17 & 18 February 2025



Weddin Shire **Council Staff Email Signatures**

Dates: Early February 2025 - Community Engagement Workshops
Late February 2025 - Micromex Phone Survey
April 2025 - Have Your Say! with hyperlink

How submissions were provided to Council



Email: mail@weddin.nsw.gov.au

Written submissions: 78 Camp Street, GRENFELL NSW 2810

Dates: Opened 24 March 2025 - Closed 21 April 2025 at 5pm



MICROMEX via a Telephone Survey

Dates: Opened 13 March 2025 - Closed 2 April 2025



Completing the **online survey**

Dates: Opened 2 April - Closed 21 April 2025

10.3 ADDITION TO THE ANNUAL IN-KIND DONATION PRE-APPROVED TABLE

File Number:	01.26.03
Author:	Executive Assistant to the General Manager
Authoriser:	General Manager
Attachments:	Nil
CSP Objective:	Shire assets and services delivered effectively and efficiently
Precis:	To seek Council's approval to include the Caragabal Camp Oven Cook Off in the pre-approved annual donation table for in-kind donations in the Council's Donation and In-Kind Contribution Policy.
Budget:	In-Kind Donation \$496.00 – Community Support Vote

RECOMMENDATION

That Council

1. Approve for the Caragabal Progress Association to be included on the pre-approved annual donation table for the in-kind donation for the Caragabal Camp Oven Cook Off event in the Council's Donations and In-Kind Contribution Policy.
2. Note under clause 6.2 of Council's Donations and In-Kind Contribution Policy, the General Manager approved the in-kind support request for the event held over the June 2025 long weekend.

PURPOSE

To seek Council's approval to include the Caragabal Progress Association on the pre-approved annual donation table in the Donation and In-Kind Contribution Policy (01.26.03) for the in-kind donation for the Caragabal Camp Oven Cook Off event, held annually on the June long weekend.

BACKGROUND

Council adopted the Donations and In-kind Contribution Policy (01.26.03) at the Ordinary Council Meeting on 21 November 2024.

There was an oversight and the Caragabal Progress Association, for the Caragabal Camp Oven Cook Off was missed from the pre-approved table for in-kind donations.

Each year Council has provided the Caragabal Progress Association with 10 x Otto Garbage Bins (delivered and collected). It is proposed that they are included on the pre-approved table and now seek a Council Resolution.

ISSUES AND COMMENTS

The Caragabal Progress Association made contact with Council on Monday 2 June 2025 for the request for 10 x bins to be delivered on Wednesday 4 June 2025 or Thursday 5 June 2025 for the weekend event with collection on Tuesday 10 June 2025.

POLICY/LEGAL IMPLICATIONS

Clause 6.2 of Council's Donations and In-Kind Contributions Policy delegates the General Manager to approve requests for in-kind applications relating to community events and table to Council following the event for information, in circumstances where there is a time limitation.

As the request was submitted from the Caragabal Progress Association on Monday 2 June 2025 for an event held over the June long weekend, the General Manager approved the in-kind donation request and this information is provided to Council to note.

FINANCIAL/RESOURCE IMPLICATIONS

Based on Council's rates and Charges, in-kind costs are:

Otto Garbage Bin with Liners	\$20.00 each	10 x bins at \$20.00 each = \$200.00
Transportation Fees	\$74.00 per hour	4 x hours at \$74.00 per hour = \$296.00
TOTAL		\$496.00

INTERNAL/EXTERNAL CONSULTATION

Consultation was undertaken with the Infrastructure Services Team to ensure there were resources available to support the request for the in-kind donation of Otto Garbage Bins for the Caragabal Camp Oven Cook Off event over the June 2025 long weekend.

CONCLUSION

That Council approve the Caragabal Progress Association to be included on the on the pre-approved annual donation table in the Donation and In-Kind Contribution Policy (01.26.03) for the in-kind donation for the Caragabal Camp Oven Cook Off event, held annually on the June long weekend.

And Council note under the General Manager delegation, in-kind support was approved for the donation of the garbage bins for the Caragabal Camp Oven Cook Off event held over the June 2025 long weekend.

10.4 RESOLUTION REGISTER

File Number: C2.3.3
Author: Executive Assistant to the General Manager
Authoriser: General Manager
Attachments: 1. ATT 1 | Resolution Register as at 12 June 2025
CSP Objective: Shire assets and services delivered effectively and efficiently
Precis: To provide Council with the current outstanding action items
Budget: NIL

RECOMMENDATION

That Council note the attached Resolution Register as at 12 June 2025.

PURPOSE

To provide Council with an update on the current outstanding actions on the Resolution Register as at 12 June 2025.

CONCLUSION

That Council note the outstanding actions on the Resolution Register as at 12 June 2025.

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 21/03/2024	Meldrum, Renae Vu, Noreen	General Manager Reports	SOCIAL MEDIA REPORT FROM THE CNSWJO TO COUNCIL
RESOLUTION 042/24 Moved: Cr Best Seconded: Cr Kenah That Council: <ol style="list-style-type: none"> Note and receive the report. Delegate the General Manager to review its Social Media Policy for Councillors and Social Media Policy for Staff in the context of the advice from the CNSWJO in this report and to table this to Council at a later date. Delegate the General Manager to seek scoping advice from the CNSWJO for a shared resource in social media support. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>10 Apr 2024 12:56pm Walters, Liz GM is in discussion with CNSWJO for shared resourcing; GM will review current Social Media Policy in conjunction with CNSWJO and will table draft to Council in due course.</p> <p>13 Nov 2024 3:22pm Walters, Liz GM undertook social media training and the CNSWJO has arranged a Policy Lab on Social Media in 2025.</p>			

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 21/03/2024	Meldrum, Renae Vu, Noreen	Corporate Services Reports	HENRY LAWSON FESTIVAL FUNDING REQUEST FROM GROW GRENFELL GROUP FOR LIGHTING GRENFELL MAIN STREET BUILDINGS
RESOLUTION 046/24			
Moved: Cr Diprose			
Seconded: Cr Frame			
That Council:			
1. Note the request made by The Grow Grenfell Group to The Henry Lawson Festival of Arts Committee for additional funding for Lighting of Grenfell Main Street Buildings.			
2. Approve the funding allocation from The Henry Lawson Festival of Arts of \$15,000 to The Grow Grenfell Group.			
3. Approve the funding allocation from The Henry Lawson Festival of Arts of \$16,846.83 for the 2024 festival.			
4. Approve the funding allocation from The Henry Lawson Festival of Arts of \$15,000 for the 2025 festival.			
THE MOTION WAS CARRIED UNANIMOUSLY			
10 Apr 2024 12:15pm Walters, Liz			
Letter sent to Grow Grenfell Group and President HLF on 08/04/2024 with the outcomes of the Council meeting. Transfer of \$15,000 from the HLF to GGG will be actioned by the HLF Committee. Council separately notified HLF the council resolution and instructed HLF to transfer the funds to GGG.			
10 Apr 2024 12:19pm Walters, Liz			
This action will remain on the register until Council receives remittance advice that the transfer of funds to GGG has occurred.			
11 Mar 2025 5:51pm Walters, Liz			
At the 20 February 2025 Ordinary Council Meeting, Council resolved, Resolution 024/25 to 1) Note the Report, and 2) Rescind Resolution 046/24 and reduce the amount donated to the Grow Grenfell Group to \$9,000.00 with the remaining \$5,825.00 be used by the Henry Lawson Festival Committee for the Event Management for the 2025 festival.			

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 18/07/2024	Muhammad, Mohsin Prpic, Anthony	Infrastructure Services Reports	REQUEST FOR NEW STREETLIGHT INSTALLATION NEAR GRENFELL PRESCHOOL AND LONG DAY CARE
RESOLUTION 153/24 Moved: Cr Parlett Seconded: Cr McKellar That 1. That Council note the information contained in this report. 2. That Council delegate the General Manager to notify adjoining and adjacent landowners on the intentions to install an additional streetlight and provide a 28 day period to respond. 3. That Council delegate the General Manager to proceed with engaging Essential Energy to install the streetlight, in the event that no objections are received. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>02 Aug 2024 5:06pm Walters, Liz Resolution 153/24 - resolution provided to Mohsin for action</p> <p>08 Aug 2024 2:08pm Walters, Liz Letter sent to Grenfell Preschool and Long Day Care Centre advising of Council resolution and that adjoining and adjacent landholders will have 28 days to provide a submission.</p> <p>12 Nov 2024 1:06pm Prpic, Anthony Council awaiting Essential Energy to install new pole.</p> <p>10 Dec 2024 1:47pm Muhammad, Mohsin Council is awaiting Essential Energy to install new streetlight after an assessment has been completed by Essential Energy.</p> <p>13 Feb 2025 3:26pm Walters, Liz Council is awaiting confirmation from Essential Energy regarding installation.</p> <p>22 May 2025 4:24pm Walters, Liz Essential Energy has completed the assessment and provide Council with the finalised quote.</p>			

Division:	Council	Date From:	
Committee:		Date To:	
Officer:		Printed:	12 June 2025 3:10 PM
Action Sheets Report			

Meeting	Officer/Director	Section	Subject
Council 15/08/2024	Vu, Noreen Vu, Noreen	General Manager Reports	HENRY LAWSON FESTIVAL BANK ACCOUNT
RESOLUTION 169/24			
Moved: Cr McKellar			
Seconded: Cr Kenah			
That Council:			
1. Note the information contained in this report.			
2. Delegate the General Manager to work with the Henry Lawson Festival of Arts to close the Weddin Shire Council The Henry Lawson Festival of Art account (ending x7852).			
3. Delegate the General Manager to include closing balance amount into its general fund and be reflected in the 2023-2024 financial statements.			
4. Delegate the General Manager to include all financial transactions into the 2023-2024 financial statements.			
5. Delegate the General Manager to carry-forward the closing balance amount in the new workorder to the 2024-2025 financial year.			
THE MOTION WAS CARRIED UNANIMOUSLY			
21 Aug 2024 3:13pm Thompson, John			
Resolution 169/24 - letter sent to HLF President 19/8/24. Awaiting reply.,			
12 Nov 2024 1:19pm Thompson, John			
Awaiting reply from HLF for co-signatory to close the bank account			
11 Dec 2024 12:15pm Walters, Liz			
9/12/2024 Email sent from the General Manager to the HLF Committee seeking an update on the closure of the account following correspondence sent by the former Director of Corporate Services requesting the closure of the account. No acknowledged email has been received or reply received at the time of updating the resolution register.			

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Meeting	Officer/Director	Section	Subject
Council 20/02/2025	Walters, Liz Vu, Noreen	General Manager Reports	Submission to OLG - Code of Meeting Practice
<p>RESOLUTION 012/25</p> <p>Moved: Cr Neill Seconded: Cr Makin That Council</p> <ol style="list-style-type: none"> Note the report. Endorse the Mayoral submission as outlined in the report to the Office of Local Government for consideration in the Consultation process. <p style="text-align: right;">THE MOTION WAS CARRIED</p> <p>11 Mar 2025 4:59pm Walters, Liz Submission and covering letter sent to OLG 27/02/2025</p>			

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 20/02/2025	McCann, Claire Brock, Kathryn	Corporate Services Reports	ARTS, TOURISM AND EVENTS ACTIVITIES FOR DECEMBER 2024 AND JANUARY 2025
<p>RESOLUTION 018/25</p> <p>Moved: Deputy Mayor Gorman Seconded: Cr Makin That Council:</p> <ol style="list-style-type: none"> Note the report Nominates the Light Up the Night event and events surrounding the Light Up the Night for the Local Government NSW Awards. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>11 Mar 2025 4:49pm Walters, Liz Resolution 018/25 - Amendment: 1) Note the Report, 2) Nominates the Light up the Night event and events surrounding the Light Up the Night for the Local Government NSW Awards.</p>			

Division: Committee: Council Officer:		Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 20/02/2025	Carr, Auburn Brock, Kathryn	Corporate Services Reports	DELEGATE REPORT 2025 NATIONAL GENERAL ASSEMBLY
RESOLUTION 023/25			
Moved: Cr Montgomery			
Seconded: Cr White			
That			
1. Council note the report.			
2. Council encourage attendance of all councillors at the 2025 Australian Local Government Association conference from 24 - 27 June 2025.			
3. Councillors are to affirm their attendance by 28 February 2025 to the General Manager.			
THE MOTION WAS CARRIED UNANIMOUSLY			
11 Mar 2025 4:44pm Walters, Liz			
Awaiting Councillors to RSVP to enable early bird registration			
09 Apr 2025 12:09pm Walters, Liz			
Registration actioned 07/04/2025. Delegates attending are: Mayor Best, Deputy Mayor Gorman, Cr Montgomery, Cr Rolls, Cr Parlett and General Manager Noreen Vu.			

Division: Committee: Council Officer:		Date From: Date To: Printed: 12 June 2025 3:10 PM
Action Sheets Report		

Meeting	Officer/Director	Section	Subject
Council 19/12/2024	Carr, Auburn Brock, Kathryn	Corporate Services Reports	GRENFELL CULTURAL CENTRE
RESOLUTION 276/24 Moved: Deputy Mayor Gorman Seconded: Cr Neill That Council 1. Note the information contained in this report. THE MOTION WAS CARRIED UNANIMOUSLY			

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: 12 June 2025 3:10 PM
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Meeting	Officer/Director	Section	Subject
Council 20/03/2025	Walters, Liz Vu, Noreen	General Manager Reports	Integrated Planning and Reporting Draft Community Strategic Plan, Draft Delivery Program and Draft Operational Plan
<p>RESOLUTION 044/25</p> <p>Moved: Cr Neill Seconded: Cr Rolls</p> <p>That Council:</p> <ol style="list-style-type: none"> Notes the draft 2024-34 Community Strategic Plan (CSP) and accompanying: <ol style="list-style-type: none"> Delivery Program (DP) 2024-2028 and Operational Plan (OP) 2025-2026. Places the draft Community Strategic Plan, draft Delivery Program and draft Operational Plan, as attached to the report, on public exhibition for a minimum period of 28 days for the purpose of inviting submissions from the community. Requests the General Manager to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the Community Strategic Plan, the Delivery Program and the Operational Plan (with or without changes) at its June 2025 Ordinary Council Meeting. Authorises the draft Operational Plan 2025-2026, and hereby makes, fixes, and levies the expenditure amounts set out in the Draft 2025-2026 Operational Plan and Budget for public exhibition in accordance with the provisions of Section 405 of the <i>Local Government Act 1993</i> for 28 days, with a submission closing date of 21 April 2025. Advertises the draft Community Strategic Plan, Delivery Program and Operational Plan in the Grenfell Record and, on its website and Facebook pages and displays the relevant documents on Council's Website, as well as making hard copies available to members of the public who request same. In accordance with the provisions of Section 535 of the <i>Local Government Act 1993</i>, Council makes, fixes, and levies the Rates and Charges for the 2025-2026 financial year, and authorises same for public exhibition as part of the Council's Draft 2025-2026 Operational Plan and Budget, in accordance with the provisions of Section 405 of the <i>Local Government Act 1993</i> for 28 days with a submission 			

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closing date of 21 April 2025.

THE MOTION WAS CARRIED UNANIMOUSLY

09 Apr 2025 12:14pm Walters, Liz

The Draft Community Strategic Plan, Draft Delivery Program and Draft Operational Plan are on Public Exhibition with submissions due 5pm 21 April 2025. To date no submissions have been received.

12 Jun 2025 3:09pm Walters, Liz

The documents will be tabled to Council 19 June 2025 for consideration.

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Meeting	Officer/Director	Section	Subject
Council 20/03/2025	Walters, Liz Vu, Noreen	General Manager Reports	Integrated Planning and Reporting Resourcing Strategy
<p>RESOLUTION 045/25</p> <p>Moved: Cr Rolls Seconded: Cr White That Council:</p> <ol style="list-style-type: none"> Notes the draft Resourcing Strategy documents: <ol style="list-style-type: none"> Long-term Financial Plan (LTFP) (2025-2035) Strategic Asset Management Strategy (SAMS) (2028) and Workforce Management Strategy (WMS) (2028) Places the draft Resourcing Strategy documents the LTFP, SAMS and WMS, as attached to the report, on public exhibition for a minimum period of 28 days for the purpose of inviting submissions from the community. Request the General Manager to present a further report, together with all submissions received, to Council at the conclusion of the public exhibition period for Council's further consideration and adoption of the draft Resourcing Strategy documents the LTFP, SAMS and WMS at its June 2025 Ordinary Council Meeting. Authorises the draft Resourcing Strategy documents the LTFP, SAMS and WMS, for public exhibition in accordance with the provisions of Section 405 of the <i>Local Government Act 1993</i> for 28 days, with a submission closing date of 21 April 2025. Advertises the draft Resourcing Strategy documents the LTFP, SAMS and WMS in the Grenfell Record on its website and Facebook pages and displays the relevant documents on Council's Website, as well as making hard copies available to members of the public who request same. Authorise for public exhibition as part of the Council's draft Resourcing Strategy documents the LTFP, SAMS and WMS in accordance with the provisions of Section 403 of the <i>Local Government Act 1993</i> for 28 days, with a submission closing date of 21 April 2025. <p style="text-align: right;">THE MOTION WAS CARRIED</p>			

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09 Apr 2025 12:15pm Walters, Liz The Draft Long Term Financial plan, strategic asset management strategy and the Workforce management strategy are on Public Exhibition with submissions due 5pm 21 April 2025. To date no submissions have been received.
12 Jun 2025 3:10pm Walters, Liz The documents will be tabled to Council 19 June 2025 for consideration.

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Meeting	Officer/Director	Section	Subject
Council 20/03/2025	McCann, Claire Brock, Kathryn	Corporate Services Reports	ALTER RESOLUTION 215/24 FOR AUSTRALIA DAY GRANT AND DONATIONS
RESOLUTION 050/25			
Moved: Cr Rolls			
Seconded: Cr Neill			
That Council			
1. Note the information tabled in this report.			
2. Alter part of Council resolution 215/24 of 3(b) from the October 2024 Ordinary Meeting of Council and delete " <i>noting that if staff are successful with their Australia Day Community Events Grant program application this will not be required</i> ".			
3. Approve to process the council donation of \$250 to each village of Greenethorpe, Quandialla and Caragabal for their Australia Day events meaning each village will have received a total of \$500 (\$250 from the National Australia Day Council and \$250 from Weddin Shire Council).			
4. Approve for the Bimbi Progress Association council donation of \$250 to be utilised for other purposes in Bimbi, as they were they were unable to hold an Australia Day event in 2025.			
THE MOTION WAS CARRIED UNANIMOUSLY			

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Meeting	Officer/Director	Section	Subject
Council 20/03/2025	Sheehan, Luke Sheehan, Luke	Environmental Services Reports	UPDATE ON RURAL WASTE FACILITIES
RESOLUTION 052/25 Moved: Cr Makin Seconded: Cr Neill That Council: <ol style="list-style-type: none"> Note the report on the two (2) rural waste facilities and the proposed options for future waste services. Delegates the Director of Environment Services to begin consultation with the community regarding a proposed rural domestic waste and recycling collection service, to replace the bank of general waste bins at Caragabal and Quandialla. Delegates the Director of Environment Services to begin consultation with community regarding the option of transitioning the Caragabal and Quandialla Waste facilities to waste transfer stations. Request that the Director Environmental Services prepare a further report to Council upon the completion of the community consultation process, including any feedback provided. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>10 Apr 2025 12:26pm Sheehan, Luke Meeting with EPA rescheduled to May. Currently developing public consultation strategy.</p> <p>08 May 2025 4:42pm Walters, Liz As per Resolution 065/25: Amend Resolution 052/25 (2) and (3) - Update on Rural Waste Facilities to: a. (2) Delegates the General Manager (or their delegate) to begin consultation with the community regarding a proposed rural domestic waste and recycling collection service, to replace the bank of general waste bins at Caragabal and Quandialla. b. (3) Delegates the General manager (or their Delegate) to begin consultation with community regarding the option of transitioning the Caragabal and Quandialla Waste facilities to waste transfer stations. c. (4) request the General Manager (or their Delegate) prepare a further report to Council upon the completion of the community consultation process, including any feedback provided.</p> <p>11 Jun 2025 12:17pm Sheehan, Luke Draft route for proposed rural waste pickup being finalised. Discussions ongoing with EPA, Occupational Hygienist and Asbestos Removal Contractor regarding gaining access to areas of site to allow soil testing to be undertaken for potential encapsulation plan.</p>			

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Meeting	Officer/Director	Section	Subject
Council 17/04/2025	Best, Paul	Motions/Questions with Notice	Notice of Motion - SUPPORT FOR GRENFELL HISTORICAL SOCIETY - POSSIBLE TIME CAPSULE
<p>RESOLUTION 062/25</p> <p>Moved: Mayor Best Seconded: Cr Rolls</p> <p>That Council support the Grenfell Historical Society in exploring the possibility of a time capsule being buried in the Shire, to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assist them with access to the site and any relevant Council records or information, <input type="checkbox"/> Request a brief report back to Council once more is known about the time capsule. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>08 May 2025 4:48pm Walters, Liz Letter from the Mayor's office sent to the Grenfell Museum on 06/05/2025.</p>			

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Meeting	Officer/Director	Section	Subject
Council 17/04/2025	Walters, Liz Vu, Noreen	General Manager Reports	DRAFT FRAUD AND CORRUPTION POLICY 16.15.02
RESOLUTION 063/25			
Moved: Cr Neill			
Seconded: Deputy Mayor Gorman			
That Council			
<ol style="list-style-type: none">1. Note the information contained in this report.2. Place the draft Fraud and Corruption Prevention Policy on public exhibition for a period of 28 days with the purpose of inviting submissions from the public and staff.3. Request the General Manager to present a further report to Council with all the submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the policy, or if no submissions are received during the exhibition period, Council formally adopt the Policy, without and changes, as a Policy.			
THE MOTION WAS CARRIED UNANIMOUSLY			
05 May 2025 4:22pm Walters, Liz			
Placed on Public Exhibition 05/05/2025; submissions close 5:00pm on Monday 2 June 2025.			

Action Sheets Report	Division:	Council	Date From:
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Meeting	Officer/Director	Section	Subject
Council 17/04/2025	Vu, Noreen	General Manager Reports	DRAFT COMMUNICATIONS POLICY 01.16.04
	Vu, Noreen		
RESOLUTION 064/25			
Moved: Cr Makin			
Seconded: Cr Montgomery			
That Council			
1. Note the information contained in this report.			
2. Place the draft Communication Policy on public exhibition for a period of 28 days with the purpose of inviting submissions from the public and staff.			
3. Request the General Manager to present a further report to Council with all the submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the policy, or if no submissions are received during the exhibition period, Council formally adopt the Policy, without and changes, as a Policy			
THE MOTION WAS CARRIED UNANIMOUSLY			
05 May 2025 4:22pm Walters, Liz			
Placed on Public Exhibition 05/05/2025; submissions close 5:00pm on Monday 2 June 2025.			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Best, Paul	Mayoral Reports/Minutes	Mayoral Minute - Acknowledgement of Jenny Bennett, Executive Officer at the Central NSW Joint Organisation
<p>RESOLUTION 084/25</p> <p>Moved: Mayor Best</p> <p>Seconded: Deputy Mayor Gorman</p> <p>That Council:</p> <ol style="list-style-type: none"> 1) Note the Mayoral Minute. 2) Thank Ms Jenny Bennett for her significant contribution to the Central West including CENTROC and CNSWJO 3) Endorse a letter to Ms Jenny Bennett signed by all Councillors to thank her and wishing her well in her retirement. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p>			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Walters, Liz Vu, Noreen	General Manager Reports	DRAFT LOCAL PREFERENCE POLICY - 01.24.03
<p>RESOLUTION 089/25</p> <p>Moved: Cr Makin Seconded: Cr Neill</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Note the information contained in this report. 2. Place the draft Local Preference Policy (01.24.03) on public exhibition for a period of 28 with the purpose of inviting submissions from the public and staff. 3. Request the General Manager to present a further report to Council with all the submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the policy, or if no submissions are received during the exhibition period, Council formally adopt the Policy, without any changes, as a Policy <p style="text-align: right;">THE MOTION WAS CARRIED</p> <p>22 May 2025 3:52pm Walters, Liz Placed on Public Exhibition 22/05/2025; submissions close 5:00pm on Thursday 19 June 2025</p>			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Vu, Noreen Vu, Noreen	General Manager Reports	DRAFT STRATEGIC RISK MANAGEMENT POLICY
<p>RESOLUTION 090/25</p> <p>Moved: Deputy Mayor Gorman Seconded: Cr Rolls</p> <p>That Council</p> <ol style="list-style-type: none"> 1. Note the information contained in this report. 2. Place the draft Strategic Risk Management Policy public exhibition for a period of 28 days with the purpose of inviting submissions from the public and staff. 3. Request the General Manager to present a further report to Council with all the submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the policy, or if no submissions are received during the exhibition period, Council formally adopt the Policy, without and changes, as a Policy. <p style="text-align: right;">THE MOTION WAS CARRIED AGAINST: Cr Niven</p> <p>22 May 2025 3:52pm Walters, Liz Placed on Public Exhibition 22/05/2025; submissions close 5:00pm on Thursday 19 June 2025</p>			

Action Sheets Report	Division:	Council	Date From:
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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Vu, Noreen	General Manager Reports	DRAFT WORK, HEALTH AND SAFETY POLICY 16.08.04
	Vu, Noreen		
RESOLUTION 091/25			
Moved: Cr Makin			
Seconded: Cr Rolls			
That Council			
1. Note the information contained in this report.			
2. Place the draft Work, Health and Safety Policy on public exhibition for a period of 28 days with the purpose of inviting submissions from the public and staff.			
3. Request the General Manager to present a further report to Council with all the submissions received at the conclusion of the public exhibition period for Council's further consideration and adoption of the policy, or if no submissions are received during the exhibition period, Council formally adopt the Policy, without and changes, as a Policy.			
THE MOTION WAS CARRIED			
AGAINST: Cr Parlett, Cr Montgomery			
22 May 2025 3:52pm Walters, Liz			
Placed on Public Exhibition 22/05/2025; submissions close 5:00pm on Thursday 19 June 2025			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Sheehan, Luke Sheehan, Luke	Environmental Services Reports	WEDDIN SHIRE FINAL DRAFT BUSH FIRE PRONE LAND MAP
<p>RESOLUTION 100/25</p> <p>Moved: Cr Neill Seconded: Cr Makin</p> <ol style="list-style-type: none"> 1. That Council note the information within the report and final draft Bush Fire Prone Land Map for the Weddin Shire. 2. Council place the final draft Bush Fire Prone Land Map on public exhibition for a period of 28 days, inviting feedback from members of the community, and in the event that submissions are received a further report be prepared to Council with details of any submissions, alternatively, if no submissions are received, Council endorse the final draft map and refer to the NSW Rural Fire Service for the certification process. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>22 May 2025 3:51pm Walters, Liz Placed on Public Exhibition 22/05/2025; submissions close 5:00pm on Thursday 19 June 2025</p>			

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Meeting	Officer/Director	Section	Subject
Council 15/05/2025	Sheehan, Luke Sheehan, Luke	Environmental Services Reports	PROPOSED AMENDMENT TO PLANNING PROPOSAL - RECLASSIFICATION OF COMMUNITY LAND TO OPERATIONAL LAND
<p>RESOLUTION 102/25</p> <p>Moved: Cr White Seconded: Cr Rolls</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Note the information contained in this report. 2. Endorse the removal of Site 7 being Lot 133 DP 1081488 Stan McCabe Drive Grenfell, from the current Planning Proposal lodged with the Department of Planning, Housing and Infrastructure; 3. Endorse a separate Planning Proposal being lodged with the Department of Planning, Housing and Infrastructure for the reclassification of Lot 133 DP 1081488 Stan McCabe Drive Grenfell, from community land to operational land including the removal of its public reserve status. <p style="text-align: right;">THE MOTION WAS CARRIED UNANIMOUSLY</p> <p>11 Jun 2025 12:15pm Sheehan, Luke Letter sent to Department of Planning advising that Council is agreeable to removing site 7 from Planning Proposal. Additional Planning Proposal containing just site 7 being drafted for lodgement with the Department.</p>			

10.5 ELECTION OF COUNCIL COMMITTEE DELEGATES | WEDDIN DISTRICT LIAISON COMMITTEE, AND BUSHFIRE MANAGEMENT COMMITTEE

File Number: C2.6.17

Author: Executive Assistant to the General Manager

Authoriser: General Manager

Attachments: 1. ATT 1 | Weddin Rural Fire District Service Agreement - 2014
2. ATT 2 | BPMC Handbook 2024

CSP Objective: Democratic and engaged community supported by efficient internal systems

Precis: To vote Councillor Committee Delegates for the Weddin District Liaison Committee, and Bushfire Management Committee

Budget: NIL

RECOMMENDATION

That Council:

1. Note the information contained within this report.
2. Appoint two Councillor Delegates to the Weddin District Liaison Committee.
3. Appoint one Councillor Delegate to the Bushfire Management Committee.
4. Delegates the General Manager to write to the Rural Fire Service to advise of the Councillor Delegates for the committees.

PURPOSE

To seek two (2) Council Committee Delegates for the Weddin District Liaison Committee and one (1) Council Committee Delegate for the Bushfire Management Committee.

BACKGROUND

The Rural Fire Service District Administration Office has made contact with Council seeking a Council Delegate for the Weddin District Liaison Committee and the Bushfire Management Committee. The Rural Fire District Services Agreement, dated 8 July 2014 (see Attachment 1), clause 9.1:

9.1 The Liaison Committee will consist of 15 members as follows:

- a) two Councillors from the Council Appointed by resolution of the Council;
- b) the General Manager of the Council or his or her delegate
- c) ten volunteer rural fire fighters from the District.....
- d) one member of the RFS staff assigned.....
- e) the District Manager who will be.....

