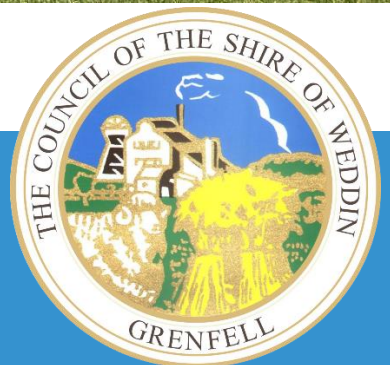


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# ANNUAL REPORT

## 2023-24

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## 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 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.*



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# 1. WELCOME

## 1.1. MESSAGE FROM THE MAYOR

Welcome to the presentation of the 2023-2024 Annual Report. I acknowledge that Weddin Shire Council meets on Wiradjuri Country.

I am pleased to present the Weddin Shire Council's 2023-2024 Annual Report, with a successful financial year of transparency and accountability, resulting in an unqualified audit. I would like to acknowledge the oversight and guidance provided by the previous Council term, whose commitment to sound financial management has helped pave the way for this positive outcome.

Of course, challenges remain, particularly in how State and Federal funding for natural disaster recovery is administered. Our income and operating results this year reflect the valuable external support we received to help repair damage from the 2022 floods. With additional funding from the Regional Emergency Road Repair and Roads to Recovery programs, several road restoration projects are set to continue over the next 12 to 24 months. As Mayor, I am committed to advocating for our Shire to "build back better," making our infrastructure stronger and more resilient.

Looking ahead, I am confident that Weddin Shire Council will continue to make steady progress in strengthening our community, enhancing our infrastructure, and building resilience for future generations. Together, with the ongoing dedication of our team and the support of our community, we are well-positioned to tackle both the opportunities and challenges that lie ahead. I invite you to explore the achievements outlined in this report, as they reflect not only the work done over the past year but also our shared commitment to a bright and sustainable future for our Shire.

**Cr Paul Best**  
**MAYOR**

*Bringing us together*

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## 1.2 MESSAGE FROM THE GENERAL MANAGER

I acknowledge that we work and live on Wiradjuri Country. It is with delight to be in the position to present my team's Annual Report for the 2023-2024 period. I acknowledge the previous financial year's issues that resulted in the Weddin Shire Team coming together to overcome our prior year cash breach. This was achieved through the dedication of our team to work through the actions of the Self-Initiated Improvement Management Plan which included updating policy, processes and procedures. However, what I enjoyed most was the cross-departmental meetings to ensure that we were growing and upskilling as a team around budgets, procurement and contract management as well as governance.

The financial year didn't come without significant concerns, particularly with the State and Federal government regarding how they administer natural disaster funding. The income and operating result are reflections of the injection of externally funded sources to assist as we recover from those flood damages in 2022. It is likely that we will see a number of road projects continue over the next 12 to 24 months with the injection of Regional Emergency Road Repair Funding and the Roads to Recovery. However, as of the leader this organisation, I will continue to advocate for building back better and to ensure grant funding is reduced with government bureaucracy.

We continue to have a diverse workforce and welcomed some new expertise to complement our existing dynamic workforce. Our team includes not only our employees, but also our contractors and our volunteers. Thank you to my team for your contribution to our workforce.

Council has continued its number of communication touchpoints to help enhance and improve our branding. This includes Council Mobile Hub days in our villages, more information provided in the Grenfell Record and social media platforms through Facebook. During this time, we publicly exhibited 16 draft policies during this time for Council's adoption.

I present to you our Annual Report for the 2023-2024 period.

**Noreen Vu**  
**GENERAL MANAGER**

---

# 1. INTRODUCTION

## 1.1. PURPOSE AND HOW TO READ THE ANNUAL REPORT

The Annual Report is the document by which Council communicates to the Weddin community the progress made with both the Delivery Program (Four-year program) and the Operational Plan (One-year program). These plans are wholly within Council's responsibility to deliver. The Annual Report is ultimately demonstrating if Council achieved what it set out to achieve and, if it did not, why. This progress is conveyed in the Highlights section (Section 2.2) below and in greater detail in Section 4 and Appendix A: Delivery Program and Operational Plan Progress Reporting.