Weddin District Liaison Committee (DLC)

The DLC meetings are held twice per year, one held mid-year and the second meeting in December.

The meetings commence at either 8:00am or 10:00am (depending on the availability of the membership) and the duration of the meeting is normally 60 minutes. The meetings are held at the Fire Control Office in Melyra Street Grenfell NSW 2810.

The purpose of the DLC is to monitor and periodically review the performance of the Rural Fire District Services Agreement by the Council and the RFS, and to review the following documents prepared by the District Manager prior to submission to and consideration by the Council:

- i. The annual budget and business plan;
- ii. The quarterly financial and performance reports.

The DLC is not a committee of the Council or the RFS.

Further information can be found in the Rural Fire District Services Agreement at Attachment 1.

Bushfire Management Committee (BFMC)

The BFMC meetings are held twice a year in May and October.

The meetings are held mid-month, commence at 10:00am and finish at approx. noon, with lunch provided. The meetings are held at the Forbes Fire Control Centre in Union Street Forbes NSW 2871.

The BFMCs are established under the provisions of the *Rural Fires Act 1997* (the Act) and the *Rural Fires Regulation 2022* (the Regulation). A BFMC is constituted for every rural fire district and fire district in NSW, and generally based on Local Government boundaries.

The purpose of the BFMC is to discuss, coordinate and deliver bush fire management objectives for the local community, while also aiming to represent their organisation and achieve outcomes that are consistent with their organisations objectives. BFMCs are not council committee, nor are they RFS committees, they are responsible to the Bush Fire Coordinating Committee, a NSW statutory body representing the Crown, established under the provisions of the Act.

Members of the BFMC are expected to participate in the preparation of plans, documents and projects.

Further Information can be obtained from the Bushfire Management Committee Handbook 2024, at Attachment 2.

ISSUES AND COMMENTS

The DLC requires the Director Infrastructure Services (or their Delegate), and the Director Corporate Services (or their Delegate) to attend the meetings.

The BFMC requires the Director Infrastructure Services (or their Delegate) to attend the meetings.

POLICY/LEGAL IMPLICATIONS

There are no policy or legal implications arising from this report.

FINANCIAL/RESOURCE IMPLICATIONS

There are no direct financial or resourcing implications arising from this report.

INTERNAL/EXTERNAL CONSULTATION

Consultation has occurred with the Rural Fire Service District Administration Office.

CONCLUSION

That Councillors nominate and vote the Councillor Delegates as follows:

- 2 x Councillor Delegates for the Weddin District Liaison Committee
- 1 x Councillor Delegate for the Bushfire Management Committee.

That Councillors delegate the General Manager to write to the RFS advising of the Council Committee Delegates for the DLC & the BFMC.

The Council of Weddin Shire Council
The Council

The Commissioner of the NSW Rural Fire Service
The Commissioner



Rural Fire District Service Agreement

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NSW Rural Fire Service
Rural Fire District Service Agreement
Weddin: July 2014

This Agreement made at Grenfell on 1 July 2014

Parties The Council of Weddin Shire of Camp Street Grenfell in the state of New South Wales ("The Council")

 The Commissioner of the NSW Rural Fire Service of 15 Carter Street Lidcombe NSW 2141 ("The Commissioner")

Recitals

- A. The parties have agreed to enter into a rural fire district service agreement pursuant to the provisions of section 12A of the *Rural Fires Act 1997* (NSW).
- B. The Commissioner has agreed to exercise all of the functions imposed on the Council by and under the *Rural Fires Act 1997* (NSW) other than those functions specified in clause 4.2.
- C. The Commissioner has agreed to undertake the day-to-day management of the rural fire services operating in the District on behalf of the Council.
- D. The Council has agreed to provide certain administrative accounting and maintenance services to the Commissioner and to the RFS.
- E. The Council has agreed to allow the Commissioner and the RFS to use the District Equipment.
- F. The Council has agreed to allow the Commissioner and the RFS to use the Premises.
- G. The Council and the Commissioner have agreed to establish a Liaison Committee.
- H. The Council has agreed to delegate certain functions, powers and duties to members of the RFS.

The parties agree**1. Definitions**

In this agreement:

- a) **"Act"** means the *Rural Fires Act 1997* (NSW) as amended.
- b) **"Delegation"** means the delegation made by the Council to the District Manager, a copy of which is annexed to this Agreement and marked with the letter "A".
- c) **"District"** means the Weddin rural fire district.
- d) **"District Equipment"** means the Fire Fighting Apparatus and the other vehicles and equipment:
 - (i) owned by the State of New South Wales;
 - (ii) owned by the Council; or
 - (iii) vested in the Council

and used by the Members of the Rural Fire Service operating in the District.

- e) **"District Manager"** means the district manager for the District/Team.
- f) **"Fire Control Officer"** and **"FCO"** means the fire control officer appointed for the District by the Commissioner.
- g) **"Fire Fighting Apparatus"** means all vehicles, equipment and other things used for or in connection with, the prevention or suppression of fire or the protection of life or property in case of fire, by the Members of the Rural Fire Service operating in the District.
- h) **"Liaison Committee"** means the Liaison Committee established pursuant to clause 9 of this Agreement.
- i) **"Minister"** means the Minister responsible for the administration of the Act.
- j) **"Premier"** means the Premier of New South Wales.
- k) **"Premises"** means the land and buildings or parts of land and buildings specified in Schedule 1.
- l) **"Members of the Rural Fire Service operating in the District"** means the fire control officer for the District, the deputy fire control officers for the District, the other staff of the Service assigned to the District, the group officers and the volunteer rural fire fighters forming the rural fire brigades and groups of rural fire brigades in the District.
- m) **"RFS"** means the NSW Rural Fire Service established by the Act.
- n) **"Service Standards"** means the Service Standards issued by the Commissioner pursuant to the provisions of section 13 of the Act.
- o) **"Term"** means the period specified in clause 3.1 for which this Agreement is to continue.

2. Interpretation

In this Agreement:

- (a) headings are for convenience only and do not affect interpretation; and unless the context indicates a contrary intention;
- (b) words importing the singular include the plural and vice versa, and words denoting a given gender include all other genders;
- (c) the expression "person" includes an individual, the estate of an individual, a body politic, a corporation and a statutory or other authority or association (incorporated or unincorporated);
- (d) references to parties, clauses, sub-clauses, schedules, exhibits or annexures are references to parties, clauses, sub-clauses, schedules, exhibits and annexures to or of this Agreement and a reference to this Agreement includes any schedule, exhibit and annexure;
- (e) references to this Agreement, or any other deed, agreement, instrument or document shall be deemed to include references to this Agreement, or other deed, agreement, instrument or document as amended, novated, supplemented, or replaced from time to time.

- (f) a reference to an agreement includes a representation, undertaking, deed, agreement or legally enforceable order or arrangement or understanding, whether or not in writing;
- (g) a reference to a document includes any written agreement and any certificate or note or other document of any kind;
- (h) references to any person or to any party to this Agreement include that person's or party's executors, administrators, successors and permitted assigns;
- (i) where any word or phrase is given a defined meaning any other part of speech or grammatical form in respect of that word or phrase has corresponding meaning;
- (j) where the day on or by which any sum is payable under this Agreement, or any act, matter or thing is to be done is a day other than a Business Day, that sum will be paid and such act, matter or thing will be done on the immediately preceding Business Day;
- (k) where two or more parties to this Agreement make a joint covenant, undertaking, representation or warranty, it will be construed to refer to and bind each of such parties jointly and each of them severally;
- (l) references to payments to any party to this Agreement will be construed to include payments to another person upon the direction of such party;
- (m) all payments to be made pursuant to this Agreement will be made by unendorsed bank cheque or other immediately available funds; and
- (n) reference to any legislation or to any section or provision of any legislation includes any statutory modification or re-enactment or any statutory provision substituted therefore and all ordinances, by-laws, regulations and other statutory documents issued there under.

3. Commencement and Term

- 3.1. Notwithstanding the date upon which this Agreement is signed the parties agree that the operation of the Agreement will commence on 1 July 2014 and continue until it is terminated pursuant to provisions of clause 14.
- 3.2. This Agreement replaces the Service Agreement between the Commissioner and the Council dated 1 July 2009.

4. Commissioner to exercise Councils' Functions and manage the District

- 4.1 This Agreement is a rural fire district service agreement under section 12A of the Act.
- 4.2 The Commissioner will, in consideration of an annual fee of \$1.00 payable by the Council:
 - (a) exercise, for the Term, all of the functions imposed on the Council by or under the Act other than those functions specified in

(i) sections 7, 12A, 37(3), 60(2), 60(6), 62, 63, 64, 65, 74(1)(2)(a) & (b), 74C(3), 76, 77, 79, 95, 83(1)(a), 100E (2)(b) & (c), 100G, 100H, 104, 109, 110, 119 (save for sub-section 119 (5), 120 and 126 of the Act; and

(ii) Regulations 14(a), and 37 of the Rural Fires Regulation (2008):

(b) undertake the day to day management of the RFS in the District.

4.3 The Council will:

(a) deliver a written report to the Commissioner setting out the information specified in sub-sections 74 (1), 74 (2) (a) & 74 (2) (b) of the Act not later than three months after the end of the Financial Year;

(b) deliver to the Commissioner any bush fire hazard complaint it receives within 14 days of receipt of the complaint;

(c) upon request, provide the RFS with the following datasets for use in undertaking assessments in accordance with the Bush Fire Environmental Assessment Code on behalf of Council:

Data Type	Format
Weeds map	GIS layer if available and hard copy map if available
Heritage sites	GIS layer if available and hard copy map if available

(d) upon request, provide the RFS with the following data for use in undertaking assessments in accordance with the Bush Fire Environmental Assessment Code on behalf of Council:

(i) property address; and

(ii) property ownership

This data must be provided by Council within 2 working days of a request being made; and

(e) upon request, provide the RFS with a copy of any consent provisions imposed by the Council pursuant to clause 2.7 of the Bush Fire Environmental Assessment Code, 2006.

4.4 The Council acknowledges that, in exercising the Councils' functions pursuant to this Agreement the Commissioner may, but is not obliged to, utilise or provide additional equipment or personnel in addition to the District Equipment and the Members of the Rural Fire Service operating in the District.

5. District Equipment

- 5.1 The Council agrees that it will, during the Term, make available to and allow the Commissioner and the RFS to use the District Equipment which is owned by, vested in or under the control of the Council.
- 5.2 The Commissioner agrees that he or she will, during the term of this Agreement, maintain the District Equipment on behalf of the Council in accordance with the applicable Service Standards.
- 5.3 The RFS will maintain a register of the District Equipment.

6. Land and Buildings

- 6.1. The Council agrees that it will, during the Term, allow the Commissioner and the RFS to occupy and use the Premises (being the land and buildings or parts of land and buildings specified in Schedule 1), or such other land and buildings as may be agreed upon in writing between the Council and the Commissioner, on the following terms and conditions:
- 6.2. The Council grants and the Commissioner accepts a licence to enter and use the Premises during the term of this Agreement.
- 6.3. The Commissioner has:
- (a) a personal right of occupation of the Premises on the terms specified in this Licence;
 - (b) no tenancy, estate or interest in the land on which the Premises are situated.
- 6.4. The legal right to possession and control over the Premises and the land upon which they are situated remains vested in the Council throughout the term of this Licence.
- 6.5. The Council will:
- (a) not interfere with the Commissioner's use and enjoyment of the Premises during the Term;
 - (b) pay all rates, taxes, electricity, gas, oil and water charges separately metered and charged to the Premises;
 - (c) maintain the Premises in good repair in accordance with paragraph 6.7; and
 - (d) effect and keep current at all times during the continuance of this Agreement the following insurances:
 - (i) building insurance; and
 - (ii) public risk insurance in an amount of not less than \$20,000,000.
- 6.6. The Commissioner will:
- (a) not occupy or use the Premises for any purpose other than the provision of rural fire services and any other purpose incidental thereto, without the prior consent of the Council, which shall not be unreasonably withheld or delayed;
 - (b) not assign the benefit of this licence or grant any sub-licence;

- (c) keep the Premises clean and tidy and carry out minor repairs and maintenance in accordance with paragraph 6.8;
 - (d) comply with all statutes, regulations and ordinances regarding its use of the Premises; and
 - (e) not deface or alter the Premises without the consent of the Council, such consent not to be unreasonably withheld or delayed.
- 6.7. The Council will undertake all painting, maintenance and repairs of the Premises involving:
- (a) the roof and external structure of the Premises;
 - (b) any internal or external fittings or fixtures placed by the Council;
 - (c) any work that must be carried out by a licensed trades person, including, but not limited to:
 - (i) electrical repairs and maintenance; and
 - (ii) plumbing repairs and maintenance; and
 - (d) maintenance and repair of any air conditioning or heating system.
- 6.8. The Commissioner will undertake any painting, maintenance and repairs of the Premises involving:
- (a) the ceiling and internal structure of the Premises;
 - (b) any internal or external fittings or fixtures placed by the RFS; and
 - (c) the lawn, garden and grounds surrounding the Premises.

7. Administrative, Accounting and Maintenance Services

- 7.1 The Council will, in consideration of an annual fee of \$1.00 payable by the RFS to the Council, provide to the Commissioner and the RFS the administrative, accounting and maintenance services specified in Schedule 2.
- 7.2 The Council or its General Manager will delegate to the District Manager the functions specified in Annexure "A" for the purpose of enabling the District Manager to utilise the Council's administrative, accounting and maintenance services.
- 7.3 The District Manager will, in exercising the functions delegated to him or her pursuant to clause 7.2, ensure that they are exercised in accordance with the Council's policy and procedures.

8. Finance

- 8.1 The Council will, in consultation with the Commissioner, by no later than 30 September of each year, submit to the Commissioner an estimate of probable expenditure for the District for the next financial year ("the Bid").
- 8.2 Following consultation with the Council, the Commissioner will, by no later than 28 February of each year, submit to the Council:

- (a) a probable allocation of expenditure for the District for the next financial year ("the probable allocation"); and
 - (b) a probable contribution ("the probable contribution") by the Council to the New South Wales Rural Fire Fighting Fund ("the Fund").
- 8.3 In the event that the Commissioner and the Council cannot agree upon the contribution of the Council to the Fund within 28 days of the Commissioner delivering the probable allocation and probable contribution to the Council pursuant to clause 8.2, the parties will ask the Minister to determine the Council's contribution pursuant to section 110 of the Act.
- 8.4 The Commissioner will, following consultation with the Council, provide the Council with a budget forecast of the expenditure for the District for the next four years, commencing on 1 July 2011, then updated annually.
- 8.5 In preparing the budget forecast the Commissioner will consult with the Council in relation to a range of matters including:
 - (a) the Council's capacity to contribute to the Fund; and
 - (b) RFS and government policies with respect to:
 - (i) the replacement of District Equipment;
 - (ii) the District's requirements by reference to Standard of Fire Cover and other policies; and
 - (iii) standards for fire stations and other facilities.
- 8.6 The Commissioner will provide to the Council on 1 July 2011 then update annually, a draft 10 year capital works program for the District identifying projected capital works requirements by reference to RFS and government policies with respect to:
 - (i) the replacement of District Equipment
 - (ii) the District's requirements by reference to Standards of Fire Cover and other policies; and
 - (iii) standards for fire stations and other facilities.
- 8.7 Where the Council provides funds for the delivery of rural fire services in the District in addition to its statutory contribution to the Fund the District Manager will, on behalf of the Commissioner, manage those funds in accordance with any relevant policies or directions of the Council.
- 8.8 The Council acknowledges that, in exercising the Council's functions pursuant to this Agreement, the Commissioner:
 - (a) has unrestricted access to and may expend, in the Commissioner's discretion, the monies received by the Council from the Fund for the delivery of rural fire services in the District; and
 - (b) may, but is not obliged to, expend any monies in addition to those referred to in paragraph (a).

- 8.9 The Council acknowledges that the funding for the expenditure under the Maintenance and Repair sections of the Fund estimates process shall continue to be provided on a reimbursement basis.
- 8.10 The Council will provide the District Manager with a quarterly report of the amount of the RFS budget for the District that has been expended in a format agreed between the District manager and the Council.

9. Liaison Committee

- 9.1 The Liaison Committee will consist of 15 members as follows:
- (a) two Councillors from the Council appointed by resolution of the Council;
 - (b) the General Manager of the Council or his or her delegate;
 - (c) ten volunteer rural fire fighters from the District appointed by the local branch of the NSW Rural Fire Service Association Inc ("the RFSA"), or, in the absence of a local branch of the RFSA, elected in accordance with the applicable Service Standard;
 - (d) one member of the RFS staff assigned to the District nominated by the District Manager and approved by the Regional Manager for the District; and
 - (e) the District Manager who will be the committee's Executive Officer.
- 9.2 The Commissioner, the Council and the groups or entities which appoint or elect members of the Liaison Committee pursuant to sub-clauses 9.1(c) and (d) respectively may appoint another person to attend any meeting of the Liaison Committee in the event that the person they have elected pursuant to clause 9.1 is unable, for any reason, to attend that meeting.
- 9.3 The Liaison Committee will:
- (a) monitor and periodically review the performance of this Agreement by the Council and the RFS;
 - (b) review the following documents prepared by the District Manager prior to submission to and consideration by the Council:
 - (i) the annual budget and business plan; and
 - (ii) the quarterly financial and performance reports
- 9.4 The procedures for calling meetings and the conduct of business at those meetings shall be determined by the Liaison Committee.
- 9.5 Minutes of each meeting of the Liaison Committee must be circulated to each of the Council, the members of the Liaison Committee and the Commissioner within 2 weeks of the meeting.
- 9.6 The Liaison Committee is not a committee of the Council or the RFS.

10. Insurance and Related Covenants

- 10.1 The Council agrees that it will, during the Term, effect and keep current the following insurances ("the Council's Insurances"):
- (a) property damage and public liability insurance in relation to the Premises;
 - (b) compulsory third party and comprehensive insurance in relation to any motor vehicles which form part of the District Equipment, except for motor vehicles which are listed on the register of RFS "Red Fleet" vehicles or where otherwise agreed in writing between the Council and the Commissioner;
 - (c) property damage and public liability insurance, third party and comprehensive insurance (including fire and theft), in relation to all Premises and District Equipment, except for motor vehicles which are listed on the register of RFS "Red Fleet" vehicles, controlled, occupied or managed by the Commissioner or the RFS including, but not limited to:
 - i. marine fire fighting equipment;
 - ii. wharves, jetties or boat sheds;
 - iii. radio base stations;
 - iv. radio transmitting towers;
 - v. computer paging systems;
 - vi. pager repeater sites and towers;
 - vii. fire spotting towers; and
 - viii. training facilities.
- 10.2 The Commissioner agrees that the NSW RFS will, during the Term, effect and keep current the RFS's indemnity coverage with the NSW Treasury Managed Fund ("the TMF Indemnity") to provide, in accordance with the terms and conditions of the TMF Indemnity, third party liability cover and comprehensive motor vehicle cover in relation to any motor vehicles which form part of the District Equipment and are listed on the register of RFS "Red Fleet" vehicles, except where otherwise agreed in writing between the Council and the Commissioner.
- 10.3 The District Manager may authorise the Executive Committee of a rural fire brigade to effect insurance in relation to any specified item or items of equipment that have been purchased by the brigade or its members or which have been donated to the brigade.
- 10.4 The Commissioner on behalf of the RFS covenants with the Council that the RFS will, during the Term, in respect of the Council's functions under the Act, which the Commissioner has agreed to exercise, effect and keep current the TMF Indemnity.
- 10.5 Indemnity by the Council:
- (a) The Council agrees to indemnify the Commissioner, the RFS, its members and agents from and against all actions, claims, costs, losses, expenses and damages (including the costs of defending or settling any action or claim) in respect of:

(ii) Loss of, loss of use of, or damage to property of the RFS; or

(iii) Personal injury (including death) or illness to any person or loss of, loss of use of, or damage to any property;

arising out of or by reason of anything deliberately or negligently done or omitted to be done by the Council, the Council's officers or employees.

(b) The Council's liability to indemnify the Commissioner, the RFS, its members and agents, is reduced proportionally to the extent that a malicious or negligent act or omission of the Commissioner, the RFS, its members and agents (other than of the Council) or a breach of this Agreement by the Commissioner has contributed to the injury, damage or loss.

10.6 Indemnity by the Commissioner and RFS:

(a) The Commissioner and RFS indemnifies the Council and its agents from and against all actions, claims, costs, losses, expenses and damages (including the costs of defending or settling any action or claim) in respect of:

(iv) Loss of, loss of use of, or damage to property of the Council; or

(v) Personal injury (including death) or illness to any person or loss of, loss of use of, or damage to any property;

arising out of or by reason of anything deliberately or negligently done or omitted to be done by the Commissioner, the RFS or its members.

(b) The liability of the Commissioner and the RFS to indemnify the Council is reduced proportionally to the extent that a malicious or negligent act or omission of the Council or employees or agents (other than of the Commissioner or RFS) of the Council or a breach of this Agreement by the Council has contributed to the injury, damage or loss.

11. Key Performance Indicators

The Commissioner and the Council will, in carrying out their obligations under this agreement, endeavour to meet the Key Performance Indicators that are specified in Schedule 3 or agreed in writing between the Council and Commissioner from time to time.

12. Reporting and Review

12.1 The District Manager will submit a report to the Council, based on the current district business plan, within 6 weeks of the end of the financial year.

12.2 The report will be tabled at the next Liaison Committee meeting.

12.3 The District Manager will provide the Council with information that is reasonably required by it to comply with its reporting obligations under the Local Government Act, 1993.

12.4 The Council will, within 30 days of the end of the financial year, provide the District

Manager with a report of the amount expended on Maintenance and Repairs during the preceding financial year in a format agreed between the District Manager and the Council.

- 12.5 The Council will enter data relating to its hazard reduction program into any reporting system in accordance with the policy and procedures specified by the NSW Bush Fire Co-ordinating Committee from time to time.

13. Dispute Resolution

- 13.1 The parties will use their best endeavours to avoid and resolve any disputes in relation to the performance of their respective obligations under this Agreement.
- 13.2 In the event that the parties are still unable to resolve the matter in dispute the matter in dispute will be referred to the Ministers who will decide the matter. If the Ministers cannot resolve the matter within 21 days, the matter will be resolved by the Premier.

14. Termination

This Agreement will terminate:

- a) if either party breaches its obligations under this Agreement and fails to rectify that breach within 21 days of the other party giving written notice to the party in default requiring that the breach be rectified;
- b) immediately upon the revocation of, or failure to renew, the delegation;
- c) immediately in the event that the Council refuses to advance monies in respect of maintenance of the District Equipment; or
- d) upon the expiration of six months notice in writing given by either the Council or the Commissioner.

15. GST

- 15.1 The parties acknowledge that the amounts set out in this Agreement as consideration for supplies are calculated without regard to GST.
- 15.2 If any party to this Agreement ("Supplier") becomes liable to remit GST in respect of a taxable supply made under or in connection with this Agreement, the person to whom that supply is made ("Recipient") shall, in addition to any other consideration, which the Recipient is required to provide to the Supplier in connection with that taxable supply under other provisions of this Agreement, pay to the Supplier the amount of the Supplier's GST liability.
- 15.3 The additional amounts to be paid by the Recipient under paragraph 15.2 will be payable at the same time as the other consideration for that taxable supply is to be provided in accordance with the other provisions of this Agreement.
- 15.4 The Supplier will provide to the Recipient a tax invoice for each taxable supply made under or in connection with this Agreement at or before the time the Recipient is required to provide the consideration for that taxable supply.
- 15.5 The parties will endeavour to minimise the impact of GST on the transactions contemplated by this Agreement and will provide reasonable assistance to one another with regard to the claiming of input tax credits in respect of taxable supplies to

which paragraph 15.2 relates.

- 15.6 "GST" and other terms used in this Clause 15 which are defined under *A New Tax System (Goods and Services Tax) Act 1999* (Cth) have the meanings provided by that Act. A reference to a party's liability for GST will include the GST liability of the representative member of any GST group to which that party belongs.

16. Further Assurance

The parties covenant and agree that each will do all acts and things and execute all deeds and documents and other writings as are from time to time reasonably required for the purposes of or to give effect to this Agreement.

17. Governing Law

This Agreement will be governed by and construed in accordance with the laws of New South Wales.

18. Waiver

No waiver of any breach of this Agreement will be held or construed to be a waiver of any other subsequent or antecedent breach of this Agreement.

19. Notices

- 19.1 All notices, requests, consents, and other documents authorised or required to be given by or under this Agreement will be given in writing and either personally served or sent by facsimile transmission ("fax") or email addressed as follows:

The Commissioner

To: The Commissioner
Address: Locked Bag 17, Granville 2142
Fax No.: 02 6851 1840
Email Address: ken.neville@rfs.nsw.gov.au

The Council

To: The General Manager
Weddin Shire Council
Address: Camp Street, Grenfell 2810
Fax No.: 02 6343 1203
Email Address: bill@weddin.nsw.gov.au

19.2 Notices, requests, consents and other documents ("Notices") will be deemed served or given:

- a) if personally served by being left at the address of the party to whom the Notice is given between the hours of 9.00am and 5.00 pm on any Business Day, then in such case at the time the Notice is so delivered;
- b) if sent by fax or email, then in such case when successfully transmitted during business hours, or if not during business hours, then when business hours next commence.

19.3 Any party may change its address for receipt of Notices at any time by giving notice of such change to the other party. Any Notice given under this Agreement may be signed on behalf of any party by the duly authorised representative of that party and will be sent to all parties to this Agreement.

20. Counterparts

This Agreement may be signed in any number of counterparts and all such counterparts taken together will be deemed to constitute one and the same document.

21. Modification

This Agreement may not be modified, amended, added to or otherwise varied except by a document in writing signed by each of the parties.

22. Legal Costs

Each party will bear their own legal costs in relation to this Agreement.

23. Entire Agreement

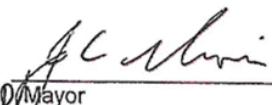
This Agreement comprises the entire agreements between the parties and no earlier agreement, understanding or representation, whether oral or in writing, in relation to any matter dealt with in this Agreement will have any effect from the date of this Agreement.

24. Severability


In the event that part of all of any clause of this Agreement is held to be illegal or unenforceable it will be severed from this Agreement and it will not effect the continued operation of the remaining provisions of this Agreement.

Signed as an agreement.

The Common Seal of Weddin Shire Council
was affixed in pursuance of a resolution
passed by the Council on the^{18th}.....
day ofJUNE..... 2014.....
in the presence of:

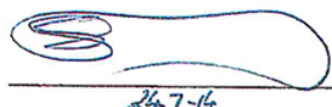


Mayor

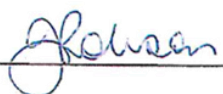


General Manager

Signed by
Shane Fitzsimmons AFSM,
Commissioner,
NSW Rural Fire Service
in the presence of:



²⁴⁻⁷⁻¹⁴
Signature



Signature of Witness

JO-ANNE ROBSON

Name of Witness in full

Name of Witness in full

Annexure A


**Instrument of Delegation
Weddin Shire Council**

I, Glenn Carroll, General Manager of Weddin Shire Council, pursuant to Section 378 (2) of the Local Government Act 1993, (NSW) HEREBY DELEGATE to the Fire Control Officer power and authority, subject to compliance with any policy, regulation or resolution of Council, or directive of an authorised officer of Council;


- a) To carry on the regular fire protection services and operations of Council, limited to any single expenditure amount being no greater than \$20,000 and within the sums voted by the Council for expenditure within the position's area of responsibility, and
- b) To act as an authorised person within the meaning of the *Local Government Act 1993*, and
- c) To organise the repairs / maintenance of Council plant and machinery provided for bushfire related purposes, and
- d) To authorise the carrying out of works on a contract basis for other businesses, individuals or government instrumentalities in accordance with Councils guidelines and fee schedules for such works, and
- e) To enter upon any land in accordance with the powers granted under any Act administered by Council, for the purposes of carrying out duties on Councils behalf, and

Such delegation to take effect from 1/07/14 and to continue indefinitely.

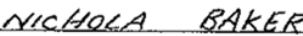
Signed by Glenn Carroll on the 8th
day of JULY 2014
in the presence of:



Signature



Signature of Witness



Name of Witness in full

Annexure A

Instrument of Delegation Weddin Shire Council

I, Glenn Carroll, General Manager of Weddin Shire Council, pursuant to Section 378 (2) of the Local Government Act 1993, (NSW) HEREBY DELEGATE to the Deputy Fire Control Officer, power and authority, subject to compliance with any policy, regulation or resolution of Council, or directive of an authorised officer of Council;

- a) To carry on the regular fire protection services and operations of Council, limited to any single expenditure amount being no greater than \$5,000 and within the sums voted by the Council for expenditure within the position's area of responsibility, and
- b) To act as an authorised person within the meaning of the *Local Government Act 1993*, and
- c) To organise the repairs / maintenance of Council plant and machinery provided for bushfire related purposes, and
- d) To authorise the carrying out of works on a contract basis for other businesses, individuals or government instrumentalities in accordance with Councils guidelines and fee schedules for such works, and
- e) To enter upon any land in accordance with the powers granted under any Act administered by Council, for the purposes of carrying out duties on Councils behalf, and

Such delegation to take effect from 1/07/14 and to continue indefinitely.

Signed by Glenn Carroll on the 8th
day of JULY 2014
in the presence of:



Signature

Nichola Baker

Signature of Witness

NICHOLA BAKER

Name of Witness in full

SCHEDULE 1

PREMISES OCCUPIED BY THE RFS				
Description	Address	Registered Proprietor (Owner)	Title Particulars (Lot & Plan, Volume & Folio or Folio Identified)	
Weddin Fire Control Centre	16 Melyra Street Grenfell	Weddin Shire Council	Lot 6A Section 25 DP758473	
Greenethorpe RFB Station	Louth Street Greenthorpe	Weddin Shire Council	Lots 1 & 2 Section K DP6279	
Quandialla RFB Station	Third Street Quandialla	Weddin Shire Council	Recreation Reserve Quandialla	
Caragabal RFB Station	Wyalong Street Caragabal	Weddin Shire Council	Lot 22 Section D DP7892	
Bimbi RFB Station	Bimbi	Weddin Shire Council	Lot 1 Section 5 DP758108	
Emu Creek 1 RFB Station	"Dewrang" Grenfell	Anthony Edwards	Lot 49 DP754606	
Emu Creek 2 RFB Station	"Greendale" Grenfell	Andrew Baker	Lot 122 DP869557	
Brundah RFB Station	"Springvale" Cowra Road Grenfell	Ross Pereira	Lot 12 DP754610	
Euladrie RFB Station	"Yarrabie" Holy Camp Road Grenfell	John Smith	Lot 3 DP500842	
Piney Range RFB Station	"Oakhurst" Grenfell	Stuart McKellar	Lot 21 DP657620	
Headquarters RFB Station	16 Melyra Street Grenfell	Weddin Shire Council	Lot 6A Section 25 DP758473	
West Wirrinya RFB Station	"Greenslanes Wirrinya	Mathew Dent	Lot 4 DP560799	
Warradery RFB Station	"Coorong Park" Grenfell	Robin Stock	Lot 33 DP752357	

NSW Rural Fire Service
Rural Fire District Service Agreement – Schedule 3

SCHEDULE 2**COUNCIL SERVICES PROVIDED TO THE RFS**

CATEGORY	SERVICES PROVIDED	BY WHOM	BY WHEN
FINANCIAL SERVICES			
Purchasing			
	(a) Provide summary of actuals, commitments and balance of Maintenance and Repairs (M&R) funding	Finance	Monthly
	(b) 'Drill downs' of key areas	Finance	On request
	(c) Purchase items on behalf of RFS	Finance	On request
	(d) Contractor selection process and advice	Finance	As required
	(e) RFS staff access to Council online accounting system and Costs Reports	Finance	As required
Accounts Receivable			
	(a) Receipt and processing of income received	Finance	Ongoing
	(b) GST management	Finance	Ongoing
Accounts			
	(a) Accounts management	Finance	Invoice paid within Council's term requirement
Petty Cash			
	(a) Petty cash management	Finance	As required
Other			
	(a) Approve and sign prepared Estimates bid.	General Manager	1 October each year

NSW Rural Fire Service
Rural Fire District Service Agreement – Schedule 3

COUNCIL SERVICES PROVIDED TO THE RFS				
MAINTENANCE SERVICES				
Council maintenance on plant & Equipment				
	(a) Maintenance, repair and management of District Equipment including motor vehicles, plant and equipment in accordance with a Service Agreement between Council and the RFS if required.			As per agreement
Council maintenance for fixed assets				
	(a) Maintenance, repair and management of all premises listed in Schedule 1 including painting, maintenance and repair as per 6.6 and 6.7 in accordance with a Service Agreement between Council Assets Management Section and the RFS			
	(b) Assist with disposal processes for plant and equipment	Fleet Manager		As required
Capital Works				
	(a) Building Capital Works Project Management and advice			As per agreement
	(b) Provide land to build stations on			As required
	(c) Arrange leases for all stations			As required
	(d) Provide tender documents and services for capital works			As required

COUNCIL SERVICES PROVIDED TO THE RFS				
IT SERVICES				
Provision of IT Support			IT	Assistance provided within five (5) days
	(a) Maintenance, repair, replace and disposal of Council purchased and owned IT systems and equipment			
	(b) Provide training for Council systems		IT	As required
Access to Council data				
	(a) Datasets for use in undertaking assessments in accordance with the Bush Fire Environmental Assessment Code as per 4.3			As per agreement
	(b) Full consultation on all proposed Bushfire Prone Land map changes			Ongoing
	(c) Provide up-to-date aerial photography			Ongoing
	(d) Rural Addressing			As implemented
	(e) Access to Council GIS/Mapping System			Ongoing
	(f) Access to Council's property information data system			Ongoing
ENVIRONMENTAL SERVICES				
Provision of environmental advice/technical advice on environmental issues				
	(a) Bush fire hazard complaints received by Council referred to Rural Fire Service in writing/email		Environmental Services	Within five (5) working days of receipt by Council
	(b) Take appropriate action for illegal fires breaching fire safety and environmental legislation		Environmental Services	Request for assistance from Rural Fire Service with one (1) hour
	(c) Develop annually HR works schedule		Environmental Services	Annually
	(d) Report any HR proposals and works conducted in BRIMS		Environmental Services	Daily
	(e) Development applications referred to Rural Fire Service via mail as required		Environmental Services	Within five (5) days of receipt at Council

COUNCIL SERVICES PROVIDED TO THE RFS			
ADMINISTRATIVE SERVICES Access to secretarial services	(a) Provide RFS with internal Council processes and updates		Ongoing
	(b) Provide RFS with Council contact directory and updates		Ongoing
	(c) Assistance from Council Business Support Services during large scale emergency events		As Required
Access to council office equipment	(a) Access to shredders, copying and printing services		As required
OTHER SERVICES			
Provision of council plant	(a) Engage plant to assist in fire fighting and incident management		As required
	(b) Engage plant and contractors to assist the RFS in fulfilling its responsibilities		As required
	(c) Provide consultation and training.		As required
Provision of Council Facilities	(a) 24/7 access to Council stores and services with 1 hour notice		As required
	(b) Access to Council Depot for refuelling and cleaning of RFS plant and equipment		As required
	(c) Provide access to council owned land for fire training purposes		As required
Access Fees	(a) Waive all airport fees associated with fire emergencies (incidents)		As required
	(b) Waiver fees to entry of all waste management facilities		As required
	(c) Waiver call out fees for after hours services		As required



BUSH FIRE MANAGEMENT COMMITTEE **HANDBOOK | 2024**



Acknowledgements

The BFCC acknowledges and pays respect to the Traditional Owners of the lands on which we work, and the lands we travel through. We also acknowledge our Elders – past, present and emerging.

This third edition of the Bush Fire Management Committee Handbook has been prepared for the NSW Bush Fire Coordinating Committee (BFCC) by a working group established by the Standing Advisory Subcommittee of the BFCC.

The Working Group included representation from:

- NSW Aboriginal Land Council
- NSW Crown Lands
- Fire and Rescue NSW
- Forestry Corporation of NSW
- NSW National Parks and Wildlife Service
- NSW Rural Fire Service

Input was also provided by the Nature Conservation Council.

Limitations / Disclaimer

This Handbook contains information to assist in understanding the role and responsibilities of BFMCs operating in NSW. It does not contain information relating to bush fire management, fire behaviour, environmental considerations or the management practices or attitudes of particular organisations/agencies. For more information on these matters, refer to the information provided by member organisations/agencies and the associated BFCC Policies.

DISCLAIMER STATEMENT

While the material within this BFCC Brand Guidelines is current at the time of writing changes in circumstances after the time of publication may impact on the accuracy of the material. Individuals are responsible for ensuring they have the most current version of this publication.

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Commissioner
NSW RURAL FIRE SERVICE
Locked Mail Bag 17 Granville NSW 2142



Commissioner's foreword

The catastrophic 2019/20 fire season challenged our established bush fire management and firefighting techniques, knowledge and experience like no other. It has since proven a catalyst for major reform, advances in resources and technology and the introduction of new approaches, policies and procedures.

Much of this change has been driven by the recommendations of the NSW Bushfire Inquiry.

This new edition of the Bush Fire Management Committee (BFMC) Handbook has been developed in response to recommendations of the Inquiry in relation to strengthening our cross-agency accountability and delivery and improving bush fire risk management outcomes, including through the work of the network of 52 BFMCs across NSW.

BFMCs are critical to the protection of life and property and to ensuring the effectiveness of our coordinated NSW firefighting arrangements.

Each committee brings together representatives of numerous government agencies, stakeholders and communities with expertise in bush fire mitigation, prevention and suppression, overlaid by in-depth local knowledge of their area's fire history, weather conditions, topography and assets.

This joint experience is employed in the development of comprehensive suites of plans to identify local fire risks and mitigation measures to help protect life and assets:

- ▶ Bush Fire Risk Management Plans (BFRMP);
- ▶ Fire Access and Fire Trail Plans; and
- ▶ Plans of Operation.

A number of the reforms introduced since 2019/20 are assisting the work of the BFMCs. The Next Generation BFRMPs now under development represent a great advance in risk planning, employing the latest technology and informed by additional community consultation processes. The RFS has recently published updated Fire Trail Standards and Committees now take a tenure-blind approach to bush fire hazard mitigation.

This third edition of the BFMC Handbook has now been developed to provide a reference resource to assist committees and their members in fulfilling their roles and responsibilities and implementing the changes flowing from the Inquiry.

The publication has been compiled a collaborative working group of BFCC member agencies following a survey of BFMC members and Executive Officers. This group included representatives of the RFS, Fire and Rescue NSW, the National Parks and Wildlife Service, Forestry Corporation NSW, NSW Aboriginal Land Council and NSW Crown Lands, with the Nature Conservation Council also providing feedback.

Thank you to all who contributed to this process and to the numerous BFMC members for your ongoing work and steadfast commitment to improving the safety of communities across NSW.

Rob Rogers
Chair
Bush Fire Co-ordinating Committee

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This document has been developed to provide guidance and support for Bush Fire Management Committees. It aims to assist Bush Fire Management Committee members in understanding their responsibilities and provides them with the information required to establish a functional and successful Committee.

Part 1 of the Handbook describes the Bush Fire Management Committee roles, responsibilities and membership.

Part 2 of the Handbook provides guidance on governance and business processes.

This document should be read in conjunction with the *Rural Fires Act 1997*, the *Rural Fires Regulation 2022*, the BFMC Charter and Bush Fire Coordinating Committee Policy.

If any further support is required please contact bfmcsupport@rfs.nsw.gov.au.

Any enquiries related to the BFCC should be directed to the RFS Committees and Projects Team via committees@rfs.nsw.gov.au.

BUSH FIRE MANAGEMENT COMMITTEE HANDBOOK

PART



BUSH FIRE MANAGEMENT COMMITTEE ROLES, RESPONSIBILITIES AND MEMBERSHIP

1. The Bush Fire Coordinating Committee; Bush fire prevention and coordinated bush fire fighting arrangements in NSW

The Bush Fire Coordinating Committee (BFCC) is a NSW statutory body representing the Crown, established under the provisions of the *Rural Fires Act 1997* (the Act).

The BFCC meets four times a year and provides a forum through which a broad cross-section of Government and non-Government organisations with an interest in bush fire prevention, mitigation and suppression can come together. The BFCC develops policies and procedures that provide for a coordinated approach to bush fire prevention and bush fire fighting operations. The BFCC constitutes the Bush Fire Management Committees (BFMC) in NSW and determines their requirements and operation through policy, direction and support. BFCC membership is identified in the Act (s47).

The BFCC's coordinated approach to bush fire management across agencies and tenures has enormous benefits for NSW. It facilitates improved efficiencies and ensures that all organisations involved work towards a common goal of better prepared and more effective bush fire management across NSW.

While the BFCC does not have a role in fire fighting operations, it does receive a debrief of major bush fire suppression operations to identify opportunities for improvement.

The BFCC has one permanent Standing Committee: the Standing Advisory Subcommittee (SAS). The SAS is responsible for investigating and making recommendations on issues referred by the BFCC or the Commissioner of the RFS.

The SAS meet at least four times a year, ahead of each BFCC meeting.

Figure 1 illustrates the structure of coordinated bush fire arrangements in NSW.

1.1 Bush Fire Management Committees

BFMCs are established under the provisions of the Act and the *Rural Fires Regulation 2022* (the Regulation).

BFMCs are groups of people with technical expertise, experience and local knowledge who work together locally for bush fire management purposes, and who can collaboratively determine bush fire management arrangements.

A BFMC is constituted for every rural fire district and fire district in NSW with a reasonable risk of bush fire. BFMCs are generally based on Local Government boundaries and can include one or many Local Government areas. A BFMC area covers all tenures both private and public. Appendix A identifies the BFMCs currently established in NSW.

BFMC members are drawn from particular organisations and agencies, as specified in the Regulation (Section 5).

Each member is there to discuss, coordinate and deliver bush fire management objectives for the local community, while also aiming to represent their organisation and achieve outcomes that are consistent with their organisation's objectives.

BFMCs are subordinate to the BFCC and are subject to its directions. BFMCs are not council committees, nor are they RFS committees, they are responsible to the BFCC.

A BFMC may establish a subcommittee or number of subcommittees to assist them in undertaking their functions (Section 12).

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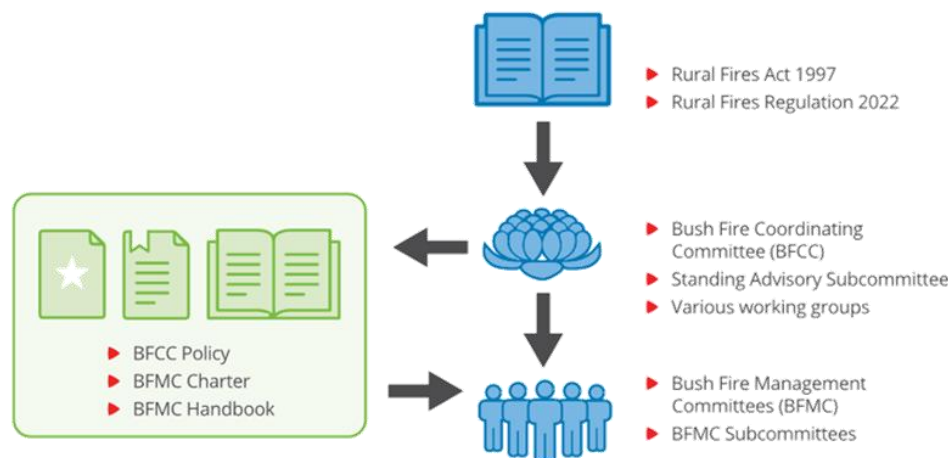


Figure 1. Structure of Coordinated Bush Fire Arrangements in NSW

1.2 Relationship between a BFMC and the BFCC

1.2.1 Responsibilities of the BFCC to BFMCs

The BFCC:

- ▶ develops policy which guides the BFMCs on bush fire management issues, the preparation of plans and other required tasks;
- ▶ provides guidance and instruction to BFMCs;
- ▶ contacts BFMCs when any decision affecting BFMC business is made by the BFCC, or when the BFCC becomes aware of any such change made by others;
- ▶ provides a forum for dispute resolution for BFMCs where local attempts to reach agreement have failed; and
- ▶ approves Plans of Operations, Bush Fire Risk Management Plans and Fire Access and Fire Trail Plans.

1.2.2 Responsibilities of BFMCs to the BFCC

BFMCs will:

- ▶ operate in accordance with all policy, guidelines and instructions issued by the BFCC;
- ▶ prepare and submit draft plans to the BFCC as required by the Act;
- ▶ submit reports as required by BFCC and BFCC Policy;
- ▶ refer any items which have not reached consensus to the BFCC;
- ▶ refer issues and recommendations with wider policy implications to the BFCC where necessary (for example After Action Reviews);

- ▶ refer any matters considered relevant or likely to be of interest to BFCC for its information and consideration; and
- ▶ make available to the BFCC membership details, attendance and the minutes of BFMC meetings.

Time frames for the submission of draft Plans and reports as required by the Act and BFCC policies is identified in Appendix C "Bush Fire Management Committee Schedule.

2. Functions and Responsibilities of a BFMC

A BFMC has a number of responsibilities under the Act, the Regulation and BFCC policies. The key functions of the BFMC are illustrated in Figure 2.

This Handbook and the [BFMC Charter](#) provide guidance to BFMC members on the function of the BFMC and their roles and responsibilities.

The Act (s52), requires each BFMC to prepare a draft Plan of Operations, a draft Bush Fire Risk Management Plan (BFRMP), and a draft Fire Access and Fire Trail Plan (FAFT Plan).

In accordance with s51(2) of the Act, BFMCs are to have regard to the principles of ecologically sustainable development in carrying out any function that affects the environment.

S62 of the Act requires a bush fire management plan to be published on the NSW Rural Fire Service website, or another NSW Government website as decided by the RFS Commissioner.

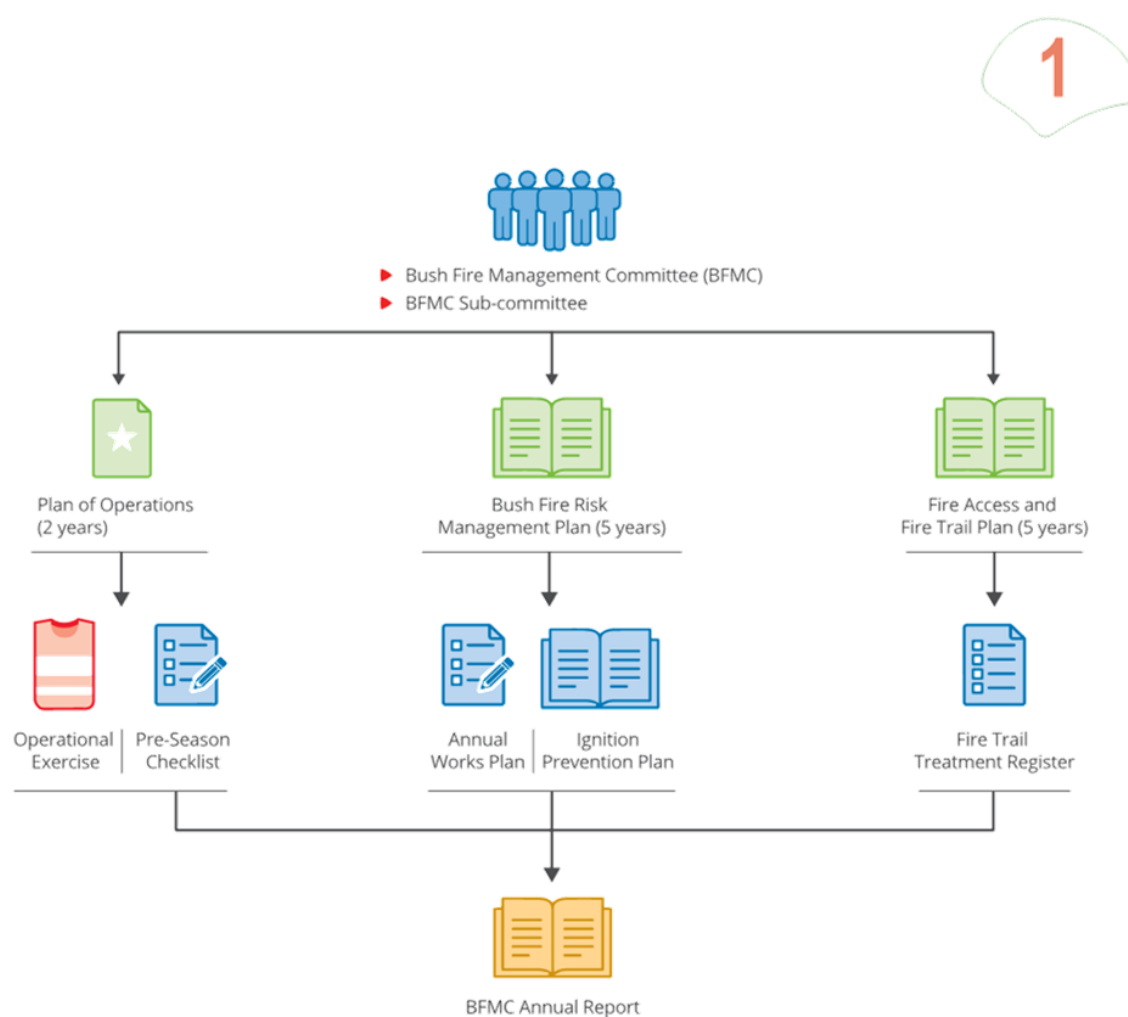


Figure 2. The Key Functions and Responsibilities of a BFMC

2.1 Plan of Operations for Co-ordinated Fire Fighting Arrangements

A Plan of Operations is established under s52 of the Act. This plan outlines the arrangements for effective and efficient co-ordinated fire fighting practices across a BFMC area.

It identifies Incident Management Team roles, key contacts and operational readiness arrangements for each Fire Danger Rating. It also contains information on any local agreements or Pre-Incident Plans in place.

Under the Act, a draft Plan of Operations must be submitted to the BFCC within 12 months of the establishment of a BFMC. A new draft plan must be submitted within each successive two year period following the constitution of the BFMC. Reviews and amendments can be made more frequently, if required.

The [BFCC Policy for Management of Bush Fire Operations](#) sets out the detailed requirements for the preparation of these plans.

Once a Plan of Operations has been approved by the BFCC, the BFMC must make regular reference to it to ensure that all relevant parties are meeting the arrangements and provisions it contains. Some provisions will only have force when a bush fire incident is running; others need to be monitored continuously.

The Plan of Operations should be reviewed and updated where necessary, on a regular basis, irrespective of fire activity or lack thereof, so that non-compliance does not become evident only during a bush fire fighting operation.

2.1.1 Maintain an Operations Coordination Manual

Each BFMC must maintain an Operations Coordination Manual. Requirements are detailed in the BFCC Policy for Management of Bush Fire Operations.

2.1.2 Prepare a Pre-season Checklist

Each BFMC must prepare a Pre-season Checklist every year. Requirements are detailed in the BFCC Policy for Management of Bush Fire Operations.



2.1.3 Operational Exercise

Each BFMC must undertake at least one scenario based operational exercise each year as per the BFCC Policy for Bush Fire Management Committees.

2.2 Bush Fire Risk Management Plan

A BFRMP is established under the Act (s52). A BFRMP is a document that maps and describes the level of bush fire risk across an area and sets out treatment strategies to minimise and mitigate the risk over a five year period.

The BFRMP identifies residential, special fire protection purpose, economic, cultural and environmental assets at risk. It describes Focus Areas and a register of coordinated multi-agency treatments to reduce the risk of bush fire across a BFMC area.

BFMCs hold local workshops to identify hazard reduction priorities for a five year planning horizon to mitigate the bush fire risk to assets for the BFMC area.

Treatment strategies may include fuel management, community preparedness, ignition prevention and response planning. BFMCs must consider the number and location of Neighbourhood Safer Places (NSPs) within their area when preparing draft BFRMPs (s54).

All NSPs require ongoing treatment by the applicable landowner to ensure the asset remains viable as a place of last resort for people during a bush fire.

Under the Act, a draft plan must be submitted to the BFCC within 12 months of the establishment of a BFMC. A new draft BFRMP must be submitted within each successive five year period following the constitution of the BFMC. Reviews and amendments can be made more frequently, if required including after a major fire. A BFRMP remains in force until replaced by another BFRMP approved by the BFCC.

Once the BFRMP is approved by the BFCC, the BFMC must monitor progress towards the completion of treatments listed in the BFRMP, and the timeliness of the works. The monitoring of compliance with the plan is carried out continuously through an Annual Works Plan (AWP) (2.2.2) and Annual Report (2.5).

The BFCC Policy for Bush Fire Risk Management and its annexures sets out the detailed requirements for the preparation of a BFRMP.

2.2.1 Ignition Prevention Plan

Each BFMC must prepare an Ignition Prevention Plan (IPP) that identifies strategies to address the occurrence of deliberate bush fires within their area.

The IPP is designed to escalate prevention measures as the potential for ignition and impact on community escalates (based on the Fire Danger Rating).

Ignition types for consideration in the IPP, include suspicious and landowner-initiated ignitions.

IPPs must be reviewed annually and made available to the BFCC.

2.2.2 Annual Works Plan

In accordance with section 11 of the BFCC Policy for Bush Fire Risk Management, a BFMC must prepare an AWP for each financial year. The AWP should identify the priority treatments from the BFRMP that will be undertaken in the upcoming year.

The preparation of the AWP provides an opportunity for BFMC members to collaborate, using a tenure blind approach, and determine the most appropriate suite of treatments for their BFMC area and community each year.

In accordance with s74 of the Act, progress against the AWP must be reported at each BFMC meeting using the template provided. Monitoring progress against planned treatments allows a BFMC to self-audit its progress towards making the community and assets safer from bush fire and completing all the treatments in the BFRMP.

Any treatments identified in an AWP that are not completed, must be carried over to the AWP for the following year.

2.2.3 Neighbourhood Safer Places

A Neighbourhood Safer Place (NSP) is defined by section 62C of the *Rural Fires Act 1997* as "land or a building designated as a neighbourhood safer place". NSPs provide a place of last resort for people during a bush fire. All designated NSP locations for NSW are available at www.rfs.nsw.gov.au.

BFMCs are required to consider the number and location of Neighbourhood Safer Places (NSPs) within their area.

All NSPs require ongoing treatment by the applicable land owner to ensure that the asset remains viable as a place of last resort for people during a bush fire. Therefore, all NSPs within the BFMC area are required to be treated and have been included in the Fuel Management Register.

2.3 Fire Access and Fire Trail Plans

A FAFT Plan is prepared under the Act s52(3) and 54A. A FAFT Plan provides for the identification, maintenance, certification and registration of fire trails for the purposes to prevent, fight, manage or contain bush fires. The FAFT planning process considers a wide range of factors that review the adequacy of the access system for fire fighting to provide access for the protection of life and assets in the area.

The [BFCC Policy for Fire Trails](#) and the RFS Fire Trail Standards sets out the requirements for the preparations of these plans.

A FAFT Plan shall:

- ▶ be prepared in accordance with the Guideline for the Preparation of FAFT Plans;
- ▶ be prepared tenure blind;
- ▶ be prepared having regard to the relevant Bush Fire Risk Management Plan and Plan of Operations;
- ▶ be prepared in accordance with the BFCC Policy and associated Guidelines;
- ▶ include all identified trails that form the identified fire trail network; and
- ▶ be prepared and submitted in accordance with the Act.

A draft plan must be prepared and submitted within the period notified by the BFCC following the establishment of each BFMC.

A new draft plan must be submitted to the BFCC within each successive five year period. The BFMC should aim to formally review their FAFT Plan so that it is always current. A FAFT Plan remains in force until replaced by another FAFT Plan approved by the BFCC.

Reviews and amendments can be made more frequently, if required including after all major fires. The BFCC Policy for Fire Trails and the RFS Fire Trail Standards sets out the detailed requirements for the preparation of these plans.

Once the FAFT Plan is approved by the BFCC, the BFMC must make regular reference to it to ensure that all relevant parties are meeting the arrangements and provisions it contains. The monitoring of compliance with the FAFT Plan needs to be carried out continuously.

The BFMC needs to monitor and report progress towards the completion of fire trail projects listed in the FAFT Plan, and timeliness of the works. The BFMC needs to be aware of any delay in completion of works, and to recommend amendments to the planned programs to compensate.

2.3.1 Fire Trail Treatment Register

FAFT Plans need to include a Treatment Register, which sets out a schedule for when works will be undertaken on identified priority trails.

As per the FAFT Policy, the Treatment Register must be submitted to the RFS Commissioner as part of the FAFT Plan.

2.4 Prioritise funding applications

All land managers, public and private, are obliged under the Act (s63) to undertake certain actions to prevent the occurrence and minimise the spread of bush fires. Each public land manager is expected to commit its own resources to meet these obligations.

However, there is funding available through the RFS to assist public land managers to carry out additional works to those supported by their internal budgets.

Under BFCC Policy, one of the key principles underpinning the allocation of bush fire mitigation funding in NSW is that advice on local priorities is sought from BFMCs. Whilst local priorities will typically be informed by the AWP, BFRMPs and FAFT Plans, the BFMCs may be requested to prioritise funding applications for their area.

This information is then used to assist in the allocation of funding across both the BFMC area and the State to ensure that the greatest protection to assets at risk from bush fire is delivered throughout NSW.

BFCC Policy, Allocation Principles for Funding of Bush Fire Mitigation Works, provides detail regarding the funding arrangements.

2.5 Annual Report

As required by the Act (s51) and defined in the BFCC Policy for [Bush Fire Management Committees](#), a BFMC must report each financial year to the BFCC on:

- ▶ BFMC meetings held;
- ▶ attendance of member agencies at meetings;
- ▶ the status and implementation progress of the BFMC Plan of Operations, BFRMP (via the AWP) and FAFT Plan (in accordance with the BFCC Policy and associated Guidelines);
- ▶ operational exercises undertaken; and
- ▶ any other matters that may be requested by the BFCC.

The Annual Report must be made available to the BFCC by 1 August each year.



3. Recommendations to the RFS Commissioner

As outlined in Section 1.2, a BFMC can make recommendations to the BFCC on matters relating to bush fire prevention, mitigation and response. In addition, a BFMC can also make recommendations to the RFS Commissioner for bush fire danger periods and fire classification in its area.

3.1 Make recommendations regarding bush fire danger periods

The RFS Commissioner may vary the bush fire danger period for an area from that prescribed by the Act (s81-83), on their own initiative or on the recommendation of the BFMC.