Within the Annual Report, Council must undertake financial reporting in the form an 'easy to read' Financial Summary which is found in Section 2.4 of this Annual Report, as well as full Financial Reports found in Section 6.

Additionally, there are numerous mandatory and statutory requirements under the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, which Council must report on in the Annual Report. These are found in Section 5.

### 1.1.1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Annual Report is part of the Integrated Planning and Reporting framework (Figure 1.1), 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 and 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.

*“A progressive rural locality with a vibrant and welcoming community, rich in both heritage and the natural environment, with a diverse and resilient economy that supports local employment and business”*

Our Community Vision from the Community Strategic Plan

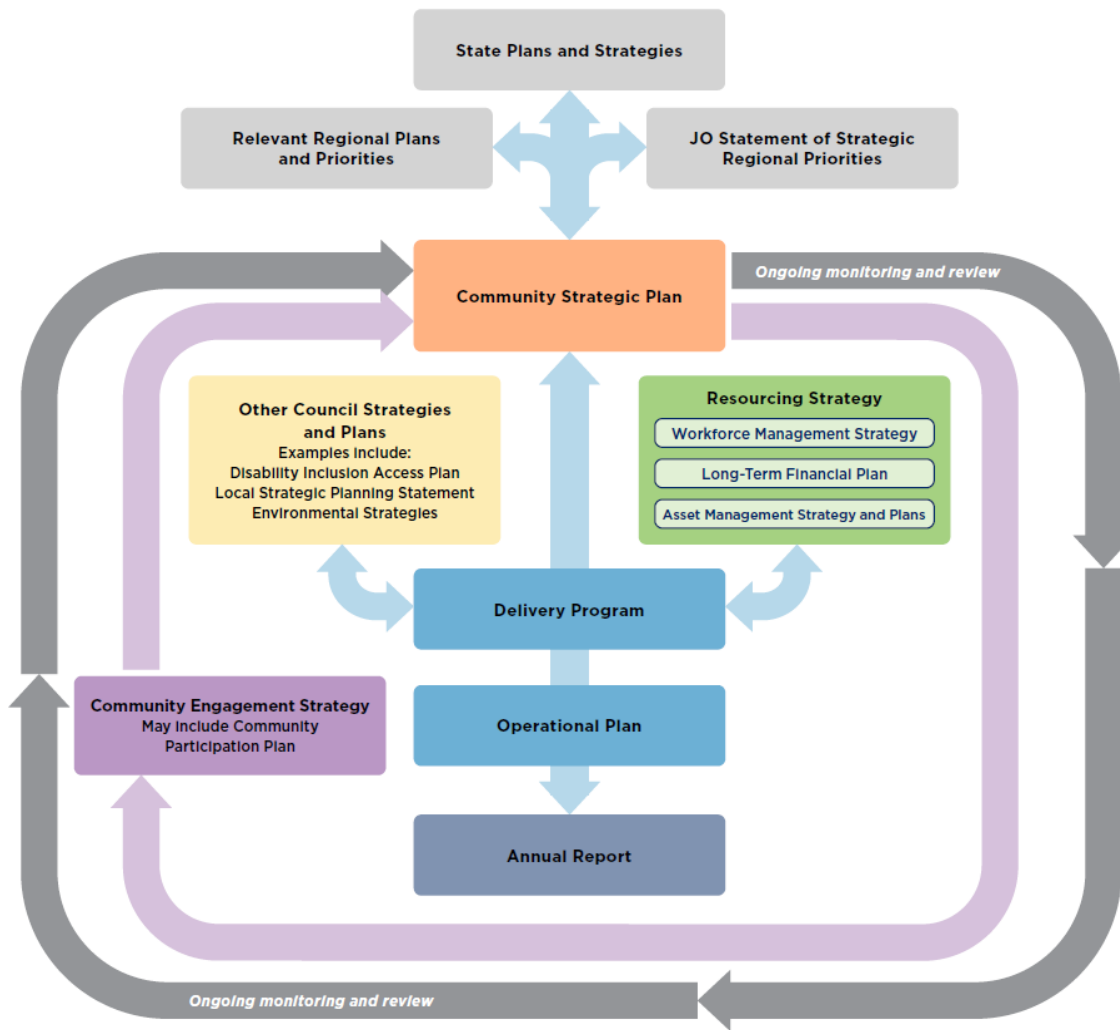


Figure 1: Integrated Planning and Reporting Framework



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## ○ HIGHLIGHTS

### **STRONG, DIVERSE AND RESILIENT LOCAL ECONOMY**

#### **TOURISM**

- Grant funding received for Grenfell Art Gallery upgrades, Taylor Park Redevelopment, and the Light Up the Night New Years Eve Street Party, which includes a new mural for the town.
- Visitors recorded through the Visitor Centre exceeded 22/23 number by over 400. Website and social media interactions have been high.