BFMCs are required to formally consider whether it is appropriate to vary their bush fire danger period annually. Any recommendation from the BFMC should be provided to the RFS Commissioner in writing, and must detail the reasons for the variation requested. The RFS Commissioner may also decide to vary the period on their own initiative, but must first consult with and take into account any recommendations made by the BFMC.

3.2 The Fire Classification Group

The Fire Classification Group consists of the BFMC members who represent fire fighting agencies/authorities.

The group has a very specific role in facilitating the coordinated management of fires involving more than one fire fighting authority.

The Fire Classification Group has the following roles:

- ▶ make recommendations to the RFS Commissioner in accordance with BFCC Policy Management of Bush Fire Operations and as specified in the Plan of Operations; and
- ▶ be consulted regarding any recommendation for a declaration in accordance with the Act (s44) with consideration given to a potential Incident Controller and Deputy Incident Controllers.

Refer to BFCC Policy, Management of Bush Fire Operations, for further detail regarding fire classification arrangements.

4. Work and Actions Out of Scope for BFMCs

The BFMC is not a legal entity, it is neither a fire fighting authority nor an environmental approval authority. Therefore, there are a range of things it cannot do, which are outlined below.

4.1 A BFMC does not assess or give approval for hazard reduction work

A BFMC is not an approval authority. Any environmental and other necessary assessments and approvals must be sought from the relevant approval authorities, by the organisation concerned.

A BFMC has no authority to prevent a land owner/manager or other person carrying out work on land.

While a BFMC may advise that works are inappropriate for bush fire hazard reasons or not required for bush fire management purposes, it has no authority to prevent the works.

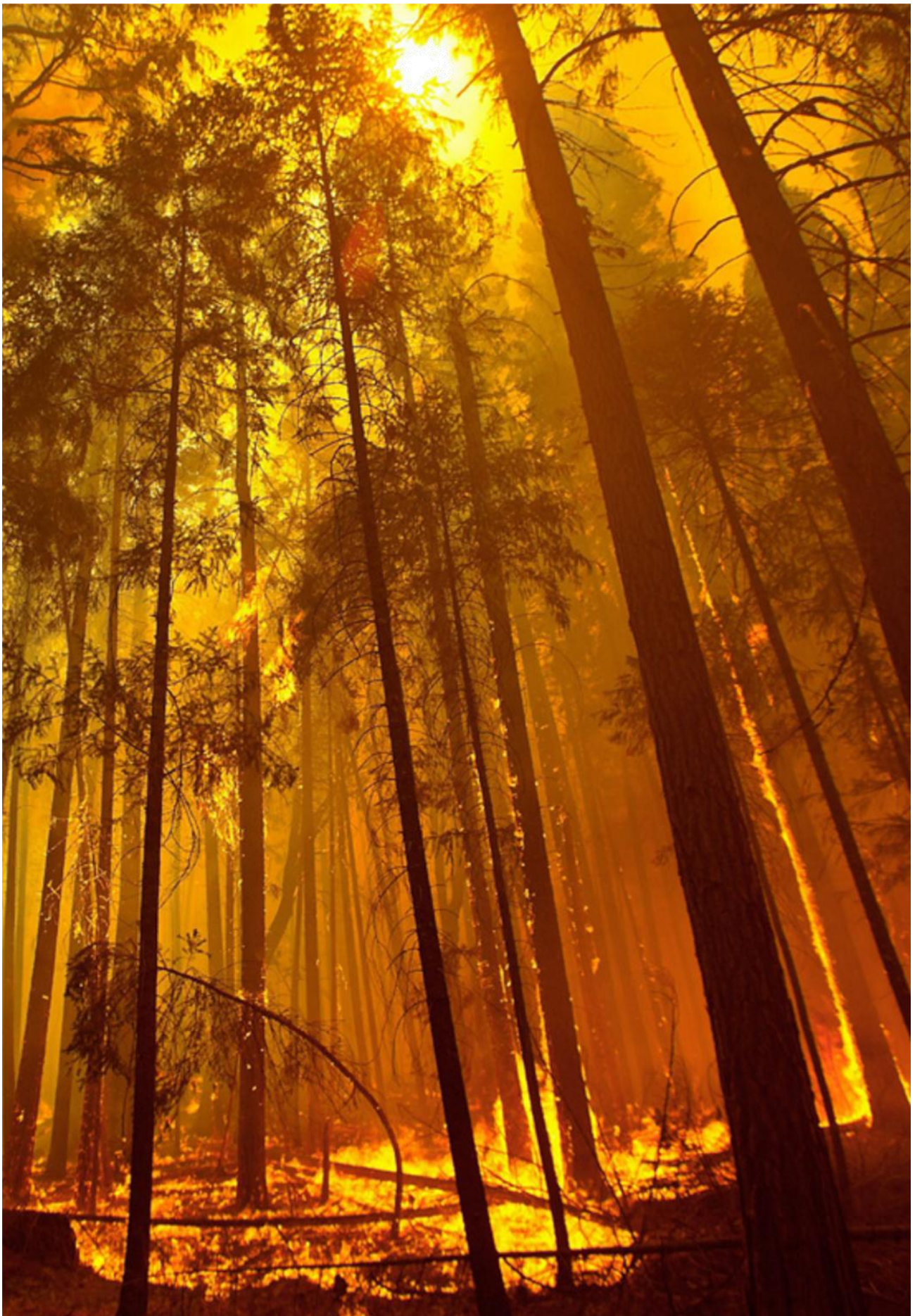
4.2 A BFMC is not a fire fighting authority

The BFMC has no authority to direct fire fighting agencies or rural fire brigades in any manner. A BFMC must not conduct or take part in fire fighting or fire prevention operations (Regulation s16).

4.3 A BFMC does not propose, undertake, veto or direct hazard reduction works

The proponent for hazard reduction works or other physical work should be the owner of the land, or the organisation intending to carry out the work. Although BFMCs do not propose works, they will and should identify and discuss works through a tenure blind process within the BFRMP and FAFT Plan context.

A BFMC has no power to undertake works. If members of the BFMC undertake work, they do it under the auspices of their organisation. A BFMC cannot veto, direct or force land owners / managers or any other person to undertake or cease works. Further the BFMC cannot enter into any contract.





5. Membership

5.1 Eligibility

Membership of a BFMC is set by the Regulation (s15), which specifies that, unless the BFCC determines otherwise, the listed agencies are to be invited to become members of a BFMC. Appendix B provides background information regarding each eligible organisation.

Where any of the listed organisations/agencies exist within a BFMCs area they must be invited to nominate a member of the BFMC. If the BFCC makes any variation to membership under the Regulation, the BFMCs concerned will be advised in writing.

Invitations to eligible organisations and agencies are issued by the BFMC on behalf of the BFCC. Every effort should be made to contact the organisations/agencies listed.

There is no obligation for any person or organisation invited to be a member of a BFMC to accept that invitation, although full participation is strongly encouraged by the BFCC.

Organisations and agencies can choose who they will provide as a member of a BFMC, within the scope provided by the legislation.

Their decision as to whether or not they want to provide a member, must be recorded in the minutes of the BFMC meeting following the issue of the invitation.

5.2 Representation

In choosing BFMC members and alternates, organisations and agencies need to ensure that the person satisfies the eligibility requirement of the Regulation. They should also give consideration to which person has the experience and knowledge to contribute to discussion.

The representative needs to be able and confident to make decisions on behalf of their organisation.

Local authorities need to ensure that their nominated member has responsibility for the performance of the local authority's functions respecting the environment or bush fire management. Ideally, the nominated member should be responsible for implementing those activities as identified in a BFRMP and FAFT Plan.

5.3 Other organisations/agencies

The Regulation (s15) provides for additional members to be drawn from other organisations and agencies, which exist in a BFMCs area, subject to the approval of the BFCC.

If a BFMC wishes to add members other than those specifically provided for by the Regulation, it must seek the approval of the BFCC. The request must be made in writing to the BFCC, explaining the reasons for requesting the additional member.

The types of organisations/agencies that are to be considered under this provision include those with a significant land management or fire fighting responsibility within the BFMCs area or Aboriginal groups who have an interest in Country but who are not land managers or firefighting agencies.

In determining whether to allow any additional member, the BFCC will consider whether the addition is appropriate or if the need could be satisfied in some other manner (such as the person attending meetings as an observer).

5.4 Member responsibilities

A BFMC member has a number of responsibilities which need to be met to assist the BFMC in exercising its functions. The key responsibilities of a member are outlined in Sections 5.4.1 to 5.4.7.

5.4.1 Represent an organisation's interests on the BFMC and participate in discussion and decision-making.

Members must ensure they understand their own organisation's role, responsibilities and policies on bush fire management issues.

It is a member's responsibility to ensure that the BFMC understands the roles and responsibilities of their organisation in terms of bush fire management activities.

Members should endeavour to express the full range of opinions and needs of their organisation, including the risk of adopting or not adopting particular courses of action.

As specified in the BFMC Charter, a BFMC is required to conduct its business based on consensus decision-making.

Members should ensure they:

- ▶ participate and communicate constructively to achieve consensus on all issues;
- ▶ help develop and use mechanisms that encourage resolution of issues;
- ▶ work together inclusively and cooperatively; and
- ▶ negotiate with other members to resolve conflicting issues and make balanced decisions.

Members of the BFMC have been selected from their organisation so that the BFMC has a broad range of expertise available to it.

1

Members should decide what appears to be the best outcome for the community, and then consider how their organisation might contribute to achieving that outcome.

Members need to inform and educate themselves about the business of the BFMC. All members should strive for the effectiveness of the BFMC and be willing to provide explanations and suggestions. A BFMC is made up of a variety of people working together as a team. It should not be a meeting of organisation representatives with adversarial or narrow-minded attitudes.

5.4.2 Provide advice, information and reports

Members must make available to the BFMC all data and information they are aware of which is relevant to the BFMCs work, except privileged 'commercial in confidence' information.

Members must provide regular reports to the BFMC on the activities of their organisation with regard to the Plan of Operations, BFRMP, FAFT Plan, hazard reduction, fire fighting and any other relevant activities.

Member reports must be provided in a BFCC approved template or system in advance to BFMC meetings.

5.4.3 Report back to their organisation

Members need to keep their organisation informed of the decisions of the BFMC. Members should report back to their organisation to inform and seek opinion on BFMC activities. Without this feedback and two-way communication, the effectiveness of the BFMC is limited.

5.4.4 Contribute to the work of the BFMC

Each BFMC has an Executive Officer (XO) and a Chairperson to facilitate the meetings. However, all members of the BFMC are equal, and have equal responsibilities. All members are responsible for undertaking the responsibilities of the BFMC.

If the BFMC fails to do something it is required to do, the failure falls on all members.

Members need to take an interest in ensuring that the work of the BFMC is carried out in a timely fashion, even if their organisation has a limited involvement in a particular task.

Members are not expected to do all the work personally – for example, the XO is responsible for producing the minutes, but they may have an administrative assistant or RFS delegate attend the meeting with them, take notes and draft minutes for them to check.

All members of the BFMC are equally responsible for the carriage and discharge of the BFMC's obligations. Members are not there just to update others on what their own organisation has done.

5.4.5 Attend meetings

Attendance of meetings by all members is critical to ensure BFMCs can exercise their functions.

Members must attend meetings regularly and on time. Members should advise the XO if they cannot make the meeting and send an alternate in their place if possible. Only unavoidable absences are acceptable. Sending an alternate should not become a standard practice. (Section 5.6 of this handbook.)

Non-attendance puts the BFMC at risk of being without a quorum. All members count towards the calculation of the quorum. If members are not intending to turn up regularly, or have other commitments that seriously limit their involvement, they should not be a member. Instead, they should find someone else from their organisation who can attend and contribute. Alternatively, if an organisation's interest is only on isolated issues, they should advise the BFMC that they do not wish to provide a member, but ask to have an observer attend meetings when such issues arise.

The BFMC must provide a record of attendance for every BFMC meeting and make that information available to the BFCC (BFMC Annual Report).

Appendix E provides further information that may be useful in engaging BFMC members.

5.4.6 Prepare for meetings

Members must prepare adequately for each meeting. All members must carefully read the minutes of the previous meeting, the agenda and any papers that are circulated. Any queries or business arising should be identified, and preferably notified to the XO in advance, so that they can be included on the agenda for the meeting, if necessary.

Members must check any actions that they are responsible for and be ready to report to the BFMC on progress made.

This includes risk treatments and other activities identified in the BFRMP, FAFT Plan, Plan of Operations and the AWP.

Members should prepare a report of their risk treatment activities in a BFCC-approved system and ensure it is made available to the XO prior to the BFMC meeting.

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5.4.7 Contribute to development of plans and other tasks as required

All members are expected to participate in the preparation of plans, other documents and projects.

All members should be given the opportunity to participate in BFMC tasks and projects. Subcommittees may be established for specific BFMC tasks (Section 12), however all members should have the opportunity to join a subcommittee.

5.5 Induction

All members, when joining a BFMC, must be given a briefing on their role on the BFMC by their own organisation. BFMC member organisations should employ a mentoring approach to assist new BFMC members.

Members must also be provided with an introduction to the BFMC by the XO, including an explanation of:

- ▶ the purpose and functions of the BFMC;
- ▶ the BFMCs area of responsibility;
- ▶ the structure of the BFMC (i.e. the members and the organisations/agencies they represent; any subcommittees and working groups and their composition and functions).
- ▶ protocols relating to the management and administration of the BFMC;
- ▶ any current planning, plans and activities of the BFMC; and
- ▶ the legislative framework within which the BFMC operates.

They must also be provided with either copies (or links to the locations) of the following documents:

- ▶ The BFMC Charter and the BFMC Handbook;
- ▶ Any current plans and any draft plans currently in preparation;
- ▶ The last set of meeting minutes; and
- ▶ A list of all current BFMC members and their contact details.

An induction training package is in development to assist XOs in managing BFMC business and members understanding their role.

5.6 Alternate Members

Where required, a BFMC member may send an alternate to attend a BFMC meeting. The alternate has the same voting rights and responsibilities as the member. It is recommended that all member agencies pre-identify an alternate member.

Having a regular alternate will assist in sharing the work load and ensure continuity of organisation attendance.

Alternate member representatives need to be provided to the XO in writing prior to the first meeting of the calendar year. At any time when an alternate is required to attend a meeting, the nominated member should advise the XO in writing.

It is up to the member to tell their alternate what they may or may not commit to on behalf of their organisation. An alternate needs to ensure that they understand the role of the BFMC and the implications of its deliberations and decisions. Alternate members need to be able to speak and undertake commitments on behalf of their organisation.

Sending an alternate must not become a standard practice. Although attendance of an alternate member in an observer capacity is encouraged. It is up to the member to ensure their alternate receives appropriate induction.

5.7 Changing members

The organisation must advise the BFMC as soon as possible of any change to its representation. Changes to representation must be provided in writing to the XO.

Member organisations should ensure the correspondence is sent by someone with appropriate authorisation and delegations. The XO must arrange for the recording and updating of membership information.

Further to this, every eligible organisation who does not have current member representation should be given the opportunity to nominate a member at the commencement of each calendar year.

5.8 Removing members

If a member is failing to adequately participate in BFMC business, the BFMC Chairperson should attempt to resolve the situation with the individual concerned, their organisation, within the BFMC and as a last resort the BFCC. An attitude aimed at encouraging appropriate participation should be maintained.

The BFCC may give a direction to an organisation to provide a substitute representative if problems cannot be satisfactorily resolved.

Where all attempts in getting a member to attend BFMC meetings are unsuccessful, the BFMC can pass a motion to remove the member. However, this can only occur following written advice to the member, their organisation and the BFCC.

In addition, it must be demonstrated that the non-attendance of the member is impacting the ability of a BFMC to perform its functions.

6. Chairperson

6.1 Who is the Chairperson?

The members of the BFMC elect a Chairperson annually. The BFMC may also choose to elect a Deputy Chairperson at this time. The Chairperson is a member of the BFMC, but cannot be the XO or a member referred to in section 15(2) (a) (ii), (b) or (c) of the Regulation. As such, the following BFMC members are eligible for the Chairperson role:

- ▶ The Mayor, Councillor or senior representative of the Council;
- ▶ Nature Conservation Council of NSW;
- ▶ One of the NSW Rural Fire Brigade representatives;
- ▶ NSW Farmers Association;
- ▶ Local Aboriginal Land Council; and
- ▶ A member approved by the BFCC under section 15(h) of the Regulation.

The Chairperson holds office, subject to any rules made by the BFCC, for a period of 12 months. A Chairperson is eligible for re-election for subsequent terms and no gap is necessary.

6.2 Role and responsibilities

The Chairperson role is in addition to and separate from their responsibilities as a member. The Chairperson presides at BFMC meetings and signs correspondence. Under the directive of the Chairperson, the XO can sign certain correspondence as agreed to by the BFMC.

The Chairperson must sign all correspondence to the BFCC. In addition, the Chairperson must also:

- ▶ ensure the BFMC carries out its statutory responsibilities and any directions from the BFCC. While the BFMC is collectively responsible for meeting its objectives, the Chairperson must guide and, where necessary, direct the Committee so that it remains focussed on set tasks and maintains momentum in performing its business;
- ▶ determine the agenda for each meeting of the BFMC, noting that the XO will assist with this task;
- ▶ ensure BFMC meetings are held in a timely manner and that required documents and reports are submitted by due dates;
- ▶ provide leadership to the BFMC in its deliberations and facilitate consensus outcomes;
- ▶ establish and foster a cooperative working relationship within the BFMC;
- ▶ approve the attendance of guests and observers at the BFMC meeting; and

- ▶ ensure meetings are effective, giving everyone a fair and equal chance to be heard and participate in the deliberations of the BFMC. The Chairperson needs to manage the discussions to ensure that everyone's view is heard and understood, and no one feels excluded.

6.3. Absence of Chairperson

If the Chairperson or previously elected Deputy is absent, members present at a meeting of the BFMC must elect one of the members present to chair that meeting.

When the election of an Acting Chairperson is necessary, the members who are not eligible to be Chairperson, should not act in the position. The XO should never chair the meeting.

7. Executive Officer

The XO is a member of the RFS or Fire and Rescue NSW (FRNSW), as specified by the Regulation (s19).

7.1 Role and responsibilities

The XO of a BFMC is also a member of the BFMC. The role is in addition to and separate from their responsibilities as member.

The XO is essentially a Secretary and the focus of the role is to assist the Chairperson and the BFMC to be effective and meet their obligations. To carry out this role, the XO will need to be very familiar with the business of the Committee.

The XO needs to have a good understanding of the legislative framework, policies and procedures that impact on a BFMC.

The XO must:

- ▶ prepare agendas, minutes and BFMC correspondence;
- ▶ distribute reports and relevant information;
- ▶ monitor compliance with legislation, policies and plans and advise the Chairperson;
- ▶ compile reports and business papers;
- ▶ book, prepare and arrange meetings;
- ▶ collate apologies;
- ▶ maintain and manage BFMC files and records;
- ▶ maintain membership records, contact details and record attendance;
- ▶ distribute BFMC correspondence;
- ▶ liaise with adjoining BFMC XOs and NSW RFS Area Command;
- ▶ distribute copies of correspondence from the BFCC as soon as it is received;



- ▶ provide induction material for new members;
- ▶ undertake additional tasks as identified in BFCC Policy.

Appendix C provides templates that will assist the XO to manage the business of the BFMC.

7.1.1 Assist Chairperson

The XO assists the Chairperson to carry out their role. The XO should consult with the Chairperson prior to each meeting and discuss:

- ▶ the matters listed on the agenda;
- ▶ other matters which the XO is aware that are likely to arise during the meeting; and
- ▶ who should be called on to inform / brief the BFMC on matters during the meeting.

7.1.2 Assist BFMC

It is the XO's responsibility to know about the issues, actions, reports and plans for which the BFMC is responsible. The XO needs to advise the BFMC what it needs to achieve throughout the year and suggest timetables to ensure the BFMC's responsibilities are met.

It is helpful for the BFMC if the XO can make it very clear what the BFMC needs to achieve at each meeting. The agenda should highlight current issues, tasks required and due dates to ensure that people turn up ready to complete the business of the day.

The XO needs to be able to answer queries on BFMC business. The material contained in this Handbook should assist with most inquiries, however the XO should seek further advice from the BFCC where required.

The XO needs to pass on all information to BFMC members. It is not the XO's role to decide what does and does not get passed on in full to BFMC members. The XO is an administrative assistant rather than a filter or gate-keeper for the BFMC.

7.2 Managing the workload

An XO must remember to separate the work required of them as XO, and what is expected of them as a BFMC member as they are not one and the same.

It is essential that all XOs strive to ensure that they work within the role set by the BFCC and described in BFCC Policy. Other BFMC members must respect and adhere to the aspects of the XO position.

While the XO is responsible for a number of tasks, they do not necessarily have to do everything themselves. XOs can use the resources they have available from their own organisation and can also ask other BFMC members to assist with tasks.

7.3 Executive Officer limitations

There is no additional status or standing attached to the position of XO in terms of rights to speak or vote at the BFMC. The XO is also a member of the BFMC and in that capacity has the same speaking and voting rights as any other member.

The XO does not "own" or "run" the BFMC, and care needs to be taken to ensure that this perception does not develop. The XO does not have the right to speak on behalf of the BFMC. The Chairperson speaks on behalf of the BFMC, when required.

BFMC correspondence is signed by the Chairperson and not the XO. The exception is where the BFMC has instructed the XO to do something in particular, for example sending out correspondence.

The correspondence must be exactly as per the BFMC instruction.

An XO should not make a practice of doing things without BFMC meeting endorsement, unless to do something absolutely urgent that cannot wait. This does not include something that should have been done at a meeting but was forgotten.

Where the BFMC has to report on its activities, this means the BFMC needs to report, not the XO. The XO must not prepare and submit reports 'on behalf of' the BFMC. The XO's job is to prepare the report or submission based on information provided by the BFMC. If an organisation's input is expected or required, but is not provided, this may be noted in the draft report or submission.

It is essential that all members are involved in the review and reporting cycle so that they are aware of BFMC successes and shortcomings, and can self-audit to ensure that they are not the cause of any delays. An XO must not attempt to hide failures by preparing the report themselves and submitting it without full review.

7.4 Conducting business without the Executive Officer

There is no provision for the XO role to be delegated or transferred to any other person.

An XO may make arrangements to assist them in their role and can ask other BFMC members and resources within their own organisation to assist with managing workload (Section 7.2 of this Handbook), but this must not be confused with delegation.

Further, it is important to note that in accordance with the Act (s34 and s35), a person acting as the Fire Control Officer, including the Deputy Fire Control Officer in the absence of the Fire Control Officer, in a rural fire district may exercise all the functions of the position.

This includes performing the XO role for the BFMC. Similarly, for fire districts, a person acting in the position of Zone Commander as directed by the Fire and Rescue NSW Commissioner can also assume the XO role.

A BFMC meeting may go ahead even if the XO is absent. While this is undesirable in terms of managing the paperwork, the presence of the XO is not essential for the meeting to proceed. If the XO cannot attend, those present need to choose someone to take notes and draft minutes, to pass on to the XO for completion.

Although the XO may send a delegate for them as a member, their delegate does not take on the XO function.

7.5 Managing observers and guests

An observer is any person who attends a meeting but is not a member of the BFMC. With approval from the Chairperson, an observer or guest may be invited by the BFMC to attend for any number of reasons such as contributing or making a presentation on a particular subject, or for administrative reasons such as recording the minutes.

An observer or guest should:

- ▶ attend only with the BFMCs concurrence (which can be either prearranged or granted at the start of a meeting). The BFMC may decide that certain observers may be in attendance only while the matter relevant to them is being considered;
- ▶ make presentations or comment only at the request of a member and/or the invitation of the Chairperson. Observers must not propose or vote on motions;
- ▶ not intrude on the BFMCs deliberations or decision-making processes; and
- ▶ observe all confidentiality and operating protocols of the BFMC, as well as any other conditions of attendance specified by the BFMC.

The record of attendance in the minutes should clearly distinguish between members and observers. There is a tendency for additional organisation personnel to attend meetings in an observer capacity as they are directly involved in their organisational responsibilities.

However, over time regular observers tend to merge with the representatives and actively participate in BFMC decision-making. This scenario should be managed by clearly documenting the status of attendees at each BFMC meeting.



PART

BFMC GOVERNANCE AND BUSINESS PROCESSES

8. Good Governance

It is the responsibility of all members to ensure that the BFMC carries out the activities outlined in the BFMC Charter to ensure compliance with its responsibilities under the Act. The function of good governance in the public sector is to ensure that entities act in the public interest at all times.

Acting in the public interest requires:

- ▶ strong commitment to integrity, ethical values, and the rule of law; and
- ▶ openness and comprehensive stakeholder engagement.

The nature of cross representation in the BFMC promotes good governance. Members should conduct themselves in accordance with their own organisation's code of conduct and ethics.

This BFMC Handbook and associated BFCC Policy provide the basis for an effective BFMC. Appendix D provides additional guidance for BFMCs on good meeting practice.

9. Meetings

Most BFMC business is conducted within meetings. Meetings may be in person or online. The frequency of meetings needs to be sufficient to deal with BFMC business, and to meet statutory requirements, objectives and other obligations.

At least two meetings must be held each year. The need for more meetings may vary between BFMCs. When determining the frequency of meetings, the BFMC will need to consider the actions and timeframes necessary for the achievement of its objectives and tasks each year.

To facilitate an efficient and effective working environment, a calendar of BFMC meetings should be prepared and distributed prior to the start of each year.

Having determined the frequency of meetings, it is preferable to forecast the meeting dates for the upcoming 12 month period and ensure the schedule is made available to all BFMC members (Appendix C).

To maximise opportunities for member attendance, consideration should be given to the days and times of meetings (Appendix E). The XO should also consider the schedule of adjacent BFMCs that have shared members.

Members must be given adequate notice of any changes to meetings dates.

9.1 Extraordinary meetings

Where there is a pressing need, any member with the support of two other members can request in writing that the Chairperson call an extraordinary meeting.

The Chairperson can call an extraordinary meeting at any time. The Chairperson must then convene a meeting within 15 days.

9.2 Quorum

A quorum is the minimum number of people required to be present in order for a meeting to proceed.

The quorum for a meeting of the BFMC is half of its members (rounded up to the nearest whole number). That is, at least half of the current members must be in attendance for a meeting to go ahead.

Processes for the management of membership and alternates are an important tool to assist in determining if a quorum is present.

If all members in attendance wish to proceed with a meeting without a quorum, all decisions will need to be ratified through the out of session process.

It is acceptable for members to participate online, and their presence is to be counted into the quorum.

The BFMC should be cautious regarding the business to be transacted at meetings where some members will be absent.

The principle to remember is that the Committee is there as a forum to ensure all views are heard and considered when bush fire management decisions are made. It goes against this principle to allocate business to meetings on the basis of which members will and will not be attending.

The BFCC strongly discourages action, which leads to rescission motions as this would indicate that the BFMC is not functioning in the spirit of cooperation.

If the number of members making apologies prior to a scheduled meeting leaves the BFMC unable to form a quorum, the meeting should be deferred and members advised accordingly. Early advice is essential, particularly where members have to travel considerable distances for the meeting. A revised date for the meeting should be arranged as soon as possible.

9.3 Conducting business out of session

There will be times when matters must be dealt with and no quorum is present or key stakeholders are absent from the meeting. At these times, the members present may proceed to discuss the matter, with records of their discussion later circulated to the other members for comment out of session. If no unresolved objections are found, the XO may collate the responses to form the decision of the BFMC, applying the quorum rule to the number of responses required. The outcome for the matter should be tabled at the BFMC's next meeting. If objections arise that cannot be resolved out of session, the matter should be deferred until the next meeting.

An urgent meeting may need to be called in some circumstances.

The BFMC may transact any of its business at a meeting at which some or all members participate online, or other means, but only if any member who speaks on a matter during the meeting can be heard by the other members.

The BFMC may transact any of its business without a formal meeting if required, by the circulation of papers/ motions among all the members. Papers may be circulated among the members by email, post or any other agreed means.

9.4 Meeting agendas and standing Items

The agenda is the plan for the meeting. It is a list of matters the BFMC is to deal with and provides the order in which they will be addressed. The more carefully the agenda is compiled, the more constructive the meeting is likely to be.

An agenda template is included in Appendix C, which includes some recommended standing items. Agendas are prepared by the XO and approved by the Chairperson. Any member can request items be included on the agenda.

9.5 Meeting papers

Members should be provided with as much information as possible about issues to be discussed, prior to the meeting. This enables them to understand the issues and to establish their organisation's position prior to the meeting, minimising the need for issues to be deferred to subsequent meetings. It also allows them time to absorb and consider the issues, enhancing efficiency and effective decision-making.

In addition to the agenda and copies of correspondence, it is preferable to provide a business paper containing a short overview on items requiring decision. Business papers are prepared by members, collated by the CO and approved by the Chairperson.

Agenda and business papers should be circulated at least seven days prior to the meeting.

When a member is required to provide a report to the BFMC it should be provided in a written form or BFCC approved system. It may be only a dot point brief, which the member elaborates on during the meeting.

9.6 Acknowledgment of Traditional Owners

In line with the NSW Public Service Commission website Delivering an Acknowledgement of Country, it is appropriate for an Acknowledgement of Country to occur at the opening of each BFMC meeting.

Where there is a member of the Aboriginal community present at the meeting, they should be given an opportunity to deliver the Acknowledgement of Country to the BFMC. Should this offer be declined, the Chairperson or a nominated person should offer the Acknowledgement of Country.

An example of a statement of Acknowledgement of Country is:

"I acknowledge (Traditional Custodians name) on the lands that we are meeting today. I pay my respects to Elders past, present and emerging and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW. I also acknowledge and pay my respects to our Aboriginal and Torres Strait Islander people joining us today."

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10. Decision Making by Consensus

BFMCs must ensure that all decisions are made by consensus. Consensus is a decision that is 'consented' to by all the members of the BFMC. 'Consent' does not imply that everyone must be completely satisfied with the outcome. Reaching decision by consensus means that all the members contribute to the degree that suits them and they all understand and accept the decision and are prepared to support it. As such, there may be different levels of consensus reached at the BFMC:

- ▶ Everyone enthusiastically supports the decision;
- ▶ Everyone is satisfied with the decision;
- ▶ Everyone can live with the decision; or
- ▶ Not everyone agrees with the decision but will accept the outcome and not object to it.

Where consent is given with reservations, contrary views should be recorded in the minutes.

Should the BFMC be unable to reach consensus and the issue requires resolution, advice can be sought from external persons such as a subject matter expert or BFMC support staff from the RFS.

If consensus still cannot be reached, the issue must be referred to the BFCC for advice and determination. When writing to the BFCC, the BFMC Chairperson must document the discussion and clearly highlight the differences of opinion.

Consensus decision-making requires the BFMC to fully consider the issues and views of all the members to develop a resolution, which is acceptable to the group. It also assists the BFMC to:

- ▶ explore, understand and respect a diverse range of views (including limitations) leading to practical solutions;
- ▶ be well-informed and make quality decisions; and
- ▶ identify common elements on which actions can be planned and decisions based.

The advantage of decision-making by consensus is that the all of the BFMC 'owns the decision'. Some of the key principles that underpin decision-making by consensus include:

- ▶ members develop and agree on the BFMC's decision-making process;
- ▶ issues being considered are outcome-driven and relevant to all interests represented on the BFMC;
- ▶ members with an interest in the issue being considered are aware of or involved in the process;
- ▶ members who formally participate in or provide information for the process do so voluntarily;
- ▶ the BFMC's decisions are consistent with its basic values, principles, objectives and targets;

- ▶ the process is flexible and adaptable to changing needs;
- ▶ members have equal access to relevant information and the opportunity to participate effectively throughout the process;
- ▶ members acknowledge and accept each other's value, interests and knowledge;
- ▶ the process identifies realistic timeframes; and
- ▶ the process includes a commitment to implementation and monitoring.

10.1 Conflict resolution

There may be occasions when one member's opinion will differ significantly from other members of the BFMC. There may be times when discussions become heated and positions or actions are not agreed upon.

Some general skills in conflict resolution can be invaluable in these situations. The BFCC Policy for Dispute Avoidance / Dispute Resolution provides guidance on conflict resolution and how to avoid conflict. It advises that conflicts should be resolved, wherever possible, at the location and as close to the time of the original disagreement as possible. This allows for difficulties to be overcome and relationships within the BFMC to be maintained wherever possible.

Issues that cannot be resolved at the BFMC should be referred to the BFCC for advice and possible determination.

11. Disclosure of Pecuniary Interests and Conflicts of Interest

Members need to be aware of the potential for conflicts between their role on the BFMC and their other interests. Pecuniary interests are particularly important.

If a member has a direct or indirect pecuniary interest in a matter being considered by the BFMC, and the interest appears to raise a conflict with the proper performance of the member's duties in relation to the matter, the member must, as soon as possible after becoming aware of it, disclose the nature of the interest to the BFMC.

A disclosure to the BFMC that the member:

- a. is a member, or is in the employment, of a specified company or other body; or
- b. is a partner, or is in the employment, of a specified person; or
- c. as some other specified interest relating to a specified company or other body or to a specified person,

is a sufficient disclosure of the nature of the interest in any matter relating to that company or other body or to that person. No further details are required or can be demanded of the member.

Details of any disclosure made must be recorded in the minutes of the meeting. After a member has disclosed the nature of an interest in any matter, the member must not be present during any deliberation or decision with respect to the matter, unless the BFMC determines otherwise. In some cases, the member may still be able to fully participate.

Conflicts of interest must be a standing Agenda Item and need to be declared as the beginning of each BFMC meeting.

12. Subcommittees

Due to the size and complexity of some tasks particularly the preparation of plans, it may be necessary for BFMCs to establish subcommittees to assist them in undertaking their functions.

The BFMC may not delegate any of its functions to a subcommittee. All recommendations by Subcommittees must be referred to the BFMC for decision. Care must be taken to ensure that subcommittees do not subsume the role of the BFMC itself. Subcommittees may investigate issues and develop draft plans or programs but all decision-making must be referred to the BFMC.

The subcommittee must only consist of either members of the BFMC or organisation representatives that have been nominated by their BFMC member.

Each subcommittee must have a Convenor who is responsible for coordinating the work of the group. The subcommittee may seek input from people or organisations/agencies who are not part of the group.

The procedures for calling meetings of a subcommittee and for the conduct of those meetings are to be determined by the BFMC. A subcommittee may determine these procedures where a direction has been issued from the BFMC.

At least one BFMC member should be on the subcommittee to ensure objectives are being met and the work remains in scope.

Appendix F provides further information and supporting documentation for subcommittees.

13. Changes to the BFMC

13.1 Changing the name of a BFMC

The BFCC has the authority to change a BFMC name. A BFMC may request a name change by writing to the BFCC, explaining the reasons for the requested change. This will need to be supported by the BFMC and minutes demonstrating endorsement will need to accompany the request.

13.2 Amalgamation of BFMCs

BFMCs may only be amalgamated, split or otherwise altered with the approval of the BFCC. A request for amalgamation or alteration can be made in writing to the BFCC, explaining the reasons for the change requested, in accordance with the BFCC Policy for Bush Fire Management Committees.

When writing to the BFCC, the BFMC should provide any supporting information including a copy of the minutes showing the decision and confirming the attending members reached a quorum.

Amalgamations and establishment of new BFMCs may also be carried out by the BFCC as a result of external factors (e.g. changes to Local Government boundaries).

14. Making and Recording Decisions

It is important to ensure that everyone is clear on the precise nature of the decisions they are making. Decisions should be affirmed and recorded in sufficient detail to stand alone. Anyone should be able to tell, from the minutes, what decisions were made at a meeting. As a guide to whether the minutes are clear enough, anyone reading them should understand exactly what was resolved and be able to explain the actions to be taken.

14.1 Minutes

The minutes of a meeting are the official record of decisions made and progress on activities. They are a tool to assist the BFMC in working towards its objectives and a record of the actions to be taken.

A template for meeting minutes is included in *Appendix C* of this Handbook.

Formal minutes must be taken for all BFMC meetings.

In the case of subcommittees, the decision as to whether formal minutes or summary notes are used will depend on the group, the convenor and its purpose.

In either case, the record of the meeting must be presented in a form that is easily used as a working document.

It must at least, indicate the issue discussed and the decision taken including who has the responsibility for action.

The minutes do not need to be a verbatim record of who said what. However, they need to document important points that underpin the decisions made.

As the decision by consensus method is used in BFMCs, it is not usually necessary to record the mover and seconder details unless specifically requested.



The decision can simply be recorded as "The Committee resolved to ..." or "The Committee agreed to..."

The discussions that led to the decisions are rarely needed except when it may be useful to know the nature of reasoning behind a particular decision. In this case, it is still only necessary to record the discussion in point form.

Decisions (or resolutions) should be given an identifying number to facilitate their monitoring to completion.

The numbering system to be used is year/ sequential decision number (24/1, 24/2.... 25/1 etc.).

The decision numbers restart at 1 each year.

Draft minutes should be prepared and distributed as soon as possible after the meeting. This allows members to review the minutes whilst the meeting is fresh in their minds and allows them to advise the XO of any changes required. It also reminds them of the actions they are expected to undertake before the next meeting.

Waiting until the next meeting to issue the minutes is unacceptable.

A meeting minutes template is included in Appendix C.

15. BFMC Records and Files

Records and Files must be maintained for each BFMC using an online BFCC approved system that is accessible by all BFMC members and BFCC members. This includes agendas, minutes (draft and adopted), papers, reports, tabled documents, correspondence in and out (including emails) and current Plans.

BFMC files are not available for perusal by persons other than BFMC members (that is, other organisation staff, BFMC observers, the public etc.) without the express approval of the BFMC or in accordance with a request under *Government Information (Public Access) Act 2009*.

15.1 Membership list and contact details

It is necessary for the running of the BFMC to record the names and contact details of BFMC members. These details will be made available to the BFCC, organisation staff assisting the BFCC (at present, the RFS), and BFMC members through an online BFCC approved system.

Additionally, organisations and agencies will have access to details of all BFMC members from their own organisation. Those with access to the information will be instructed that the data must only be used for conducting BFMC business.

16. Dealing with sensitive information

All proceedings in the BFMC are confidential until the BFMC has agreed otherwise, where the provider of the information advises that it is publicly available and no restrictions apply to its release or under the provisions of *Government Information (Public Access) Act 2009*.

At times, BFMCs will discuss issues, which may be sensitive or controversial. Information provided and subsequent discussions must be treated with the utmost confidentiality and must be kept within the confines of the BFMC.

A member's discussions within their own organisation regarding meeting proceedings should be limited to those with specific responsibilities pertinent to the business of the BFMC.

In some circumstances (e.g. discussions on Persons of Interest for arson), relevant agencies may seek to convene out of session to talk over a sensitive issue in detail and report back to the BFMC as appropriate. BFMC members must respect the confidentiality of their deliberations and any privileged information with which they may be provided.

16.1 Open access to information and the *Government Information (Public Access) Act 2009*

BFMCs are bound by *The Government Information (Public Access) Act 2009* (GIPAA) which provides rights to information that are designed to meet community expectations of more open and transparent government. It encourages the routine and proactive release of government information, including information held by the providers of goods and services contracted by government agencies.

16.2 Privacy and personal information

BFMCs are bound by the *Privacy and Personal Information Protection Act 1998* (PPIPA) regarding the collection, management and release of personal information. For the purposes of the PPIPA, the BFCC (and consequently its subsidiary BFMCs) is taken to be a public sector organisation.

The PPIPA requires that a public sector organisation must not collect personal information about people unless:

- ▶ the information is collected for a lawful purpose that is directly related to a function or activity of the organisation; and
- ▶ the collection of the information is reasonably necessary for that purpose.

There are specific requirements for the handling and access to any personal information that has been collected. Refer to the PIPPA for more information.

2

17. Public Visibility and Image

BFMCs usually have a very limited public profile; usually organisations/agencies do their own media. However, there may be times when it is appropriate for the Chairperson on behalf of a BFMC to issue media releases or comment. These must be approved and signed by the Chairperson, not the XO. RFS Media are able to assist the Chairperson and will consult with media units within other agencies.

Members need to ensure that the message is clearly delivered as from the BFMC, not the organisation to which the Chairperson belongs. Media releases or comments issued by a BFMC must not be inconsistent with BFCC Policy. Assistance and advice can be sought from the BFCC Secretariat who will source appropriate advice..

The BFMC may wish to consider having an open public forum or targeted engagement sessions, during periods of public exhibition of BFRMPs or following public concerns regarding fire management issues within the area. These types of community engagement activities may be particularly worthwhile for matters that are relevant to multi-agency risk management planning or operations.

18. Budget, Finances and Resources

BFMCs are not legal entities in a financial sense. That is, they cannot expend or receive monies. A BFMC cannot conduct works, or engage contractors to conduct works. It has no budget nor financial responsibility.

Members must provide finances for the hire of meeting rooms, provision of refreshments or meals, document production, photocopying and the like. In practice, the basic administrative costs are often carried by the organisation providing the XO, or the local council.

The BFMC needs to discuss this issue and come to agreement on who will bear what costs.

BFMC members should share access to resources necessary to carry out the BFMC's work, such as printers, and meeting rooms.

19. Monitoring, Evaluating and Reporting on Performance

The RFS Commissioner may conduct a performance audit of the implementation of bush fire risk management plans in accordance with s62A of the Act.

19.1 Annual performance evaluation

BFMCs need to undertake an internal review of their performance on an annual basis. The BFMC should check that they have met all their functional requirements.

During such audits, it is advisable for the BFMC to nominate an audit leader, usually the XO.

19.2 External evaluation of performance

BFMCs may be required to participate in an external audit. The external audit will include compliance with reporting and activities as specified in the bush fire management plans, and review the attendance, record keeping and business process of the BFMC.



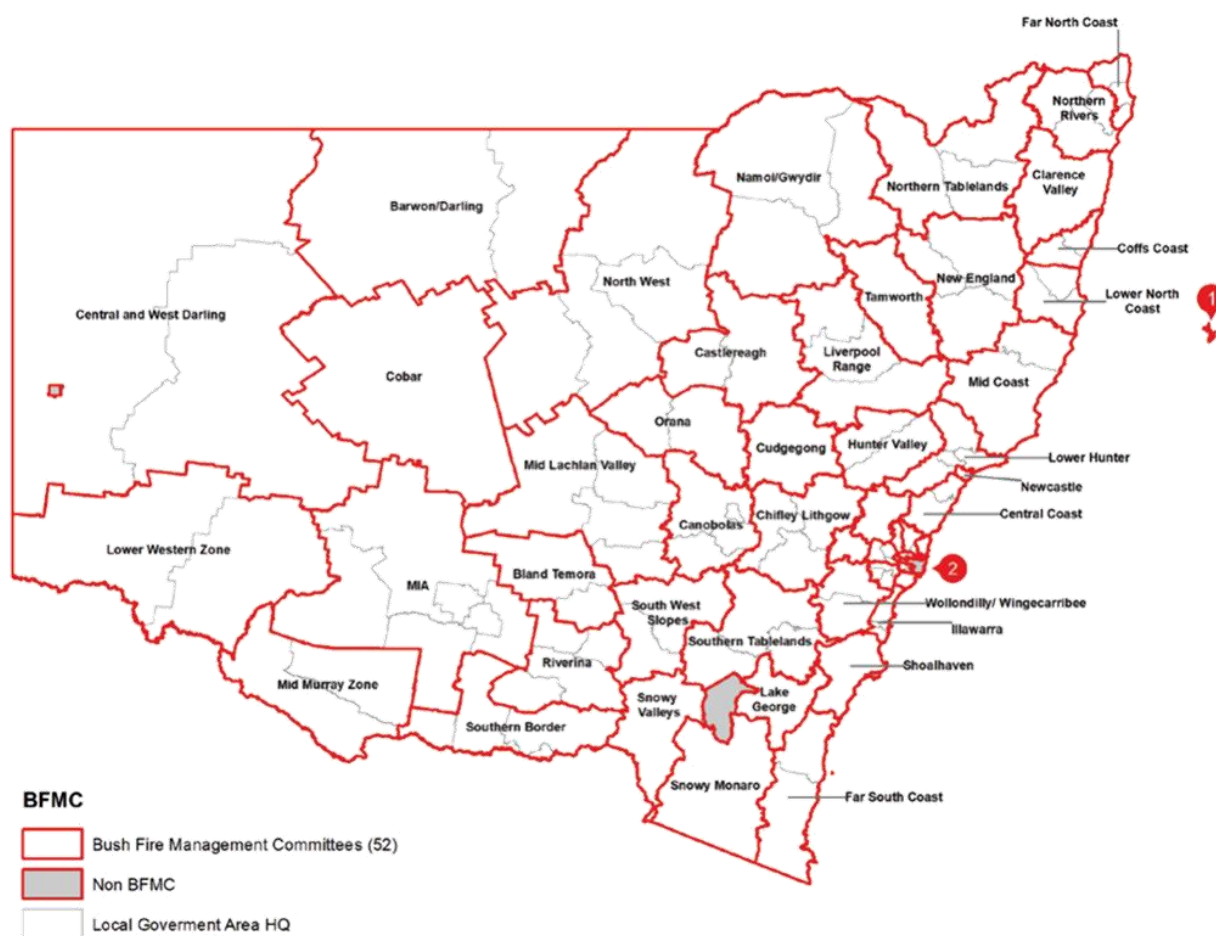
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APPENDIX



NSW BUSH FIRE MANAGEMENT COMMITTEES



This map is current as of February 2024.

BFMC

LGA

Barwon/Darling

Brewarrina - Bourke

Bland Temora

Bland - Temora

Blue Mountains

Blue Mountains

Canobolas Zone

Blayney - Cabonne - Cowra - Orange

Canterbury – Bankstown/Georges River

Canterbury - Bankstown - Georges River

Castlereagh

Gilgandra - Warrumbungle

Central and West Darling

Central Darling - Unincorporated

Central Coast

Central Coast - Lake Macquarie

Chifley Lithgow

Bathurst - Oberon - Lithgow

Clarence Valley

Clarence Valley

Cobar

Cobar

Coffs Coast

Bellingen - Coffs Harbour

Cudgegong

Mid-Western

Cumberland

Fairfield - Blacktown - Penrith

Far North Coast

Ballina - Tweed - Byron

Far South Coast

Bega Valley - Eurobodalla

Hawkesbury

Hawkesbury

Hornsby/Ku-ring-gai

Ku-ring-gai - Hornsby

Hunter Valley

Singleton - Muswellbrook

Hunters Hill/Lane Cove/Parramatta/Ryde

Hunters Hill - Lane Cove - Parramatta - Ryde

Illawarra

Wollongong - Kiama - Shellharbour

Lake George

Queanbeyan - Palerang

Liverpool Range

Liverpool Plains - Gunnedah - Upper Hunter

Lord Howe Island

Lord Howe Island

Lower Hunter

Port Stephens - Dungog - Cessnock - Maitland

Lower North Coast

Nambucca - Kempsey

Lower Western Zone

Wentworth - Balranald

Macarthur

Liverpool - Camden - Campbelltown

MIA

Carrathool - Griffith - Hay - Leeton - Narrandera -

Murrumbidgee

Mid Coast

Port Macquarie Hastings - Mid Coast

Mid Lachlan Valley

Parkes - Forbes - Lachlan - Weddin

Mid Murray Zone

Edward River - Murry River

Mosman/North Sydney/Willoughby

Mosman - North Sydney - Willoughby

Namoi/Gwydir

Gwydir - Moree Plains - Narrabri

New England

Uralla - Walcha - Armidale

Newcastle

Newcastle

North West

Coonamble - Bogan - Walgett - Warren

Northern Beaches

Northern Beaches

Northern Rivers

Kyogle - Lismore - Richmond Valley

**Northern Tablelands**

Inverell - Tenterfield - Glen Innes Severn

Orana

Narromine - Dubbo

Riverina

Junee - Coolamon - Lockhart - Wagga Wagga

Shoalhaven

Shoalhaven

Snowy Monaro

Snowy Monaro

Snowy Valleys

Snowy Valleys

South West Slopes

Cootamundra - Gundagai - Hilltops

Southern Border

Albury - Berrigan - Federation - Greater Hume

Southern Tablelands

Goulburn Mulwaree - Upper Lachlan - Yass Valley

Sutherland

Sutherland

Tamworth

Tamworth

The Hills

The Hills

Wollondilly/Wingecarribee

Wollondilly - Wingecarribee

APPENDIX



BFMC MEMBER ORGANISATION'S PROFILES

The membership of a Bush Fire Management Committee (BFMC) can consist of a range of organisations that are committed to the cooperative management of bush fire and its associated risks. The following provides a brief overview of the organisations involved and their roles in the community.

NSW Rural Fire Service

The NSW Rural Fire Service (NSW RFS) was established on 1st September 1997, by the *Rural Fires Act 1997*. It is the successor of an organisation that has been around for 100 years - known as the NSW Bush Fire Brigades.

While the RFS does not own any land, it is responsible for fire suppression and prevention activities in over 95% of NSW.

The RFS plays a key role in managing bushfire hazards across the State, and also provides advice to landowners, developers and councils about bushfire protection measures required for new and existing developments.

<https://www.rfs.nsw.gov.au/>

Local Authority / Councils

Councils operate under the framework of the *Local Government Act 1993*. It is important to note that Councils, as managers of land and built assets, also have statutory responsibilities under a range of other Acts and regulations, such as obligations regarding the maintenance of biodiversity and preservation of cultural and heritage values. These other obligations are often critical considerations when planning and implementing bush fire risk management work.

Councils provide a wide array of assets, services and advice to their communities and as a result of their comprehensive roles, are able to provide a significant amount of data that can be utilised by a BFMC.

Further, Councils often need to manage an array of competing issues when implementing bush fire risk management works. Wherever possible, Councils will try to facilitate delivery of identified works for the protection of the community.

<https://www.lgnsw.org.au/>

Lord Howe Island Board

The functions of the Lord Howe Island Board are to undertake the care, control and management of the Island and trading affairs on the Island including: protection and conservation of fisheries, flora and fauna; water supply, sewerage, drainage; public health; roads and public facilities generally; tourist trade; and dealings in leases etc. The management of bush fire impacts on the Island also falls within the responsibilities of the Board.

<https://www.lhib.nsw.gov.au>

Forestry Corporation of NSW

Forestry Corporation of NSW (FCNSW) is a Public Trading Enterprise responsible for sustainably managing more than 2 million hectares of public native forests and an expanding estate of hardwood and softwood planted forests.

Its goal is to manage the forests under its care to provide the widest range of benefits to the present and future generations of people in NSW. FCNSW is also a 'fire fighting authority' which has a statutory role in assisting other fire fighting authorities in the management of bush fires.

<https://www.forestrycorporation.com.au/>

Fire and Rescue NSW

Fire and Rescue NSW (FRNSW) is the NSW government organisation responsible for managing fire emergencies in the major cities, metropolitan areas and some towns across rural and regional NSW. It is also responsible for protecting the State from hazardous material incidents and by extension of this capability, the consequences of terrorism. It has 3,546 permanent and 3,212 on-call firefighters, with approximately 4,660 community fire unit members and 515 Administrative and trade staff.

<https://www.fire.nsw.gov.au/>



NSW Police Force

The NSW Police Force is Australia's oldest and largest police organisation and one of the biggest in the English speaking world.

The main functions of the NSW Police Force are preventing, detecting and investigating crime, monitoring and promoting road safety, maintaining social order, performing and coordinating emergency and rescue operations, traffic control, communications, intelligence analysis and anti-terrorist negotiation.

<https://www.police.nsw.gov.au/>

Electricity Distribution Network Service Providers

Essential Energy

Essential Energy is owned by the NSW Government. It is responsible for building, operating and maintaining Australia's largest electricity network. It provides essential network services to 95 per cent of NSW.

It also provides water and sewerage services to 20,000 customers in far west NSW.

<https://www.essentialenergy.com.au/>

Ausgrid

Ausgrid is one of the largest private distributors of electricity on Australia's east coast, providing power to over 1.7 million customers. Their network is made up of substations, power lines, underground cables and power poles, spanning 22,275 square kilometres throughout Sydney, the Central Coast and the Hunter Valley.

<https://www.ausgrid.com.au/>

Endeavour Energy

Endeavour Energy is responsible for the safe and reliable supply of electricity to 2.4 million people in households and businesses across Sydney's Greater West, Blue Mountains, Southern Highlands, Illawarra and the South Coast. Endeavour Energy is owned by both the state and private industry.

<http://www.endeavourenergy.com.au>

Local Land Services

Local Land Services is a regional-focused NSW Government agency delivering quality customer service to farmers, landholders and the wider community. Local Land Service are also responsible for management of a network of Crown land Travelling Stock Reserves in New South Wales.

There are 11 LLS regions in NSW, with each region governed by a board of local community representatives. Board members work closely with landholders and local communities to identify and deliver services relevant to local needs. Local boards are a mix of Ministerially-appointed and elected board members. The local boards have legislated functions with four main focus areas including strategy, community engagement, advocacy and advice.

<https://www.lls.nsw.gov.au/>

National Parks and Wildlife Service

The NSW National Parks and Wildlife Service (NPWS) is responsible for developing and maintaining the parks and reserve system and conserving natural and cultural heritage throughout our state.

NPWS manages more than 8 million hectares of land, approximately 10% of NSW, which consists of a variety of protected areas, including National Parks, Nature Reserves, World Heritage, rainforests, beaches, alpine ecosystems and sites of great cultural and historic significance.

As a 'fire fighting authority' NPWS has a statutory role in assisting other NSW fire fighting agencies and National Park neighbours in the management of bushfires. NPWS is committed to the work that the BFCC and BFMCs deliver to the NSW community.

<https://www.nationalparks.nsw.gov.au/>



Crown Lands

Crown Lands is responsible for the sustainable and commercial management of Crown land. It also includes lands in the Western Division formerly managed by the Western Lands Commissioner.

Covering approximately 42% of all land in NSW, much of this Crown land is managed as reserve or under lease or licence. There are 35,000 Crown reserves managed by appointed Crown Land Managers as a partnership between government and the community.

Local councils, professional boards, not-for-profit organisations and individual community-based volunteer boards all play a role in managing Crown reserves. In addition there are around 54,000 leases and licences enabling the use of Crownland across the state for a range of commercial, agricultural, industrial, community, residential and private uses.

The Department is also responsible for investigating Aboriginal land claims under the *Aboriginal Land Rights Act 1983*.

Whilst the area of lands directly managed by Crown Lands may be small compared to other public land managers, these lands are often strategically important for bush fire mitigation, being located directly on the urban-bushland interface.

<https://www.industry.nsw.gov.au/lands>

Transport for NSW

Transport for NSW is the lead organisation of the NSW Transport cluster (replacing Roads and Maritime Service in 2019). Their role is to lead the development of a safe, efficient, integrated transport system that keeps people and goods moving, connects communities and shapes the future of our cities, centres and regions.

They are responsible for strategy, planning, policy, regulation, funding allocation and other non-service delivery functions for all modes of transport in NSW including road, rail, ferry, light rail, point to point, regional air, cycling and walking. Agencies operating under this cluster include Sydney Trains, NSW Trains, State Transit and Sydney Metro.

<https://www.transport.nsw.gov.au/>

Nature Conservation Council (NCC)

The Nature Conservation Council of NSW (NCC) was established in 1955 to provide a shared voice for community environmental organisations across the State. The NCC maintains an active interest in both the environmental impact of bush fires and the use of fire as a natural tool in achieving conservation objectives.

Under the Act, the NCC has a statutory role on Bush Fire Management Committees, the Rural Fire Service Advisory Council and the NSW Bush Fire Co-ordinating Committee (BFCC). The NCC is also represented on the BFCC Standing Advisory Subcommittee and contributes to other BFCC policy working groups.

NCC bush fire representatives aim to ensure that the identification and ongoing conservation of significant natural and cultural heritage values is properly considered during all bush fire prevention, planning, mitigation and suppression activities.

Our representatives have an interest and relevant qualifications and experience in a wide range of areas including wildlife conservation, protected area management, natural resource management and fire ecology.

Representatives are also part of a wide network of both local and state conservation groups and specialists and are guided by the NCC Bush Fire Policy available on their website.

<https://www.nature.org.au/>

NSW Rural Fire Brigades

The Rural Fire Brigades are part of the NSW Rural Fire Service. They consist of entirely volunteer members who are involved in front-line fire fighting and support roles across 95% of the State.

Incidents and activities they attend include bush, grass, house and structure fires, storm damage, search and rescue, motor vehicle accidents, community education and bush fire mitigation.

<https://www.rfs.nsw.gov.au/>



NSW Farmers Association

The NSW Farmers' Association is a dynamic, innovative and voluntary industry body whose members are representative of the whole farming community in NSW. Through its commercial, policy and lobbying activities it provides a powerful and positive link between farmers and the public, government and local authorities.

Bush fire management impacts on members' business, livelihood, residence and family, with individual economic impact being a key driver of representation.

Our BFMC representatives have practical land management and fire-fighting expertise together with experience in history and impact of fires, asset and treatment identification, bringing ideas and outcomes of other farmers from around the State, who collectively manage about 70% of the rural landscape.

<http://www.nswfarmers.org.au/>

Local Aboriginal Land Council

Local Aboriginal Land Councils are autonomous bodies created by the *Aboriginal Land Rights Act 1983*. Their objective is to improve, protect and foster the best interests of all Aboriginal persons within their Council's area and other persons who are members of the Council. There are 121 Local Aboriginal Land Councils in NSW.

<http://alc.org.au/>

Property and Development NSW

Property and Development NSW is the central property agency for the NSW government, focusing on excellence in property, infrastructure and places.

They manage the State's significant property portfolio and its places, which results in better visitor experiences and services for the people of NSW. Property and Development NSW is the brand name encompassing the entities of the former Property NSW, Government Property NSW (GPNSW), the former Sydney Harbour Foreshore Authority (SHFA), Teacher Housing Authority of NSW (THA) and Waste Assets Management Corporation (WAMC).

<https://www.property.nsw.gov.au/>



APPENDIX



TEMPLATES

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1. BFMC AGENDA TEMPLATE

[Name]

BUSH FIRE MANAGEMENT COMMITTEE

AGENDA

Meeting: YYYY / Number (e.g. 2024/1)

Convened by:

Attendees:

.....

.....

.....

.....

.....

.....

.....