#### **LOCAL ECONOMY**

- The Grenfell Main Street Renewal Project is completed, with the final touches, such as the festoon lighting along the entire length of Main Street to be completed by the end of 2024.

### **CULTURALLY RICH, VIBRANT AND INCLUSIVE COMMUNITY**

- Council continues its touchpoints with our community, including Council Mobile Hubs, improved communications in the Grenfell Record, and an enhanced social media presence. Council publicly exhibited documents throughout the year to allow for inclusivity from our community. A job well done by Council's Executive team.
- Council has held a number of Australian Citizenship Ceremonies throughout the year.
- Works have begun at the Grenfell Art Gallery funded by the Creative Capital Minor Works and Equipment Round Two lifting the cultural centre in the heart of our town.



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## **EVENTS**

- The Arts, Tourism and Events team was once again been successful in obtaining funding through the National Australia Day Community Events Grants Program, allowing us to continue to provide additional events across our shire that recognise those who go above and beyond in helping their community.
- Further successful grant applications for the Department of Regional NSW Holiday Break Program for the youth of Weddin Shire, providing access to activities such as a trip to Bathurst Aqua Park, a Dive-In Cinema event, Totem Skateboarding workshops, Mountain Biking Skills Session at Company Dam and more.



- Successful application in the NSW Open Streets Program to hold a 'Light up the Night' event for 2024, being the Light Up the Night New Year's Eve Street Party.
- The June Long Weekend saw a highly successful Henry Lawson Festival of Arts. The long weekend once again saw up to 10,000 attendees. Thank you to our dedicated volunteers on our Section 355 Committee - Henry Lawson Festival of Arts.

## **ROAD CONSTRUCTION**

- Major road upgrades under the Fixing Local Roads Grant, Greenethorpe to Koorawatha was well in development this financial year.
- Additional roads completed under natural disaster funding that have been completed also are Morangarell Road and Quandialla-Caragabal Road. A job well done by our Infrastructure Services Team.
- We successfully received additional funding through our Road Maintenance Council Contract for our state highways, enabling us to undertake significant upgrades along these road networks.

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## **ANIMAL CONTROL**

- Council continued with the implementation of the Keeping Cats Safe at Home Program in conjunction with Weddin Landcare and the NSW RSPCA, which saw the 300<sup>th</sup> cat desexed and microchipped. The second stage of the program included a number of educational programs being run at local schools within the Shire by representatives from Weddin Landcare, NSW RSPCA and Council. The third and final stage of the program was also implemented involved the distribution of 29 Securecat Cat Cages to members of the local community.

## **○ FINANCIAL SUMMARY**

The financial summary will be provided in line with the Financial Statements and Audit Report. The Financial Statements can all be reviewed at Appendix C.