Location: Place, address, room

Date and Time:

Minutes by:



Table 1: Agenda Items

Agenda Item 1	Responsible
Welcomes and Acknowledgement of Country	Chairperson
Agenda Item 2	Responsible
Apologies	Chairperson
Agenda Item 3	Responsible
Disclosure of Interests	Chairperson
Agenda Item 4	Responsible
Confirmation of Minutes of [Year/Number] held [date previous meeting]	Chairperson
Agenda Item 5	Responsible
Business arising from previous minutes – Open Action Items Table 2	Chairperson
Agenda Item 6	Responsible
Subcommittee Reports (list Subcommittees)	(List Subcommittee Conveners)
Agenda Item 7	Responsible
Organisation Reports	(List Members)
Agenda Item 8	Responsible
Annual Works Plan	BFMC members



Agenda Item 9	Responsible
Fire Access and Fire Trail Register	BFMC members

Agenda Item 10	Responsible
Grant Funding	BFMC members

Agenda Item 11	Responsible
Seasonal Outlook	XO

Agenda Item 12	Responsible
General Business	Chair

Agenda Item 13	Responsible
Close	Chair

Next Meeting:	Date:

Table 2: Open Action Items from the Last Meeting

Reference No.	
Item Description:	Due date:
Status:	Responsible:

Reference No.	
Item Description:	Due date:
Status:	Responsible:



Reference No.	
Item Description:	Due date:
Status:	Responsible:

Reference No.	
Item Description:	Due date:
Status:	Responsible:

Table 3: Documents to be tabled

Document title	Author	Date

**Table 4: Correspondence Register**

[TITLE HERE]

BUSH FIRE MANAGEMENT COMMITTEE CORRESPONDENCE

Date to

Correspondence in:

No.	From	Date Received	Subject	Document Reference
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Correspondence out:

No.	Subject	Date Receive	Addressed To	Document Reference
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				



2. BUSINESS PAPER TEMPLATE

[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Title:

Purpose: ☐ To note ☐ Action ☐ Assign ☐ Endorse

Background:

.....

.....

Current position:

Recommendation:

.....

.....

.....

.....

.....

.....

Attachments:

Name: Type here

Title: Type here

Contact number: Type here



3. ORGANISATION REPORT TEMPLATE

[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Reference: YYYY / Number (e.g. 2024/1)

Date:

[Name of Organisation] **Progress Report**

Agenda Item 7	Responsible
Action Items	Provide an overview of the status of any BFMC Action Items assigned to your organisation
Bush Fire Risk Management Plan	Provide an outline of any treatment activities completed since the last BFMC meeting (or refer to completed treatments as recorded in BFCC approved online system). Provide an overview of any planned activities coming up.
Fire Access and Fire Trail Plan	Summarise any fire trail works that have been completed since the last BFMC meeting (or refer to completed treatments as recorded in BFCC approved online system). Provide an overview of any planned activities coming up.
Plan of Operations	Provide an update of any significant operational / response and pre-incident planning activities that have occurred since the last BFMC meeting. Advise of any significant changes in personnel and contacts as listed in the Plan of Operations appendices.
Training / Joint Initiatives	Include information on any past or upcoming training / joint initiatives that are relevant to the BFMC
Infrastructure	Provide an overview of any changes / enhancements to infrastructure that would be of interest to the BFMC
General	Summarise any other matters that would relate to BFMC business (e.g. tenure changes, new relevant organisation policy or plans)



4. MINUTES TEMPLATE

[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Meeting: YYYY / Number (e.g. 2024/1)

Convened by: Chairs name – Organisation

Location: Place, address, room

Date and time: Day, date, time

Minutes by: Name – organization

Table 1: Attendance Record

Members (alternate)	Organisation	Present	Apology	Absent

Observers / Support	Organisation	Present	Apology	Absent



Table 2: Documents Referred to in the Meeting

Document title	Author	Date

Minutes

Agenda Item 1	Responsible
Welcomes and Acknowledgement of Country	Chairperson

Agenda Item 2	Responsible
Apologies	Chairperson

Agenda Item 3	Responsible
Disclosure of Interests	Chairperson

Agenda Item 4	Responsible
Confirmation of minutes of [YEAR/NUMBER] held [DATE PREVIOUS MEETING]	Chairperson

Agenda Item 5	Responsible
Business arising from previous minutes – Open Action Items Table 2	Chairperson



Table 3. Outstanding Action Items From Meeting [YYYY/Number]

Reference No. (Year/Meeting/#)	
Item Description:	Due date:
Status:	Responsible:

Reference No. (Year/Meeting/#)	
Item Description:	Due date:
Status:	Responsible:

Reference No. (Year/Meeting/#)	
Item Description:	Due date:
Status:	Responsible:

Reference No. (Year/Meeting/#)	
Item Description:	Due date:
Status:	Responsible:



Agenda Item 6	Responsible
Subcommittee Reports	Subcommittee Conveners

Agenda Item 7	Responsible
Organisation Reports	BFMC member Organisations

Agenda Item 8	Responsible
Annual Works Plan	BFMC members

Agenda Item 9	Responsible
Fire Access and Fire Trail Register	BFMC members

Agenda Item 10	Responsible
Grant Funding	BFMC members



Agenda Item 11	Responsible
Seasonal Outlook	XO

Agenda Item 12	Responsible
General Business	Chair

Agenda Item 13	Responsible
Close	Chair

Table 4. Updated Action Items

Ref No.	Item Description	Responsible	Due Date	Status
YYYY/meeting/#				

Table 5. Next meeting

Date	Start time	Finish time	Location
	00.00	0.00	



5. BFMC FORMAL CORRESPONDENCE

[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Address all correspondence to: Executive Officer Address here.

Type name and surname

Your reference

Type organisation

Our reference

Type address

Phone number

DD/MM/YY

Email address

Dear [TYPE TITLE AND SURNAME], ...

[TYPE SUBJECT OF LETTER]

[TYPE BEGINNING OF LETTER]

Yours sincerely,

[TYPE NAME AND SURNAME]

[TYPE POSITION]



6. INVITATION FOR BFMC MEMBERSHIP LETTER (SAMPLE)



[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Address all correspondence to: Executive Officer Address here.

Type name and surname

Your reference

Type organisation

Our reference

Type address

Phone number

DD/MM/YY

Email address

Dear [TYPE TITLE AND SURNAME],

RE: Invitation for membership of [NAME] Bush Fire Management Committee

I am writing to invite you to nominate a representative from your organisation for the [NAME] Bush Fire Management Committee (BFMC).

BFMCs are groups of people with technical expertise, experience and local knowledge who work together for bush fire management purposes, and who can collaboratively develop better bush fire management decisions than anyone acting alone.

The BFMC is responsible for preparing, reviewing and updating a Bush Fire Risk Management Plan, the Operations Coordination Plan and Fire Access and Fire Trail Plan, within the local area.

The Rural Fires Regulation 2013 states that a person nominated by [INSERT RELEVANT SECTION OF THE REGULATIONS SECTION 14 FOR THE ORGANISATION YOU ARE WRITING TO] located in the Bush Fire Management Committee's area, is eligible to join the BFMC.

Your organisation is not, at present, represented on the [NAME] BFMC and as such I would like to invite and encourage you to nominate a representative to join the committee.

The next general meeting will be held on [DATE] at [PLACE] at [ADDRESS]. If your organisation would like to have representation on the [NAME] BFMC, it would be appreciated if you could notify the Executive Officer prior to the above date so that appropriate correspondence and notification of events can be sent accordingly.

Your assistance in this matter would be greatly appreciated.

If you have any enquiries or would like further information about the BFMC and its operations, please do not hesitate to contact me.

I look forward to hearing from you.

[NAME]

Executive Officer/Chair

[NAME] Bush Fire Management Committee



7. BFMC WELCOME LETTER (SAMPLE)

[NAME]

BUSH FIRE MANAGEMENT COMMITTEE

Address all correspondence to: Executive Officer Address here.

Type name and surname

Your reference

Type organisation

Our reference

Type address

Phone number

DD/MM/YY

Email address

Dear [TYPE TITLE AND SURNAME],

Re: Welcome to the [NAME] Bush Fire Management Committee

May I take this opportunity to welcome you to the [Name] Bush Fire Management Committee (BFMC), as the member representing the [ORGANISATION].

As with the previous {[ORGANISATION]} representatives I am certain we will continue the productive and collaborative relationship that has existed in the past and thank you for your willingness to be involved. We welcome the participation of {[ORGANISATION]} on the BFMC and are looking forward to your contribution to the work of the BFMC.

The Committee meets [INSERT NUMBER] times a year and you will receive confirmation of the meeting date, time and location, together with a copy of the agenda, prior to the meeting.

The remaining scheduled BFMC meetings for this year are [DATE]. Please find the minutes of the last BFMC meeting, which has been enclosed to this correspondence to provide some background.

Also enclosed is a copy of the BFMC Charter, which will provide an introduction to the BFMC and your role as a member of the Committee.

I would also like to direct you to the BFMC Handbook. This document contains additional information that will further assist you in understanding your role and expands on the information that is provided in the BFMC Charter. The BFMC Handbook is downloadable on the RFS website.

Please do not hesitate to contact me for a briefing on the role of the Committee, its Bush Fire Risk Management Plan, Plan of Operations, Fire Access and Fire Trail Plan, and the matters currently being dealt with.

Yours sincerely,

[NAME]

Executive Officer

[NAME] Bush Fire Management Committee



8. BUSH FIRE MANAGEMENT COMMITTEE STANDARD EMAIL TEXT (SAMPLE)

CALL FOR AGENDA ITEMS

Call for agenda items should be sent at least of 1 month prior to the meeting of the BFMC.

Dear [NAME] BFMC members and delegates,

Please advise if you have any agenda items you would like added to the agenda for the upcoming (Name) BFMC meeting to be held at [time, date, location]. Suggestions for items will need to be received by [date] in order to be included in the agenda.

Can you please confirm your availability for this meeting and advise if you seek to have any observers or guests attend.

Thank you,

[NAME]

Executive Officer/Chair

[NAME] Bush Fire Management Committee

Standard Email Text – Distribution of Agendas and Business Papers.

Agendas and business papers should be sent a minimum of 7 days prior to the meeting of the BFMC.

Dear [NAME] BFMC members and delegates,

Attached is the agenda, business papers and related documentation for the next [NAME] BFMC meeting to be held at [TIME, DATE, LOCATION]. Please review this documentation as well as any action items assigned to your organisation and ensure you are in a position to discuss these matters at the meeting.

Draft minutes of the previous meeting [and any other supporting material] are also attached for your review and comment.

If you haven't already, it would be appreciated if you could confirm your availability for this meeting along with the attendance of any observers or guests by close of business today.

Thank you,

[NAME]

Executive Officer

[NAME] Bush Fire Management Committee

BFMC Calendar (*Sample*)



9. Bush Fire Management Committee Schedule

[INSERT NAME XXX] Bush Fire Management Committee Schedule

Establishment date of BFMC: [INSERT DATE XXX]

When	What	Who	Completed
YEARLY			
Start or end of the year	Prepare 12 months calendar of BFMC meeting dates	BFMC (Executive Officer)	
Start of the Year (or near the establishment date of the Committee)	Elect Chairperson and deputy Chairperson	BFMC	
Start of the Year (or near the establishment date of the Committee)	Contact those organisations eligible for BFMC membership and issue an invitation to provide a member to the BFMC. This should be done in writing.	BFMC (Chairperson / Executive Officer)	
(INSERT DATE)	BFMC Meeting~ YYYY/1	BFMC	
March	Consider Variation to Extend the Bush Fire Danger Period	BFMC (Subcommittee)	
(INSERT DATE)	(Name) Subcommittee Meeting	(Name) Subcommittee members	
(INSERT DATE)	BFMC Meeting YYYY/2	BFMC	
June 30	BFMC Annual Works Plan endorsed by BFMC	BFMC	
(INSERT DATE)	BFMC Meeting YYYY/3	BFMC	
August 1	BFMC Annual Report endorsed by BFMC and made available to BFCC	BFMC	
(INSERT DATE)	(Name) Subcommittee Meeting	(Name) Subcommittee members	
August 31	Pre-season Checklist made available to BFCC FAFT Plan implementation report to BFCC.	BFMC	



When	What	Who	Completed
Prior to Bush Fire Danger Period	Operational exercise undertaken Operations Coordination Manual prepared Fire Trail Treatment Register reviewed Ignition Prevention Plan reviewed	BFMC	
(INSERT DATE)	BFMC Meeting YYYY/4	BFMC	

EVERY 2 YEARS

The dates for submission are based on the establishment date of your BFMC	Prepare and submit Plan of Operations	BFMC
--	---------------------------------------	------

The dates for submission are based on the establishment date of your BFMC	Prepare and submit Fire Access and Fire Trail Plan	BFMC
--	--	------

EVERY 5 YEARS

Submission dates are based on the establishment of your BFMC	Prepare and submit Bush Fire Risk Management Plan	BFMC
---	---	------



APPENDIX



GOOD MEETING PRACTICE

8 PRINCIPLES FOR GOOD MEETING PRACTICE

1. Be punctual and prepared

- ▶ Arrive to the meeting and return from any breaks on-time.
- ▶ Ensure you are prepared to contribute to the BFMC and address any items that have been allocated to your organisation.
- ▶ Bring a positive attitude and a willingness to collaborate with other members.

2. Stay mentally and physically present

- ▶ Be present, and don't attend to non-meeting business during the meeting.
- ▶ Listen attentively to others and don't interrupt or have side conversations.
- ▶ Treat all meeting participants with the same respect you would want from them.

3. Actively participate in discussions

- ▶ Share your thoughts, ideas and contribute to the discussions.
- ▶ Ask questions and provide constructive feedback.
- ▶ Clearly articulate any points of disagreement and offer practical solutions.

4. Allow others to participate

- ▶ Provide an opportunity for others to share their views.
- ▶ Actively listen to other members and do not interrupt them.
- ▶ Respect each other's thinking and value everyone's contributions.
- ▶ Be open to new ways of doing things and learn from the experiences of other members.

5. Be clear, concise and stay on topic

- ▶ Ensure you understand the topic being discussed before contributing. It's OK to ask questions before providing input.

- ▶ Keep your comments relevant, brief and to the point.
- ▶ Do not simply repeat what others have said or bring up previous conversations.
- ▶ Avoid using acronyms and phrases that can be misunderstood.

6. Attack the problem, not the person

- ▶ Capture the different perspectives of the BFMC membership.
- ▶ This will assist in achieving the best outcomes.
- ▶ Challenge the idea, respectfully and openly, without being confrontational.
- ▶ Do not criticise or belittle the views of other members.
- ▶ Stay professional in your conduct and do not be personal with your comments.

7. Reach consensus and record action items

- ▶ The Chairperson will facilitate consensus on any BFMC decisions.
- ▶ Any issues and action items arising from the discussion must be noted in the meeting minutes.
- ▶ Ensure that you act on any action items that are assigned to your organisation.
- ▶ The Chairperson should provide a summary of action items at the meeting.

8. Document outcomes and share learnings

- ▶ Record resolutions to problems and assigned tasks.
- ▶ Openly provide relevant information to all BFMC members.
- ▶ Consult with adjoining BFMC(s), Local Emergency Management Committees and other stakeholders to discuss any common issues and share learnings or outcomes.

APPENDIX



BFMC MEMBER ENGAGEMENT

Good communication and engagement practice

Although membership is not compulsory, the BFCC encourages all eligible agencies and organisations to participate in BFMC business.

BFMCs may need to be flexible and consider alternative engagement methods outside of formal BFMC meeting processes. This may be particularly important when engaging with member agencies and organisations who may not have a current representative to attend meetings but whose values, views, interests or management responsibilities may be impacted by bush fire management activities and the decisions of the BFMC.

This Appendix is designed to provide general guidance to BFMCs on good communication and engagement practice to maximise opportunities for member agencies and organisations to actively and equitably participate in BFMC business.

Barriers to active participation

Conflict with paid employment or other responsibilities

Many agency representatives are paid for their time as part of their job. However, representatives from volunteer-based or non-for-profit organisations who are not paid for their time to attend BFMC meetings may find it difficult to participate during standard business hours due to loss of wages caused by the need to take time from paid employment to travel and attend. This increases the risk of low participation in BFMC processes.

Communication breakdown

BFMC representatives may change within an agency or organisation due to leave or staff turnover. There is the potential for information and contacts to be lost in transition.

Cultural safety

The location or timing of a BFMC activity may affect how a member responds to BFMC engagement attempts.

Timing

Scheduling BFMC meetings at particular times and dates e.g. during school holidays or culturally significant events.

Accessibility

The location of meetings is important and can impact participants' level of comfort and their ability to attend. Some BFMCs cover large geographical distances meaning some representatives may have to travel far to

attend meetings in-person.

Consultation fatigue

Consultation fatigue may occur when a member sits on multiple BFMCs or other stakeholder groups.

Strategies to support good communication and engagement

► Don't rely on a single method of communication

Use a variety of communication and engagement methods – don't rely on a single email to get your message across. Lead with a phone call then follow up with an email to ensure your message has been received by the right person.

► Be flexible – consider alternative engagement methods outside of formal BFMC meeting processes.

Participate in community meetings rather than asking people to join pre-determined BFMC processes.

► Consider varying the day and time that meetings are held and the location – maximise opportunities for representatives to attend at a time that suits their work and/or caring responsibilities.

► Set realistic timeframes – communicate and allow members adequate time to report back to their colleagues and communities.

► Hold combination of face-to-face and online meetings – tailor communication to your audience, in terms of materials, methods and communication channels. Providing alternatives to traditional in-person meetings allows people who have to travel or have other commitments flexibility, while the face-to-face gives option can support people with poor telecommunications quality.

► Be open and transparent about the decision-making process – set expectations about what is in and out of scope for a particular issue. The BFCC requires that BFMCs ensure all decisions are made by consensus.

► Be mindful of consultation fatigue – make efforts to find out who is already engaging with agencies or organisations not currently sending representatives to BFMC meetings. Seek opportunities to join a conversation or activity that is already taking place, particularly where you are consulting the same stakeholder groups.

► Close the loop – plan to communicate with representatives on how their input has been considered in the project or decision.

APPENDIX



SUBCOMMITTEES OF THE BFMC

Subcommittees of the BFMC

A BFMC may choose to establish a subcommittee, or subcommittees to assist in fulfilling its responsibilities under the Rural Fires Act 1997, the Bush Fire Coordinating Committee (BFCC) Policy and the BFMC Charter. A subcommittee may bring together specific BFMC members (or subject matter experts from BFMC member organisations) to assist the BFMC with the development and monitoring of the following:

- ▶ Draft Bush Fire Risk Management Plan;
- ▶ Draft Fire Access Fire Trail Plan;
- ▶ Draft Plan of Operations;
- ▶ Annual Works Plan;
- ▶ Funding Applications; and
- ▶ Annual Ignition Prevention Plan.

Not all BFMCs will require a subcommittee, however every BFMC should consider whether the formation of a subcommittee would improve the functionality of the BFMC. The BFMC may be able to resolve many issues itself or refer it to the appropriate member(s) to investigate and report back to the BFMC.

If a BFMC decides to establish a subcommittee, it is recommended that the number of subcommittees are kept to a minimum. The creation of multiple subcommittees that consist of the same representatives should be avoided as it may cause unnecessary complexity and confusion. However, where there is variation in the membership and expertise required to address different BFMC matters, the formation of multiple subcommittees may be necessary.

Two examples of subcommittees are provided in this appendix, however each BFMC should determine a subcommittee structure that best assists their BFMC.

Example 1: Bush Fire Risk Management Subcommittee

Scope

- ▶ Bush Fire Risk Management Plan;
- ▶ Fire Access and Fire Trail Plan;
- ▶ Fuel Management through the Annual Works Plan;
- ▶ BFMC Annual Report;
- ▶ Neighbourhood Safer Places and Community Protection Plans; and
- ▶ Funding applications.

Membership

All Land Management Agencies should be represented on this subcommittee to ensure that draft Plans are locally relevant, practical and take into account the views of key stakeholders.

Meeting Frequency

During the preparation of Plans, the subcommittee may be required to meet regularly. Following the approval and endorsement of Plans, this subcommittee may meet three to four times a year to plan and coordinate AWP, monitor and review Plans and prepare the Annual Report.

Example 2: Operations Subcommittee

Scope:

- ▶ Plan of Operations;
- ▶ Pre-season Checklist;
- ▶ Operational Exercise; and
- ▶ Ignition Prevention Plan.

Membership

Representation from fire authorities and NSW Police Service would be critical to the functioning of this subcommittee. Membership may need to be restricted due to the sensitive nature of some of the issues to be dealt with by this subcommittee (e.g. arson).

Other organisations could be invited along to these subcommittee meetings as required.



Meeting Frequency

This subcommittee may meet at least twice a year. Once before and once after the BDFP. Additional meetings may be required during the development of the Plan of Operations or during the BDFP to address any specific operational issues that arise.

Governance arrangements

Establishment of a subcommittee and the nominated members should be documented in the BFMC meeting minutes. As outlined in Section 12, the subcommittee must only consist of members of the BFMC or BFMC organisation representatives that have been nominated by their BFMC member.

At least one BFMC member should be involved in the subcommittee to oversee its activities to ensure objectives are being met and work remains within scope. A Convener must be appointed for each subcommittee. A subcommittee can investigate issues, develop draft documents or programs and make recommendations for the BFMC to consider. However, any decision-making must be performed by the BFMC.

There will be occasions where a subcommittee must deal with sensitive information in undertaking its role. Members are subject to the same confidentiality arrangement as the BFMC, which are detailed in Section 16.2 of this handbook. In some instances, it may be appropriate for specific agencies to hold detailed discussions independent of the subcommittee and report back as required.

Subcommittees should only engage in discussions on matters that have been referred to it by the BFMC. To ensure that the subcommittee is clear on its role and purpose, a Terms of Reference needs to be prepared and approved by the BFMC.

The Terms of Reference should clearly outline matters that are within the scope of the subcommittee and identify the official membership of the group. A standard template for a subcommittee Terms of Reference is attached to this Appendix.

The Convener

The Convener for the subcommittee has a similar role to the BFMC XO, which is detailed in Section 7 of this handbook. The Convener can be anyone endorsed by the BFMC. The role includes the following duties:

- ▶ Book, prepare and arrange meetings;
- ▶ Collate apologies;
- ▶ Prepare meeting agendas and minutes;
- ▶ Compile reports and any business papers for submission to the BFMC;
- ▶ Maintain and manage subcommittee files and records;
- ▶ Maintain membership records and contact details; and
- ▶ Distribute any relevant correspondence.

The arrangements in place for BFMC meetings as outlined in Section 9 of the BFMC Handbook should also be employed for subcommittee. Standard templates for subcommittee agenda, minutes and progress reports have been attached to this Appendix.

A report to the BFMC, which summarises the activities of the subcommittee since the last BFMC meeting, should be submitted to the BFMC at each meeting. This report should include copies of the agenda(s), minutes and any relevant documents tabled with the subcommittee. Where a recommendation is to be made by the subcommittee to the BFMC, a separate paper is to be prepared by the Convener, consistent with the template provided in Appendix C.

Whilst minutes should be prepared for each subcommittee meeting, they do not need to be a detailed appraisal of discussions that took place. However, they should provide some context, reasoning and background to any recommendations made by the subcommittee.



TERMS OF REFERENCE

[NAME] SUBCOMMITTEE OF THE [NAME] BUSH FIRE MANAGEMENT COMMITTEE

Role of the Subcommittee

The [NAME] Subcommittee has been established to carry out the following tasks:

- ▶ [INSERT TASK – e.g. prepare draft Bush Fire Risk Management Plan]
- ▶ [INSERT TASK – e.g. prepare draft Fire Access and Fire Trails Plan]

This subcommittee may also be requested by the BFMC to investigate and provide advice on specific matters relevant to the above tasks.

Membership

Membership of the [NAME] Subcommittee is outline below. At least one BFMC member must be represented on the subcommittee to oversee its activities.

Table 1: Membership of the [NAME] Subcommittee

Name	BFMC Member or BFMC Organisation Representative	Organisation	Contact Details
Convener -			

Meetings

Members of the [NAME] subcommittee will meet on a regular basis to address matters that have been referred to it by the BFMC. Dates of meetings are to be determined at the start of each year in consultation with subcommittee members.

A minimum of two weeks notice should be provided if meeting dates change or additional meetings are added.

Reporting

Following each meeting of the [NAME] subcommittee, a summary report is to be prepared by the Convener and submitted to the BFMC at its next meeting.

The report must include a copy of the agenda(s), minutes and any relevant documents tabled at the subcommittee meeting.

Where a recommendation is to be made by the subcommittee for BFMC consideration, a separate paper is to be prepared by the Convener.

**[NAME] Bush Fire Management Committee****Agenda Item XXX****[Name] subcommittee Progress Report**

Purpose:

To note

Recommendation:

a. That the [NAME] BFMC receives and notes the [NAME] subcommittee Progress Report.

Background:

Current Position:

Attachment(s):

Name:

Title:

Contact number:



[NAME] SUBCOMMITTEE OF THE [NAME] BUSH FIRE MANAGEMENT COMMITTEE

AGENDA

Meeting: [MEETING NUMBER/YEAR]
 Convened by: [CONVENER NAME - ORGANIZATION]
 Location: [PLACE, ADDRESS, ROOM]
 Date and time: [DAY, DATE, TIME]
 Minutes by: [NAME – ORGANIZATION]

AGENDA

Table 1: Agenda Items

No.	Agenda item	Responsible
1	Welcome/ Acknowledgement of Country	Convener
2	Apologies	
3	Disclosure of Interests	Convener
4	Confirmation of Minutes of #/YEAR [INSERT # OF LAST MEETING /YEAR] meeting held [DATE PREVIOUS MEETING]	Convener
5	Business arising from previous minutes a. General b. Action Items	Convener
6	[INCLUDE ITEMS TO BE ADDRESSED AT THIS MEETING AND ADD ADDITIONAL ROWS AS REQUIRED]	
7	Close	Convener

Next meeting: [DAY, DATE AND TIME]



Table 2. Open Action Items from the Last Meeting

Ref.	Item Description	Responsible	Due Date	Status

Table 3. Documents to be tabled

Item Description	Responsible	Status
BFMC Subcommittee Minutes	BFMC Subcommittee	
Draft Focus Areas for Bush Fire Risk Management Plan	Convener	
Draft Annual Works Plan	BFMC Subcommittee	
FAFT Plan	BFMC	



**[NAME] SUBCOMMITTEE OF THE
[NAME] BUSH FIRE MANAGEMENT COMMITTEE**

MINUTES

Meeting: [MEETING NUMBER/YEAR]
Convened by: [CONVENOR'S NAME - ORGANIZATION]
Location: [PLACE, ADDRESS, ROOM]
Date and time: [DAY, DATE, TIME]
Minutes by: [NAME – ORGANIZATION]

Table 1: Attendance Record

Members (alternate):	Organisation	Present	Apology	Absent
	NSW Rural Fire Service			
	Fire and Rescue NSW			
	National Parks and Wildlife Service			
	Forestry Corporation of NSW			
	[NAME] Council			
	Department of Industry – Crown Lands			
	NSW Farmers Association			
	Nature Conservation Council			
Observers / Support	Organisation	Present	Apology	Absent
	NSW Rural Fire Service			
	[NAME] Council			

Table 2. Documents Referred to in the Meeting

Document title	Author	Date
BFMC Minutes		
2024 BFRMP		
2024 FAFT Plan		



Minutes

Item 1	Welcomes and Acknowledgement of Country	Chairperson
Item 2	Apologies	Chairperson
As outlined above		
Item 3	Disclosure of Interests	Chairperson
Item 4	Confirmation of Minutes of #/YEAR [insert # of last meeting /year] meeting held [date previous meeting]	Chairperson
Item 5	Business arising from previous minutes – General and Action Items	Chairperson

Table 3. Action Items From [DATE] Meeting

Ref No.	Item Description	Responsible	Due Date	Status	Subcommittee Update

Updates have been provided on the following items:

01/18-3 Action Name

Update provided

01/19-1 Action Name

Update provided

Item 5	Matters that arise	Chairperson
Item 6	Close	



Table 4. Updated Action Items

Ref No.	Item Description	Responsible	Due Date	Status

Table 5. Next meeting

Date	Start time	Finish time	Location



APPENDIX



LEGISLATION, POLICY AND USEFUL LINKS

Rural Fires Act 1997

Part 3 Division 2 Bush Fire Coordinating Committee

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#pt.3-div.2>

Part 3 Division 3 Bush Fire Management Committees

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#pt.3-div.3>

Part 3 Division 4 Preparations of draft bush fire management plans

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#pt.3-div.4>

Part 3 Division 5 Public participation in preparation of plans

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#pt.3-div.5>

Part 3 Division 6 Clause 62A - Audits of bush fire risk management plans

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#pt.3-div.6>

Schedule 1 Constitution and procedure of Advisory Council and Bush Fire Coordinating Committee

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-065#sch.1>

Rural Fires Regulation 2022

Part 3 Bush Fire Management Committees

<https://legislation.nsw.gov.au/view/html/inforce/current/sl-2022-0215#pt.3>

Bush Fire Coordinating Committee Policies

<https://www.rfs.nsw.gov.au/resources/publications/corporate-governance-and-planning/bush-fire-coordinating-committee-policies>

Bush Fire Mitigation Funding

<https://www.rfs.nsw.gov.au/about-us/grants>

Other Relevant Legislation and Documentation

Government Information (Public Access) Act 2009

<https://legislation.nsw.gov.au/view/html/inforce/current/act-2009-052>

Privacy and Personal Information Protection Act 1998

<https://legislation.nsw.gov.au/view/html/inforce/current/act-1998-133>

A Guide to Aboriginal Cultural Protocols for NSW Government Sector Events

<https://www.nsw.gov.au/arts-and-culture/engage-nsw-arts-and-culture/resource-hub/aboriginal-arts-and-culture-protocols>



Useful Links

Bush Fire Environmental Assessment Code

<https://www.rfs.nsw.gov.au/resources/publications/hazard-reduction/bush-fire-environmental-assessment-code>

Bush Fire Risk Management Plans

<https://www.rfs.nsw.gov.au/plan-and-prepare/know-your-risk/bush-fire-risk-management-plans>

Community Protection Plans

<https://www.rfs.nsw.gov.au/resources/publications/community-protection-plans>

National Parks and Wildlife Services

Plans of Management

<https://www.environment.nsw.gov.au/topics/parks-reserves-and-protected-areas/park-management/plans-of-management>

Fire Management Strategies

<https://www.environment.nsw.gov.au/topics/parks-reserves-and-protected-areas/fire/fire-management-strategies/search-fire-management-strategies>

NCC Online Training Video – Undertaking Online Biodiversity Searches

<http://fireandrestoration.org.au/searching-for-threatened-species/>

Neighbourhood Safer Places (main heading, not a subheading under NPWS):

<https://www.rfs.nsw.gov.au/plan-and-prepare/neighbourhood-safer-places>

One RFS

<https://one.rfs.nsw.gov.au/>

Planning Portal – Property Information

<https://www.planningportal.nsw.gov.au/spatialviewer/#/find-a-property/address>

Planning for Bush Fire Protection

https://www.rfs.nsw.gov.au/__data/assets/pdf_file/0011/86519/DPP1007-Planning-for-Bushfire-Protection-2018-280818-D22.pdf

Seed Environmental Data Portal

<https://www.seed.nsw.gov.au/>

SIXmaps – NSW GIS Data

<https://maps.six.nsw.gov.au/>

APPENDIX



GLOSSARY

Bush Fire	An unplanned fire burning in vegetation including grass; also referred to as wildfire.
Bush Fire Danger Period	A period fixed by or under Section 81 or 82 of the Act as a bush fire danger period.
Bush Fire Coordinating Committee	As constituted under Part 3 of the Act.
Bush Fire Hazard Reduction Work	<p>Involves the following activities:</p> <ul style="list-style-type: none"> a. The establishment or maintenance of fire breaks and fire trails on land, and b. The controlled application of appropriate fire regimes or other means for the reduction or modification of available fuels within a predetermined area to mitigate against the spread of a bush fire <p>But does not include construction of a track or road.</p>
Bush Fire Management Committee	A Bush Fire Management Committee constituted under Part 3 of the Act.
Bush Fire Management Plan	<ul style="list-style-type: none"> a. a Plan of Operations; or b. a Bush Fire Risk Management Plan; or c. a Fire Access and Fire Trail Plan.
Bush Fire Risk Management Plan	Is a Bush Fire Management Plan prepared under Part 3 Division 4 of the Act for the purpose referred to in s52 (1)(b).
Commissioner	The Commissioner of the NSW Rural Fire Service.
Council	A council, county council or joint organisation within the meaning of the <i>Local Government Act 1993</i> .
Crown Land	As defined in the <i>Crown Land Management Act 2016</i> .
Executive Officer	As constituted under s50 (1) of the Act is to be the Fire Control Officer for the BFMC's area; or under s50 (1A) of the Act is to be a member of Fire and Rescue NSW (FRNSW)nominated as Executive Officer by the Fire and Rescue NSW Commissioner.
Fire Access and Fire Trail Plan	Prepared under Part 3 Division 4 of the Act for the purposes referred to in Section 52(3).
Fire Brigade	A fire brigade within the meaning of the <i>Fire and Rescue NSW Act 1989</i> .
Fire Control Officer	A Fire Control Officer of the NSW Rural Fire Service.
Fire District	Land within a fire district constituted under the <i>Fire and Rescue NSW Act 1989</i> .



Fire Fighting Authority	Is one of the following: a. the NSW Rural Fire Service, b. Fire and Rescue NSW, c. the National Parks and Wildlife Service, d. the Forestry Corporation of NSW, e. any other body prescribed by the regulations for the purposes of this definition.
Fire Trail Standards	The Fire Trail Standards under Section 62K of the Act.
Local Authority	a. in relation to land that is situated within an area within the meaning of the <i>Local Government Act 1993</i> - the council of the area, or b. in relation to land within the Western Division (other than land referred to in paragraph a), person appointed under Section 7A of the Act, or c. in relation to Lord Howe Island the Lord Howe Island Board.
Local Emergency Management Committee	Is constituted under Part 2 of the <i>State Emergency and Rescue Act 1989</i> .
Local Government Area	As constituted under Part 1 of Chapter 9 of the <i>Local Government Act 1993</i> .
Member	As identified in the Rural Fires Regulation 2022
Neighbourhood Safer Place	Land or a building designated as a neighbourhood safer place under Section 62C of the Act.
Observer	A person that attends a BFMC meeting (with approval from the Chairperson), but is not a member of the BFMC.
Plan Of Operations	Prepared under Division 4 of Part 3 for the purposes referred to in s52(1)(a) of the Act.
Registered Fire Trail	A fire trail that is listed on the register of certified fire trails referred to in s62O of the Act.
Rural Fire Brigade	a rural fire brigade formed under Part 2 of the Act.
Rural Fire District	a rural fire district within the meaning of Part 1 of the Act.

APPENDIX



ABBREVIATIONS

ACT RFS	Australian Capital Territory Rural Fire Service
ADF	Australian Defence Force
ARTC	Australia Rail Track Corporation
APZ	Asset Protection Zone
BFCC	Bush Fire Coordinating Committee
BFEAC (Code)	Bush Fire Environmental Assessment Code
BFMC	Bush Fire Management Committee
BFRMP	Bush Fire Risk Management Plan
CL	Crown Lands
CPP	Community Protection Plan
DFCO	Deputy Fire Control Officer
ESD	Ecologically Sustainable Development
FEZ	Fire Exclusion Zone
FRNSW	Fire and Rescue New South Wales
FAFT	Fire Access and Fire Trail Plan
FCO	Fire Control Officer
FC NSW	Forestry Corporation Of NSW
GIPAA	Government Information (Public Access) Act 2009
HR	Hazard Reduction
LALC	Local Aboriginal Land Council
LEMC	Local Emergency Management Committee
LGA	Local Government Area
LLS	Local Land Services
LMZ	Land Management Zone
NCC	Nature Conservation Council
NPWS	National Parks and Wildlife Service
NSP	Neighbourhood Safer Place
NSW FA	New South Wales Farmers Association
NSW RFS	New South Wales Rural Fire Service
OCP	Operations Coordination Plan
PBP	Planning For Bush Fire Protection
PIIPA	Privacy and Personal Information Protection Act 1998
RMS	Roads and Maritime Services
SFAZ	Strategic Fire Advantage Zone
The Act	Rural Fires Act 1997
The Regs	Rural Fires Regulation 2013
XO	Executive Officer

NOTES

NOTES

NOTES



BUSH FIRE MANAGEMENT COMMITTEE

committees@rfs.nsw.gov.au

NSW RURAL FIRE SERVICE
Locked Mail Bag 17
Granville NSW 2142

11 CORPORATE SERVICES REPORTS

11.1 STATEMENT OF BANK BALANCES AND BANKING FACILITY REPORT

File Number:

Author: Rates Clerk

Authoriser: Director of Corporate Services

Attachments: Nil

CSP Objective: Shire assets and services delivered effectively and efficiently

Precis: Statement of Bank Balances as at 31/5/25, restricted cash and banking facilities

Budget: NIL

RECOMMENDATION

That Council note the information contained in the Statement of Bank Balances and Banking Facilities Report.

BANK BALANCES AS AT 31 MAY 2025.

Below is a list of all of the current bank balances for each account, as at 31 May 2025.

Table 1 below provides a summary of the current bank balances for each account, as at 31 May 2025.

Bank Account	\$
Westpac – Operating account	\$647,924.03
Westpac – Business Cash Reserve	\$579,252.09
Westpac - Short Term Deposits	\$0.00
CBA Term Deposits (Table 2)	\$14,500,000.00
Total	\$15,727,176.12

Table 1: Bank Balances as at 31 May 2025

Commonwealth Bank Investments

Table 2 below provides a summary of Commonwealth Bank Term Deposits as at 31 May 2025 showing interest earned and interest rates of current investments.

	Invested Date	Maturity Date	Rate %	Invested Amount \$	Interest Earned \$
Commonwealth Bank	02/05/2025	02/06/2025	4.11	\$1,000,000	
Commonwealth Bank	02/05/2025	02/06/2025	4.11	\$1,000,000	
Commonwealth Bank	06/03/2025	04/06/2025	4.61	\$ 500,000	
Commonwealth Bank	07/03/2025	05/06/2025	4.61	\$1,000,000	
Commonwealth Bank	07/04/2025	06/06/2025	4.46	\$1,000,000	
Commonwealth Bank	18/03/2025	16/06/2025	4.61	\$ 500,000	
Commonwealth Bank	18/03/2025	16/06/2025	4.61	\$ 500,000	
Commonwealth Bank	18/03/2025	16/06/2025	4.61	\$1,000,000	
Commonwealth Bank	21/05/2025	19/06/2025	3.93	\$1,000,000	
Commonwealth Bank	21/05/2025	19/06/2025	3.93	\$1,000,000	
Commonwealth Bank	21/05/2025	19/06/2025	3.93	\$ 500,000	
Commonwealth Bank	21/05/2025	19/06/2025	3.93	\$1,000,000	
Commonwealth Bank	25/03/2025	23/06/2025	4.61	\$ 500,000	
Commonwealth Bank	23/04/2025	23/06/2025	4.36	\$ 500,000	
Commonwealth Bank	23/04/2025	23/06/2025	4.36	\$ 500,000	
Commonwealth Bank	23/04/2025	23/06/2025	4.36	\$1,000,000	
Commonwealth Bank	27/05/2025	27/06/2025	3.91	\$1,000,000	

	Invested Date	Maturity Date	Rate %	Invested Amount \$	Interest Earned \$
Commonwealth Bank	28/05/2025	28/06/2025	3.91	\$1,000,000	
Total Interest – Year to Date				\$14,500,000	\$ 305,382.32

Table 2: Commonwealth Bank Investments as at 31 May 2025

Westpac Investments

Table 3 below confirms Westpac Banking Corporation Term Deposits as at 31 May 2025 were NIL (as \$3,000,000 was redeemed during the month of January 2025) and showing interest earned at maturity.

	Invested Date	Maturity Date	Rate%	Invested Amount \$	Interest earned \$
Westpac Bank				\$0.00	\$0.00
Total Interest – Year to Date				\$0.00	\$119,498.64

Table 3: Westpac Bank Investments as at 31 May 2025

TOTAL CASH (BALANCE BROUGHT FORWARD FROM TABLE 1) \$15,727,176.12

LESS: EXTERNALLY RESTRICTED BALANCES AS AT

31 MAY 2025

Restricted cash balance specific purpose

Unexpended grants \$ 9,160,824

Domestic Waste management \$ 250,000

Developer Contributions – Sewer Fund \$ 128,000

Sewer Fund \$ 353,000

Total Restricted cash \$ 9,891,824

LESS: LIABILITIES AS AT 31 MAY 2025

Current Liabilities

Employee Leave Entitlement \$ 745,179

Borrowings \$ 17,702

Non-Current Liabilities

Employee Leave Entitlement \$ 120,029

Borrowings \$ 3,160,474

Total liabilities **\$ 4,043,384**

ADD: ACQUITTED GRANTS/FUNDING (Unrestricted Cash)

RMCC – HLW Forbes detour from Newell Highway Accident Claim \$ 150,000

Active Transport Plan – Caragabal Pathway Stage 1 \$ 23,732

Total Grants/Funding **\$ 173,732**

TOTAL CASH available NOT EXTERNALLY RESTRICTED/LIABILITY \$ 1,965,699.88

INTERNAL ALLOCATIONS AS AT 31 MAY 2025

Plant Income \$ 309,784.31

Hogbin Trust \$ 80,201.96

Cemetery Prepaid fees \$ 110,837.55

Gravel Pits \$ 279,291.28

Galvins Pit \$ 85,901.37

Matthews Pit \$193,389.91

Total Internal Allocations **\$ 780,115.10**

OVERDRAFT FACILITY

Council currently has in place an overdraft facility approved to \$1,000,000. To date Council has not needed to draw on this facility

CONCLUSION

Council is in a solid cash position and continually balances cash flow and funds to maximum yields and also to provide cash flow liquidity for its operations.

11.2 RATES AND CHARGES COLLECTION - MAY 2025**File Number:****Author:** Rates Clerk**Authoriser:** Director of Corporate Services**Attachments:** Nil**CSP Objective:** Shire assets and services delivered effectively and efficiently**Precis:** To provide Council a summary of the rates and charges collection for May 2025**Budget:** NIL**RECOMMENDATION**

That Council note the information update on rates and charges collection for the month of May 2025

PURPOSE

The purpose of this report is for Council to be updated with the most recent information pertaining to its rates and charges collections – as applicable to the month of May 2025.

BACKGROUND

The monthly report provides Council information on the rates and charges collection.

Refer to the Financial/Resource Implications for the more recent commentary background with respect to collections for the current period to date.

ISSUES AND COMMENTS

The annual rate charges are set out within Council's 2024/25 Operational Plan.

The following provides a summary as at 31 May 2025.

	Period to 31 May 2025	Period to 31 May 2024
Rates and Charges Collected (C)	\$ 4,482,611.26	\$3,994,864.14
Total	\$ 4,482,611.26	\$3,994,864.14

	2025	2024
Net Rates/Charges in arrears (A)	\$ 474,339.62	\$ 387,037.04
2025 Gross Rates/Charges	\$ 4,818,150.14	\$ 4,524,387.46
Less Pension Concession*	(\$ 132,046.67)	(\$ 138,418.78)
Net Amount Levied (B)	\$ 4,686,103.47	\$ 4,385,968.68
Total amount rates incl. arrears (A + B)	\$ 5,160,443.09	\$ 4,773,005.72
Less: Total amount collected (current and arrears) (C)	\$ 4,482,611.26	\$ 3,994,864.14
Add: Rate Accounts in Credit (income in advance)	\$ 118,465.79	\$ 90,783.67
Total rates outstanding	\$ 796,297.62	\$ 868,925.25

POLICY/LEGAL IMPLICATIONS

Council staff comply with the directions provided by Council's suite of policies that govern this function of Council. The collection of rates does have an economic and social impact on the community. Recognising this, Council is always willing to negotiate payment terms with outstanding debtors due to hardship. Rate payers are afforded several opportunities and encouraged to contact Council and make suitable arrangements regarding outstanding amounts.

FINANCIAL/RESOURCE IMPLICATIONS

Uncollected rates are recognised as cash flow that is not available to Council to use for normal operational matters and use. Rate collection is a necessary function for council operation.

It needs to be acknowledged that post Covid-19 along with the additional increase in the cost of living has impacted Council's ability to collect rates and charges.

Council now has additional staff resources available to enable it to increase its focus on recovery of these debts. As well Council continues to engage with a Debt Recovery Agency which is currently monitoring 47 active files. These agency costs unfortunately come at a considerable collection cost to Council both in terms of time and in monetary terms so our preference is always to manage collection of debt internally by our Rates Officers.

Council **outstanding rates and annual charges** (includes interest charged as at May 2025 was \$333,503.48 plus the rates paid in advance of \$118,465.79 = **\$451,969.27** As a comparison, Rates and annual charges receivable was **\$592,000** in the 2024 Financial statements (C1-3). As a percentage, this is approximately **9.64% in arrears** (the OLG benchmark of <10% of rates charged) and a reduction of 2.51% compared to 30 June 2024 of 12.15%.

Council finance staff continue to review this regularly and are now in a position to actively work with our ratepayers to collect outstanding debts with a potential Sale of Land in Financial Year 2026, as well as proactively engage with external debt collectors.

INTERNAL/EXTERNAL CONSULTATION

This report is a monthly report to Council.

CONCLUSION

Council is focused on the collection of outstanding rates in a timely fashion but that this will always be undertaken in a sensitive manner.

12 INFRASTRUCTURE SERVICES REPORTS

12.1 INFRASTRUCTURE SERVICES REPORT - MAY 2025

File Number:

Author: Executive Assistant - Infrastructure Services

Authoriser: Acting Director of Infrastructure

Attachments: Nil

CSP Objective: Shire assets and services delivered effectively and efficiently

Precis: INFRASTRUCTURE SERVICES REPORT - MAY 2025

Budget: Nil

RECOMMENDATION

That Council receive and note the information provided on infrastructure works completed in May 2025 and planned works for June 2025.

EXECUTIVE SUMMARY

The following information is to update the Council and community on matters associated with construction and maintenance from the Infrastructure Division (Roads, Parks and Gardens, Sewerage and Plant for works, Urban Services and Weeds) undertaken in May 2025 planned works for June 2025.

NATURAL DISASTERS

The Weddin Local Government Area has been impacted by a number of wet weather events and Natural Disaster declared events. When a Natural Disaster event is declared for Local Government areas, this means emergency repairs (to make safe only) are required to be completed within three (3) months of the declaration date or in our circumstances extended by the NSW Government. However, noting that the extension granted has expired.

Subsequent reconstruction works are a further claim that Council must apply to the NSW Government for approval and funding. In addition to this, a number of construction and maintenance projects scheduled have been impacted by weather, resourcing of staff, contractors and supplies.

Summary of events and progress of work is provided in the following table.

Information of the packages and their approval status are now publicly available on Council's website with information of where road crews are operating for the natural disaster packages are now uploaded. Scope of works for the financial year has been developed with minor changes pending.

Last correspondence refers to dates that Council last formally heard from TfNSW, noting that Council Officers have submitted multiple follow ups.

AGRN Event	Phase - Package	\$ Value (Subject to Change)	Status
1034 - 14 September 2022 onwards	EPA-RW - P2 General Works	\$1,150,511.64	<p>Heavy Patching on Unsealed Roads Submitted scope of works to TfNSW approved (last correspondence February 2025) Package 2 Scope includes:</p> <ul style="list-style-type: none"> o Unsealed roads (non-priority) o Tree & vegetation clearing <p>Roads included are:</p> <ul style="list-style-type: none"> • Abbots Lane • Adams Lane – Greenethorpe (receiving quotes from Contractors) • Adams Lane North – Gooloogong (completed) • Adelargo Road (completed) • Andersons Road • Arramagong Road • Back Piney Range Road (completed) • Bald Hills Road (complete) • Beazleys Lane (completed) • Bembricks Lane (completed) • Berendebba Lane • Bimbi St (Caragabal-Quandialla Road) • Bobelar Lane • Campbells Lane • Clay Pit Road (partial) • Dixons Lane • Dunkleys Lane • Eualdrie Road • Eves Lane (completed) • Gerrybang Road-I • Gerrybang Road-II • Gibraltar Rocks Road (completed) • Goodes Lane (completed) • Grants Lane • Grimms Lane (completed) • Hancock-Flinns Road (completed) • Hancock-Williams Road (completed) • Hazells Road • Healys Road • Heathcotes Lane (completed)

AGRN Event	Phase - Package	\$ Value (Subject to Change)	Status
			<ul style="list-style-type: none"> • Holy Camp Road (completed) • Kangaroooby Road (completed) • Major West Road (partial) • McCanns Lane • McDonalds Lane (completed) • Melyra Street • Napiers Road • O'Loughlins Lane (completed) • Peaks Creek Road (completed) • Piney Range Hall Road • Pinnacle Road • Reeves Lane • Sandy Creek Road (completed) • South Street • Taylors Road (completed) • West Street • Yambira Road (completed)
1034 - 14 September 2022 onwards	EPA-RW - P3 Priority Patches	\$7,211,868.03	<p>Heavy Patching on Sealed Roads \$7,211,868.03 upper limit is approved by TfNSW for Package 3. Submitted scope of works to TfNSW for approval 95% complete Overall Scope includes:</p> <ul style="list-style-type: none"> • Line marking work on Henry Lawson (completed) • Driftway Road (completed) • Deaths Lane (completed) • Henry Lawson Way – Forbes – (line marking to be completed) • Morangarell Road (completed) • Quandialla Caragabal Road (completed)
1034 - 14 September onwards	EPA-RW - P4 - North Patching	\$2,776,635.48	<p>Heavy Patching on Sealed Roads Tender for stabilisation and resealing has been awarded and will start in March 2025. Roads included in Package 4 are:</p> <ul style="list-style-type: none"> • Adelargo Road (completed) • Bald Hills Road - East West (completed) • Ballendene Road (completed) • Bewleys Road (line marking to be completed) • Gooloogong Road (MR237) (line to be completed) • Hunters Road (completed) • Keiths Lane (completed)

AGRN Event	Phase - Package	\$ Value (Subject to Change)	Status
			<ul style="list-style-type: none"> • Mortray Road (completed) • Muncks Lane (completed) • Piney Range Hall Road (completed) • Sandy Creek Road (completed)
1034 - 14 September 2022 onwards	EPA-RW - P5 - South Patching	\$5,438,043.61	<p>Heavy Patching on Sealed Roads Submitted scope of works to TfNSW for Package 5 approval (last correspondence April 2025). Request for tender planned for July/August 2025, with work due to commence October/November 2025. Scope of works include:</p> <ul style="list-style-type: none"> • Back Piney Range Road • Berrys Road (removed by TfNSW) • Bimbi-Quandialla Road • Bimbi-Thuddungra Road (removed by TfNSW) • Bland Road • Bradley Street (new) • Edward Square, Greenethorpe • Eualdrie Road • Gambarra Road • Gerrybang Road • Gooloogong Road (R096/MR237) (removed by TfNSW) • Greenethorpe-Bumbaldry Road • Greenethorpe-Koorawatha Road • Grenfell Street • Holy Camp Road • landra Road • Margaret Street (new) • James Street (removed by TfNSW) • Martins Lane • Melyra Street • Murrays Lane • Newton Street • Nowlans Road • Old Forbes Road • Sale Street • Second Street (removed by TfNSW) • South Street (removed by TfNSW) • Talbot Street (removed by TfNSW) • Third Street (removed by TfNSW) • Tyagong Creek Road • Wirega-Greenethorpe Road

AGRN Event	Phase - Package	\$ Value (Subject to Change)	Status
1034 - 14 September 2022 onwards	EPA-RW - P6 - Priority Unsealed	\$1,103,072.01	Scope for Package 6 includes medium and heavy formation grading of unsealed roads. 90% of work completed (last correspondence February 2025) Roads included are: <ul style="list-style-type: none"> • Arramagong Road (completed) • Bald Hills Road (completed) • Barkers Road East (completed) • Barkers Road North (completed) • Gannons Lane (completed) • Lynchs Road (completed) • Maddens Lane (completed) • McCanns Lane (completed) • Napiers Road (completed) • Nealons Lane (completed) • Reeves Lane (completed)
1034 - 14 September 2022 onwards	EPA-RW - P7 - Sinking Culverts & Drain Cleaning	\$730,944.41	Approval received (last correspondence April 2025) Request for tender planned for Oct/Nov 2025, with work due to commence April/May 2026. Culvert list being planned.

STATE ROADS

- This is a bi-monthly report and will be detailed in this Council Meeting as a separate report.

MAJOR WORKS

Pullabooka Road Drainage and Resurfacing

- Council is waiting to commence table-drain drainage work on Pullabooka Road in July 2025 which is funded through the Regional Local Roads Repair Program (RLRRP). Waiting for EPA approval to move spoil to local tip.

Nowlans Road Upgrade

- Original scope of works has been completed, new works have commenced for an extension of approximately 1 km and is now expected to be completed at the end of August 2025.

Arramagong Road Culvert Replacement

- Council started construction works in late March 2025 and expected to be finished by June 2025. Council crew has started on approach roadworks.

Caragabal Shared Pathway Stage 1

- Council work is complete and ARTC has joined path and waiting for ARTC to upgrade upgrade level crossing (due March 2026).

Caragabal Shared Pathway Stage 2

- Survey and design work is completed, tenders for concreting work have been called, with the project due for completion in September 2025.
- **Bogolong Dam Restoration Project**
- Public Works Department is compiling a report for Council that will provide information necessary for determining the safety and stability of the dam.
- Once received, a final consideration by the Bogolong Dam Committee will be made and presented to Council.

FOOTPATH /KERB AND GUTTER WORKS

Third Street, Quandialla

- Construction contractor for kerb and gutter replacement has been awarded. Work will start 17 June 2025 and is planned for completion by end of June 2025.

ROAD MAINTENANCE WORKS

- Road maintenance works including pothole patching, vegetation management, gravel road maintenance and signage works have been undertaken in the past few months.

GRAVEL RESHEETING

- Council is intending to undertake a gravel resheeting program as per Council's strategic planning. The gravel resheeting program will be funded under the Regional Emergency Road Repair Fund (RERRF). Council's plan is to complete the program within the next three (3) years depending on the availability of Council resources.

PARKS AND RECREATION

The Parks and Gardens team are carrying out routine maintenance such as mowing, whipper snipping, tree trimming within sporting fields and the open space network.

Park Maintenance

- Mowing, weeding and whipper snipped in parks and garden areas
- Mowed and whipper snipped the Cemetery grounds
- Mowed, weeded and whipper snipped Taylor Park
- Mowed and whipper snipped Vaughn Park
- Mowed and whipper snipped Proctor Park
- Mowed, weeded and whipper snipped Memorial Park
- Mowed and whipper snipped Rotary Park
- Mowed and whipper snipped Goodsell Park
- Mowed and whipper snipped SH6 Rest Stop

- Mowed, weeded and whipper snipped Rygate Square
- Mowed and whipper snipped Council Chambers
- Mowed and whipper snipped O'Briens Hill and Lookout
- Mowed, weeded and whipper snipped Endemic Garden
- Mowed, weeded and whipper snipped Dagmar Street
- Mowed and whipper snipped Lawson Oval Top and Bottom
- Mowed, weeded and whipper snipped Henry Lawson's Birthplace
- Mowed and whipper snipped Railway Crossing on the Young Road
- Mowed and whipper snipped Dalton Street
- Mowed and whipper snipped Railway Free Camp (West Street)
- Mowed and whipper snipped Henry Lawson Way
- Mowed, weeded and whipper snipped Forbes Road Rest Stop
- Mowed and whipper snipped Camp Street
- Mowed and whipper snipped Melyra Street
- Mowed and whipper snipped Brundah Street

Town Maintenance

- Whipper snipped around all islands on the road within the Grenfell town area
- Whipper snipped around guard railings
- Started tree lifting, whipper snipping and mowing in laneways

Village Maintenance

- Standard village maintenance of mowing in Greenethorpe, Caragabal and Quandialla
- Clearance of debris at Caragabal, Greenethorpe and Bimbi

PLANT REPORT

Plant Report for May 2025			
4113	Roller	Vibrating drum not working	In progress
4109	Roller	Hydraulic leak	Repaired
4095	John Deer Tractor	Lights damaged and tyres need replacing	Lights repaired and tyres replaced
4134	Patch Truck	Scales not working	In progress
4106	Roller	Mirror displacement	Fixed
4110	Toro Mower	Blades to be replaced and deck damaged	Blades replaced and deck repaired

Plant Report for May 2025			
1134	Toyota Hilux	Anderson plugs to be fitted	Plugs fitted
2096	Nissan	Electric brake control to be fitted	Brakes fitted
2099	Toyota	Due for service	Serviced
1136	Toyota	Due for service	Serviced
4127	Huskey mower	Blades due to be replaced	Blades replaced
3966	Hino	Hose pump in need of repair	Repaired
3965	Garbage truck	Electrical faults	Faults repaired
3965	Garbage truck	Bin lifting arm damaged	Rebuilt
4116	Toro	Blades and belts to be replaced	Replaced blades and belts
5357	Gravelly Mower	Tyres and fuel tank to be replaced and repaired	Tyres replaced and tank repaired
3958	Western star	Running hot	Fixed
3960	Tri Axle Trailer	Adjustment to brakes needed	Brakes adjusted
3959	Tri Axle Trailer	Adjustment to brakes needed	Brakes adjusted
3965	Garbage truck	Mirror to be replaced	Replaced
2105	Toyota	Due for service	Serviced
3949	Dennis Fire Truck	Clean for festival	Cleaned
4123	Kubota	Light and beacon broken	Replaced
4129	Skid Steer	Air filters to be replaced	Replaced
4120	Volvo Loader	Weight scales to be repaired	Repaired
4122	Caterpillar	Replace self-level control	Replaced

Council off hired the rental JetPatcher on Friday 30 May 2025.
The new JetPatcher was received 6 June 2025.

BIOSECURITY

Three (3) staff members were available in May 2025.

Information on Biosecurity weeds – Central West Priority Weeds List is available on the Weedwise App or webpage <https://weeds.dpi.nsw.gov.au/WeedBiosecurities?Areald=2>

Several mechanical issues with plant occurred throughout the month of May.