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## 3. OVERVIEW

### 3.1. THE WEDDIN SHIRE

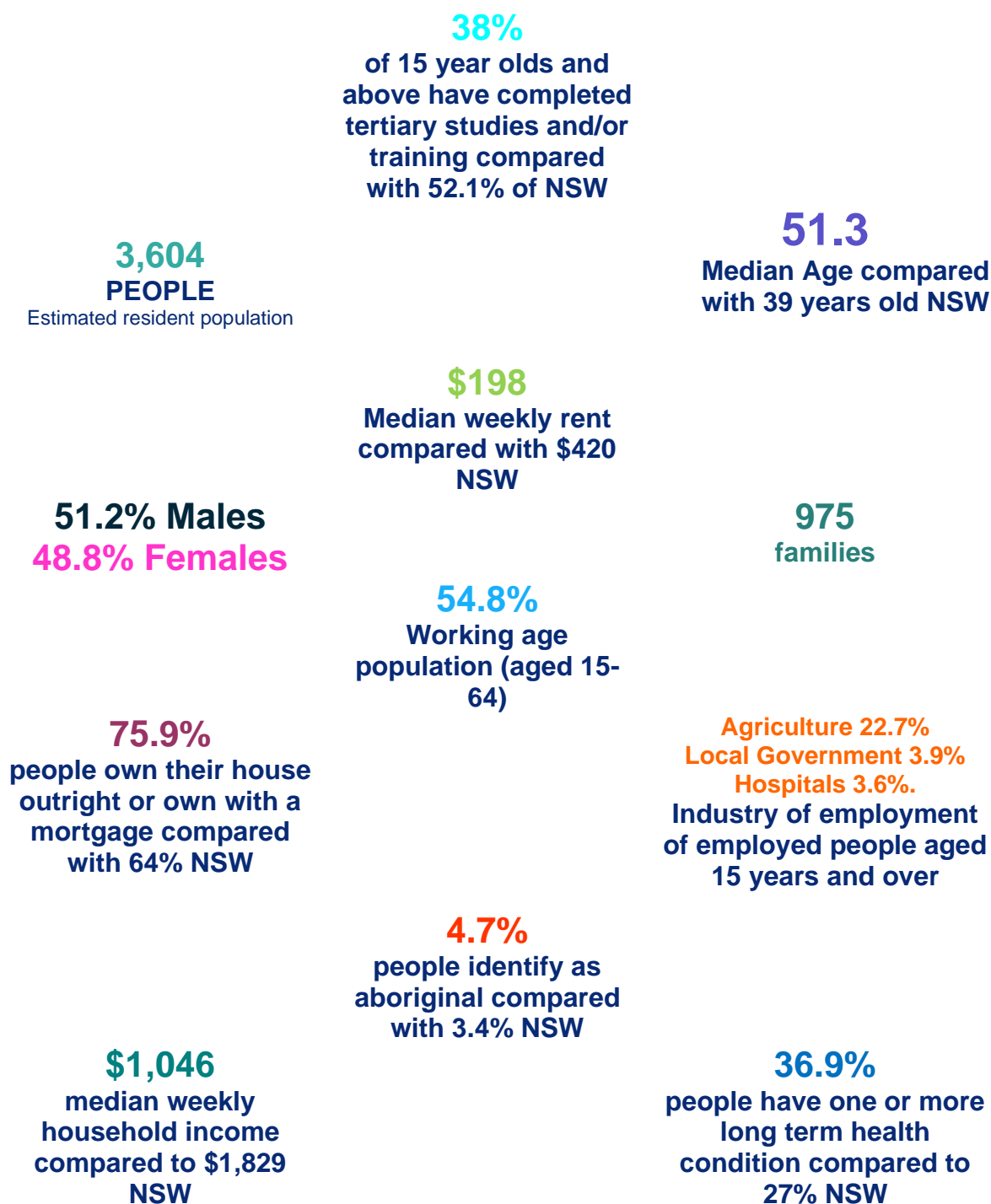
The Weddin Shire is centered around and derives its name from, the majestic Weddin Mountains. The name Weddin has its origins in the Wiradjuri word '*Weedin*', which means “a place to sit, stay or remain”, relating to the mountains' status as a place where Indigenous youths underwent a period of ceremonial 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 kilometres; 94% is devoted to dry-land agriculture, 3% to national parks and 3% to state forests.



Figure 3: Location of Weddin Shire Council

## 3.2. WEDDIN SHIRE SOCIO ECONOMIC PROFILE



Source (ABS, 2021 Census)

### 3.3. ORGANISATIONAL STRUCTURE

Council employs 112 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. Separately, includes the General Manager’s Office. The organisational structure, based on function, is represented below in Figure 4.