ACTIVITY	LOCATION
Administration	<ul style="list-style-type: none"> • Monthly report, mapping, BIS uploads, inspections and weeds loaded on Chartis Weeds App, email correspondence, review weed spraying program and plan of action, review relevant budget totals, review/reply Service Requests when received. • WAP activities aligned with work orders and tasks • Researching grants, fulfilling obligated duties under the WAP agreement, public awareness campaign through MLVWC Facebook page • Finalising WAP targets • Inputting private property inspection data into BIS • Regional inspection plan update in process • Chemical issues through Authority • Toolbox, risk assessments, plant sheets, TMP's and timesheets
Public Awareness	<ul style="list-style-type: none"> • Handing out merchandise to raise weed awareness • Social media campaign • Spot and Report signs waiting installation - looking into available grants to have signs installed • New signage installation at Grenfell Cemetery
Mapping	<ul style="list-style-type: none"> • Weed information mapped, synced and uploaded to DPI • Working on inputting data when a drone is used
Meetings	<ul style="list-style-type: none"> • Awaiting on news of delegates for Local weed committee and dates for meetings • MLVWC meeting in Forbes 13 May 2025
Training	<ul style="list-style-type: none"> • Continual drone training/practise • EMtrain online modules • Local weed identification • Compliance & regulatory training rescheduled for May (2 staff)
Private Property Inspections	<ul style="list-style-type: none"> • Information packages collated for landholders to receive during planned inspections (or as requested)
Roadside Inspections and On-ground Control, if Required	<ul style="list-style-type: none"> • Continuous roadside inspections • Limited control when environmental conditions allow • Priority weeds mapped during inspection for future control
Council Owned Land	<ul style="list-style-type: none"> • Council owned /managed vacant land, Grenfell and village areas

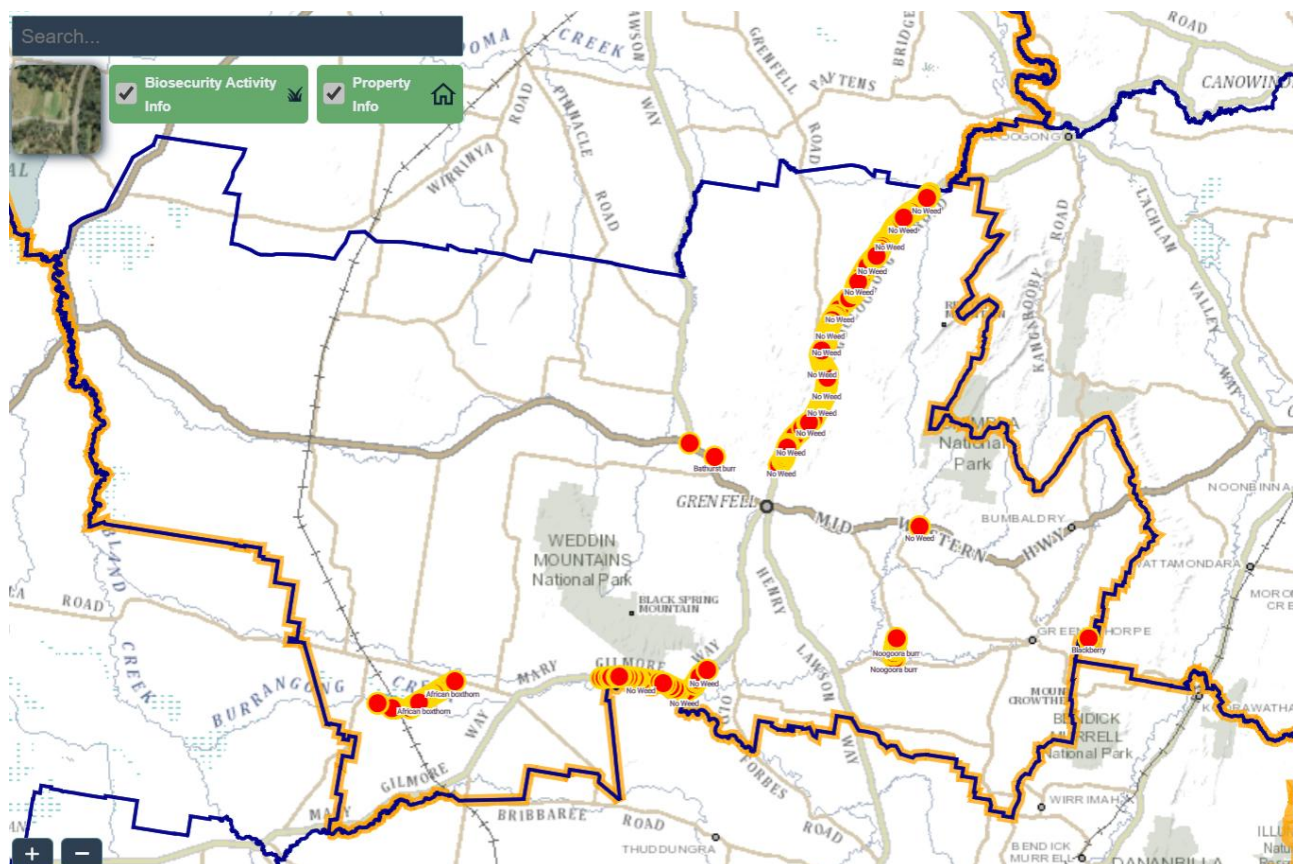
ACTIVITY	LOCATION
Travelling Stock Route (TSR) Inspections	<ul style="list-style-type: none"> Continually inspected during high risk pathway inspections
Other High Risk Sites	<ul style="list-style-type: none"> Cemetery, silos, camping areas, rest areas
Sucker Control	<ul style="list-style-type: none"> Sucker control carried out when conditions suit and sighted
Biological Control	<ul style="list-style-type: none"> Ongoing research in Biocontrol for additional tools for use in Priority Weed Control African boxthorn rust was released with State Forest in June 2024, will monitor throughout coming months
Other	<ul style="list-style-type: none"> Mentoring staff members in Biosecurity Staff training with DJI 4 drone on loan from MLVWC

Chemicals Used

Glyphosate	20 litres
Grazon	20 litres

296 Control measures were conducted over the Weddin Shire Council in May 2025. The maps below shows an overview of the locations treated.

May 2025



MAIN STREET UPDATE**RESOLUTION 070/24**

Moved: Cr Frame

Seconded: Cr McKellar

Moved: Cr Frame

Seconded: Cr Diprose

For discussion as separate items:

1. That Council Officers provide a report on the finalisation of signage and marking of the Main Street including for disabled parking.
2. That Council Officers provide a report on the CCTV in the Main Street.
3. That Staff provide updates through the Infrastructure Works Report until it is finished.

THE MOTION WAS CARRIED UNANIMOUSLY**Disabled Parking in Main Street**

Disabled parking will be marked in front IGA and will comply with all Australian Standards once a pedestrian ramp is constructed and approved by the Weddin Local Traffic Committee and Council.

Taxi Stand

A Taxi Stand will be marked in front IGA and will comply with all Australian Standards once a pedestrian ramp is constructed and approved by the Weddin Local Traffic Committee and Council.

CCTV

Council Officers are in the process of organising finalisation and the acquittal of the grant funding.

12.2 ROAD MAINTENANCE COUNCIL CONTRACT (RMCC)

File Number: 2024/25 RMCC
Author: RMCC Coordinator
Authoriser: General Manager
Attachments: Nil
CSP Objective: Shire assets and services delivered effectively and efficiently
Precis: To provide a Council a bi-monthly update on the Road Maintenance Council Contract (RMCC)
Budget: Nil

RECOMMENDATION

That Council note the information contained in this report.

PURPOSE

To provide Council with an overview of the Road Maintenance Council Contract (RMCC) Contract and, in particular, ordered work carried out by Council as part of the RMCC Contract during the 2024/2025 financial year.

BACKGROUND

Council has a RMCC (Road Maintenance Council Contract) with Transport for NSW (TfNSW), which includes carrying out various maintenance and specific work such as reseals and heavy patching on the Midwestern Highway (HW06) and Newell Highway (HW17).

The Midwestern Highway is approximately 103 km and Newell Highway is approximately 21km. Council's current RMCC Contract is for a period of three (3) years from 1 July 2023. Which include the Routine works and Ordered Works.

2024/2025 Routine Maintenance Annual Plan (RMAP)

Council approved RMAP budget for the 2024/25 financial year from TfNSW of \$827,329.00.

Council has received a draft RMAP of \$889,215.00 for the 2025/2026 FY and is in the consultations phase of identifying with TfNSW where these funds can be best utilised.

The following table is used for tracking for routine maintenance has been carried out for the first 9 months of the current financial year:

Reference	Description	Amount	Status
Q1	RMAP 2024/2025 Jul-Sep	\$ 286,658.00	Completed/Received
Q2	RMAP 2024/2025 Oct-Dec	\$ 82,643.48	Completed/Received
Q3	RMAP 2024/2025 Jan-Mar	\$ 79,835.00	Completed/Received

In addition to the RMAP funding, due to natural disaster events, the value of the issued ordered work component is as follows:

- 2023/2024 - Approximately \$4.2 million.
- 2024/2025 – Approximately \$7.62 million

It is noted that with the significant increase in the value of the ordered work and workload, comes with major operational / documentation / supervision challenges with the same amount of resources Council has always had / provided for RMCC work.

ISSUES AND COMMENTS

Council's RMCC staff will continue to confer with the Finance Team to best decide on timing for taking on new works with TfNSW and to identify if part payments will be required and requested during these projects. As well as making timely claims to ensure cash flow during high workload periods.

Council will continue to meet all its contractual requirements over the life of its contract. One of these requirements is the Aboriginal Procurement Policy (APP) which means if our contract with TfNSW exceeds \$7.5 million, we must commit 1.5% of total funding to the engagement of Aboriginal employees or an aboriginal registered company.

The RMCC Coordinator had previously identified, that the low staffing levels with the high workload this financial year would make it difficult to it to deliver on all budgeted work for the financial year and will continue to liaise with internal and external stakeholders to track progress on delivering the planned program. Due to this approximate \$200,000.00 of RMAP and a further \$450,000.00 of planned indicative budget for road resurface improvements was identified by TFNSW for reallocation outside of Weddin Shire Council.

The efforts made by Council's HR Specialist have started to pay off for the RMCC team, as the RMCC team is now back up to its allocated staffing, and RMAP work output has started to increase on the back of this, with a big push through the June it is expected the RMAP will be fully exhausted by 30 June 2025.

Newell Highway

- Council with Fulton Hogan has completed approximately 90% Newell Highways Reseal work order under T21-2024 to assist in the delivery of these works, line marking, and Raised Pavement Marker (RPM) installation will make up the remaining 10% of the work order.
- Where possible, traffic control work to be undertaken by Council's own works staff under the required G Registration to carry out work on State Roads.

Mid-Western Highway

- Council completed the 41,724 m2 of Flexible Pavement on the Mid-Western Highway throughout March, April and May with 2 claims of approximately \$1,015,000.00 and \$885,000.00 received by Council with a further claim to go in with QTR 4 RMAP claim after 30 June 2025.

- The line marking of these works and the second coat seal pay items of approximately \$390,000.00 of this work has been rolled over to next financial year, this is to allow for a seal to be undertaken during a more favourable weather window.
- Where possible, traffic control work to be undertaken by Council's own work staff under the required G Registration to carry out work on State Roads.

2024/2025 Ordered Work Program Budget

Council has the following allocations for this financial year.

Reference	Description	Status	Allocation
483.25.01V02	HW6 Spray Reseal	W/O Issued	\$ 611,254.00
483.25.02V01	HW6 Vegetation Rehab (S-Bends)	W/O Issued	\$ 450,834.00
483.25.03V01	HW6 Flex Pavement Rehab (S-Bends)	W/O Issued	\$ 296,645.00
483.25.04V01	HW6 Flex Pavement Patching	W/O Issued	\$ 247,987.79
483.25.05V01	ND HW17 Weddin Flood Nov22	W/O Issued	\$1,355,046.00
483.25.06V01	ND HW6 Weddin Flood Nov22	W/O Issued	\$2,799,635.00
483.25.07	HW17 Flex Pavement Patching	W/O Issued	\$ 155,090.10
483.25.08V01	Billabong Station Guardrail	W/O Issued	\$ 24,190.00
483.25.09V02	HW17 Spray Reseal	W/O Issued	\$1,497,638.90
483.25.10	HW17 Shoulder Repairs Resurface	W/O Issued	\$ 39,260.00
483.25.11	HW Resurface Improvements	W/O Issued	\$ 94,260.00
TBA	HW6 Resurface Preparation	Indicative	\$ 50,000.00
		Total	\$7,621,840.79

2024/2025 Ordered Work Program Tracking

The ordered works are underway for this financial year and the progress percentage of work completed is listed. Claimed amounts already for the works are also identified in the following table.

Reference	Description	Progress	Amount Claimed (ex GST)
483.25.01V02	HW6 Spray Reseal	100%	\$ 611,254.00
483.25.02V01	HW6 Flex Pavement Rehab (S-Bends)	100%	\$ 454,834.00
483.25.03V01	HW6 Vegetation Rehab (S-Bends)	100%	\$ 296,645.00
483.25.04V01	HW6 Flex Pavement Patching	99%	\$ 246,501.79
483.25.05V01	ND HW17 Weddin Flood Nov22	100%	\$1,355,046.00
483.25.06V01	ND HW6 Weddin Flood Nov22	90%	\$2,264,657.91
483.25.07	HW17 Flex Pavement Patching	100%	\$ 155,090.10
483.25.08V01	Billabong Station Guardrail	100%	\$ 24,190.00
483.25.09V02	HW17 Spray Reseal	90%	\$1,360,379.80
483.25.10	HW17 Shoulder Widen-Resurface	100%	\$ 39,260.00

Reference	Description	Progress	Amount Claimed (ex GST)
483.25.11	HW17 Shoulder Widen- Reseal	100%	\$ 94,260.00
		Total	\$6,655,616.81

2025/2026 Ordered Work indicative Budget

The following indicative budgets next financial year have been provided as identified in the following table.

Reference	Description	Status	Allocation
TBA	Spray Reseal	Indicative	\$1,300,000.00
TBA	Resurface Improvement	Indicative	\$ 690,00.00
TBA	Flex Pavement Patching	Indicative	\$ 450,000.00
		Total	\$2,440,000.00

POLICY/LEGAL IMPLICATIONS

There are no direct policy or legal implications arising from this report or work undertaken under the RMCC.

FINANCIAL/RESOURCE IMPLICATIONS

All work undertaken by Council and its Contractors on the State Roads network is fully funded by TfNSW under the RMCC Contract in two (2) parts - Routine Maintenance Annual Program (RMAP) and Ordered Work.

INTERNAL/EXTERNAL CONSULTATION

Council staff have been in regular contact with TfNSW RMCC Contract Representatives through the regular monthly meetings and other correspondence.

CONCLUSION

TfNSW have paid Council for all claimed Work Orders. Future works with TfNSW will continue to be delivered in accordance with the TfNSW contract terms and conditions as well as the new controls implemented by Council finance team.

13 ENVIRONMENTAL SERVICES REPORTS

13.1 DEVELOPMENT APPLICATIONS, CONSTRUCTION CERTIFICATES AND COMPLYING DEVELOPMENT CERTIFICATES

File Number: T5

Author: Executive Assistant to the Director Environmental Services

Authoriser: Director Environmental Services

Attachments: Nil

CSP Objective: Sustainable natural, agricultural and built environments

Precis: List of development application, construction certificate and complying development application determined during the period 1 May 2025 to 31 May 2025.

Budget: Nil

Background

Under s. 4.16 of the *Environmental Planning and Assessment Act 1979*, under delegated authority Council Officers can exercise the power to determine development applications and post consent certificates such as construction certificates and complying development certificates. The following provides a list of the development applications, complying development applications and construction certificate applications determined within the Weddin Shire during the month of May 2025.

Development Applications Determined by Council

The undermentioned applications were received and determined subject to specified conditions, by the Director Environmental Services under delegated authority:

DA NO.	Applicant	Construction	Value (\$)	Address
7/2025	Ms G Doyle	Alterations to Business Premises	\$38,500	LOT 1 DP 970660 LOT 1 DP 946363 LOT 1 DP 333399 107 Main Street GRENFELL NSW 2810
9/2025	Mrs MP Ray	Construction of new dwelling	\$475,197	LOT 3 DP 651097 44 East Street GRENFELL NSW 2810
10/2025	Roy Elder, Graincorp Ltd	Temporary Workers Accommodation and associated amenities building	\$240,000	LOT 1 DP 819833 Wyalong Street CARAGABAL NSW 2810
11/2025	JF & MJ Langlands	Construction of Dwelling	\$603,000	LOT 13 DP 1212714 62 Manganese Road GRENFELL NSW 2810
12/2025	Mr GJ Giffney	Dwelling Additions, Shed and Rainwater Tank	\$173,800	LOT12 DP 1212714 74 Manganese Road GRENFELL NSW 2810

Complying Development Applications

The complying development certificate applications approved within the Shire in May 2025 by Council or any other Principal Certifiers.

CDC NO.	Applicant	Construction	Value (\$)	Address
CD 2/2025	Connected Farms Pty Ltd	Telecommunication facility including a 10m freestanding pole, equipment cabinet and a solar array	\$142,066	LOT 38 DP 753130 940 Sandy Creek Road CARAGABAL NSW 2810
CD 4/2025	Connected Farms Pty Ltd	Telecommunications tower and associated facilities	\$210,406	LOT 181 DP 812906 Euroka Parish QUANDIALLA NSW 2721
CD 6/2025	Connected Farms Pty Ltd	Telecommunications tower and associated facilities	\$180,858	LOT 45 DP 753079 5609 Mid Western Hwy GRENFELL NSW 2810

Construction Certificates

The undermentioned applications were determined by the Director Environmental Services under delegated authority:

CC NO.	Applicant	Construction	Address
3/2025	Mr RZ Gora	Construction of Shed	LOT 12 DP 1171193 293 Yambira Road GRENFELL NSW 2810
9/2025	Mrs MP Ray	Construction of New Dwelling	LOT 3 DP 651097 44 East Street GRENFELL NSW 2810

14 DELEGATE(S) REPORTS

Nil

15 MINUTES OF COMMITTEE MEETINGS

15.1 COUNCIL COMMITTEE REPORT | REQUIRING ACTION - MINUTES OF THE HENRY LAWSON FESTIVAL OF ARTS COMMITTEE MEETING HELD 22 JANUARY 2025, 12 FEBRUARY 2025 AND 16 APRIL 2025.

File Number: C2.6.32

Author: Executive Assistant to the General Manager

Authoriser: General Manager

Attachments:

1. ATT 1 | Henry Lawson Festival Committee_Minutes 22 January 2025
2. ATT 2 | Henry Lawson Festival Committee_Minutes 12 February 2025
3. ATT 3 | Henry Lawson Festival Committee_Minutes 16 April 2025
4. ATT 4 | Henry Lawson Festival Committee_Minutes 28 May 2025

RECOMMENDATION

That Council

1. Except where otherwise dealt with, the Minutes of the Henry Lawson Festival of Arts Committee Meeting held 22 January 2025, 12 February 2025, 16 April 2025 and 28 May 2025 be noted as presented.
2. Note that Council continues to be in breach of s.409 of the *Local Government Act 1993* and does not adopt the Minutes of the Meetings.

INFORMATION

The Minutes for the Henry Lawson Festival of Arts Committee Meeting held 22 January 2025, 12 February 2025, 16 April 2025 and 28 May 2025 are presented to Council to note and adopt as presented. The Minutes were received by Council on 2 June 2025 for the abovementioned Meeting dates, and as such were not tabled earlier. The Minutes from the 28 May 2025 Committee Meeting were received on 4 June 2025 for inclusion in the 19 June 2025 Ordinary Council Meeting.

Council should note that Council remains in breach of the *Local Government Act 1993*: under s.409 of the *Local Government Act 1993* (the Act), Council must have:

- (1) All money and property received by Council must be held in Council's consolidated fund unless it is required to be held in the Council's trust fund.

As a result, Council is in breach of s.409 of the Act by not reflecting the amount in Council's consolidated fund. Furthermore, this means that the HLF Account is not financially audited

on an annual basis. The financial reports are not provided to Council in a format of a profit and loss/balance sheet.

Council is advised to note the Minutes but not to adopt them due to the current ongoing breach.

*Contact Information:***President:**

Name: Belinda Power
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Secretary:

Name: Jaime Elms
Phone: 0428 154 692
Email: jaime.o.elms@gmail.com

Treasurer:

Name: Cassie Griffin
Phone: 0437 491 309
Email: cassepp53@hotmail.com

MINUTES 22 January 2025

Meeting scheduled for: 22nd at Grenfell Bowling Club at 7pm Opened 7:05

1. Welcome by President
2. Present: Committee members and any guests
Belinda Power, Wezley Makin, Jan Parlett. Virginia Osborne, Sharon Eppelstun, Simon Rolls, Colleen Gorman, Paul Best, Kellie Frost, Paul McKnight, Jaime Elms, Deb Santon, Cassie Griffin .
3. Apologies: Amber Atkins, Cathy Gilbert
Moved: Sharon Eppelstun/Seconded: Kel Frost - unanimous
4. New Membership:
Simon Rolls
simo_rolls@msn.com
Moved: Sharon Eppelstun/Seconded: Paul McKnight - unanimous
5. Minutes from previous meeting
Moved: Colleen Gorman/Seconded: Sharon Eppelstun - unanimous
6. Business arising from the minutes – ongoing
7. Correspondence In
 - 7.1 Exec Meeting Times – to ask if they are available either Thursday or Friday
 - 7.2 Australia Day RSVP – no one able to attend – Belinda to advise
8. Correspondence Out
 - 8.1 Response to Sarah Lawson forwarded 17/12/24
 - 8.2 Traffic Plans, Event Application and Notice to Hold a Public Assembly forwarded to Council 16/1/25
9. Treasurer's Report – balance 22 January 2025 \$69090.90 moved Virginia Osborne seconded Jan Parlett
10. President's report – General Business discussion



11. General Business

11.1. Event and Marketing Manager Tender - The assessment has been done for Event Manager – Ready marketing were successful. Tender over amount of Council contribution \$20k told Claire we would ask Council to contribute shortfall.

11.2. Planning this years and discuss themes

Have conversation with Caddie regarding Market Stalls

Colleen will ring around about the rides

Competitions being organised. We need to discuss if photography contest is still going ahead. Putting feelers out for Official Guest

Theme "The world is full of kindness" - Henry Lawson.

Moved: Colleen Gorman/Seconded: Sharon Eppelstun

Grow Grenfell Group

Motion:

Ask for clarification and update before any transfers are made on Resolution 001/24

Moved: Simon Rolls Seconded Virginia Osborne

All round consensus

11.3. Schools – report – next meeting

11.4. Bioluminescence update

11.5. Jan to contact Howard about use of Proctor Park. Colleen to see if she is able to use her contacts for ride operators

12. Next Ordinary Meeting – 12th February 2025

13. Closed at 8:20 pm



Contact Information:

President:

Name: Belinda Power
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Secretary:

Name: Jaime Elms
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Email: jaime.o.elms@gmail.com

Treasurer:

Name: Cassie Griffin
Phone: 0437 491 309
Email: cassepp53@hotmail.com

MINUTES

Meeting scheduled for: 12th February 2025 at Grenfell Bowling Club at 7pm

1. Welcome by President
2. Present: Committee members and any guests

Belinda Power (President), Jan Parlett, Jame Elms, Sharon Eppelstun, Kellie Frost,,
Glenda Howell, Paul McKnight, Simon Rolls

3. Apologies: Viginia Osborne, Wezley Makin

Moved: Sharon Eppelstun/Seconded: Kellie Frost

4. New Membership: NA
5. Minutes from previous meeting
Moved: Sharon Eppelstun/Seconded: Paul McKnight
Motion: We record the meeting for secretarial and minuting purposes
Moved: Jan Parlett/Seconded: Kellie Frost

All round consensus

6. Business arising from the minutes - ongoing

7. Correspondence In
7.1 Grenfell Grow Group sent an email in December that was missed and their intention now is to light up the Henry Lawson hut in the main street.
Will discuss cost at meeting tomorrow. Members to attend meeting will be Jan Parlett and Belinda Power.

8. Correspondence Out
N/A



9. Treasurer's Report

No change in bank account, current balance \$69,090.90

In the absence of the treasurer, Vice President presents the treasurer report.

Moved: Jan Parlett/Seconded: Sharon Eppelstun

10. President's report – General business discussion

10.1 Motion: to confirm that 'Make Kindness your Superpower' is now the theme for Henry Lawson Festival Parade 2025

Moved: Jan Parlett/Seconded Kellie Frost

Unanimously Passed.

10.2 Motion: Art competition for 2025 is to be an open competition. All art this year will be hung together and there will be 2 prizes: Most Outstanding: (\$1500) and People's Choice: (\$250). There will be a \$15 entry fee

Moved: Paul McKnight/Seconded: Sharon Eppelstun

10.3 Poetry and Photography competition for 2025 festival:

Kellie will take over management of the children's competition

Photography: Cassie will continue organising.

10.4 Friday night:

Caddie to decide on alcohol, camping fees discussed. Suggested prices: \$10 for family, \$5 for single

President's Report moved: Belinda Power/Seconded: Kellie Frost

11. General Business: (Discussed under point 10 – President's Report)

12. Next meeting: 12th March 2025, 7pm Grenfell Bowling Club

-Date change to 19th March 2025, 7pm, Grenfell Bowling Club

13. Meeting Closed: 9:00pm



Contact Information:

President:

Name: Belinda Power
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Treasurer:

Name: Cassie Griffin
Phone: 0437 491 309
Email: cassepp53@hotmail.com

MINUTES

Meeting scheduled for: 16th April 2025 at Grenfell Bowling Club at 7pm

1. Welcome by President
2. Present: Committee members and any guests

Belinda Power (President), Colleen Smith, Cassie Griffin, Kellie Frost Jan Parlett, Jaime Elms, Sharon Eppelstun, Michelle Rohan,

Apologies:

Paul McKnight, Deb Stanton, Wezley Makin, Julie Gilmore, Simon Rolls, Paul Best, Virginia Osbourne, Amber Atkins

Moved: Sharon Eppelstun

Seconded: Cassie Griffin

3. New Membership: NA
4. Minutes from previous meeting
True and correct, accepted

Moved: Cassie Griffin

Seconded: Sharon Eppelstun

5. Business arising from the minutes
NIL



6. Correspondence In

Ready Marketing Project
Proposal for Motorbike Show
Discussed by group

Unanimously passed

7. Correspondence Out

GGG
Awaiting response- GGG met with the GM on 16/4/25

8. Treasurer's Report

Current balance \$71,838.10
In the absence of treasurer, treasurer's report moved by: Belinda Power
Seconded: Sharon Eppelstun

9. President's report

Agreed to special guest and patrons for the 2025 Henry Lawson Festival. Belinda make contact.

Moved: Kellie Frost
Seconded: Jaime Elms

10. General Business

Motorbike show to go ahead, Albion discussed as potential site.
Discussed BBQ and food arrangements for Friday, Saturday, Sunday morning
Committee to make the bacon and egg rolls, tea and coffee.
Discussed need for cool room for Friday night
Order to be made with bakery
Meat to be organised soon



Enquiries made about alcohol in regards to Friday night concert
General discussion regarding entertainment

The band from HLHS to do the opening performance on Friday night
Scout Hall/ Girl Guides are asking for \$500 for use of power/grounds

Moved: Cassie Griffin
Seconded: Kellie Frost

11. Next meeting: 7th of May 2025, 7pm Grenfell Bowling Club
12. Closed: 8:25pm



President:

Name: Belinda Power
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Secretary:

Name: Jaime Elms
Phone: 0428 154 692
Email: jaime.o.elms@gmail.com

Treasurer:

Name: Cassie Griffin
Phone: 0437 491 309
Email: cassepp53@hotmail.com

MINUTES

Meeting scheduled for: 28th May 2025 at Grenfell Bowling Club at 7pm

1. Welcome by President
2. Present: Committee members and any guests
Belinda Power, Jan Parlett, Cassie Griffin, Sharon Eppelstun, Paul McKnight , Kellie Frost, Simon Rolls, Deb Stanton
3. Apologies:
Cathy Gilbert, Virginia Osbourne, Colleen Gorman

Moved: Paul McKnight

Seconded: Cassie Griffin
4. New Membership: N/A
5. Minutes from previous meeting
N/A
6. Business arising from the minutes
There was none
7. Correspondence In
 - JayJay the Balloon Guy
 - Cartoon Portraits
Motion: Cassie would like the committee to engage JayJay the Balloon Guy and Cartoon Portraits from Irene.
Moved: Sharon Eppelstun
Seconded: Kellie Frost
Unanimously passed
Motion: Approval of M&Ms



Moved: Kellie Frost

Seconded: Cassie Griffin

8. Correspondence Out
N/A

9. Treasurer's Report
\$94142.70

Moved in absence of Treasurer

Seconded: Jaime Elms

Unanimously approved

10. President's report

11. General Business

Discussion and planning for the festival

12. Next meeting 4 June 2025, 7pm Grenfell Community Hub

13. Close 8:40pm

16 CLOSED COUNCIL

RECOMMENDATION

The meeting now be closed to the public under Section 10A(2) of the *Local Government Act 1993* to consider the items following because of their confidential nature:

16.1 LEASEE TO LESSOR REQUEST | DENTAL SURGERY

This matter is considered to be confidential under Section 10A(2) - d(i) of the *Local Government Act 1993*, and Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

PURPOSE: *To seek a lease agreement to waiver rent for a specified period until early 2026.*

16.2 MAYORAL MINUTE - GENERAL MANAGER RESIGNATION

This matter is considered to be confidential under Section 10A(2) - a of the *Local Government Act 1993*, and Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

PURPOSE: *To acknowledge the General Manager's resignation, appoint an acting General Manager and to seek approval to commence recruitment process for the General Manager position.*

16.3 PURCHASE OF DGS40 GENERAL FILL MATERIAL - REGIONAL ROADS

This matter is considered to be confidential under Section 10A(2) - d(ii) and d(iii) of the *Local Government Act 1993*, and Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a competitor of the council and information that would, if disclosed, reveal a trade secret.

PURPOSE: *To seek a preferred supplier on the DGS40 Regional Roads.*

16.4 ELECTRICITY PROCUREMENT

This matter is considered to be confidential under Section 10A(2) - d(i) of the *Local Government Act 1993*, and Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

PURPOSE: *To consider the small site electricity contract.*

- 17 RETURN TO OPEN COUNCIL**
- 18 REPORT ON CLOSED COUNCIL**
- 19 CLOSURE**