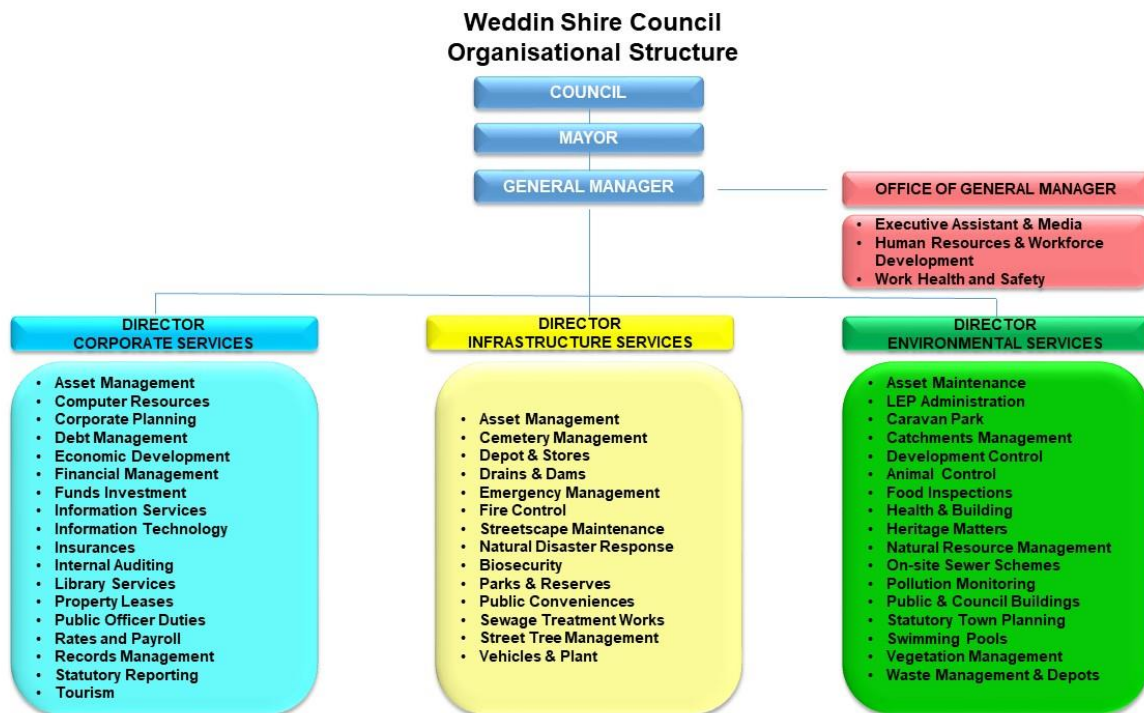


Figure 4: Weddin Shire Council Organisational Structure based on function

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## 3.4. BENEFITS OF WORKING FOR COUNCIL

Weddin Shire Council offers many benefits to come and work for us, including the following:

- Nine-day fortnight.
- Four weeks of annual leave per year.
- Three weeks sick leave per year.
- Access to carer's leave, maternity and parental leave for supporting partners.
- Recognition of staff service.
- Employee Assistance Program (EAP), providing external and confidential counselling.
- Council provided hi-vis, safety work wear and Personal Protective Equipment (PPE).
- Comprehensive ongoing training and development.
- Annual Union Picnic Day for relevant union members.
- Encouragement to attend NAIDOC Day events.

For senior management positions, benefits can also include relocation assistance, housing, paid professional memberships, and leaseback vehicles (including private use).



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### 3.4.1. STAFF HEALTH AND WELLBEING

To assist with providing a health work life balance, we encourage access to our Employee Assistance Program to provide external and confidential counselling to staff and their families 24 hours a day, 7 days a week. Council's EAP utilises Lifeline Central West.

Staff have the flexibility to access two (2) days per calendar year of Health and Wellbeing Leave to monitor their own personal health.

Council conducted a Safety and Wellbeing Day in July 2023. The event allowed council officers to hear from a variety of speakers regarding health and fitness including blood pressure checks, financial planning information, and mental health and wellbeing.

Council engaged Lifeline Central West to undertake a mental health toolbox at all work sites.

Council has implemented a Safety Talk on a weekly basis, which includes an address by the WHS Officer and Executive team.

A Safety and Wellbeing Statement was also created on the day which amplified the importance of safety and wellbeing.





# 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

---

## 3.4.2. PROFESSIONAL DEVELOPMENT

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.

For the reporting period, Council had over 186 attendances of staff at short courses, training, and workshops. Many of these courses issue or renew mandatory certification to perform particular tasks or provide for safe work such as First Aid and CPR or Dignity and Respect in the workplace. In addition, 20 Council employees are enrolled in a number of longer TAFE/RTO courses such as Certificate III Civil Construction; Health and Building; Horticulture and Landscaping Apprenticeships; Heavy Commercial Vehicle Mechanical Technology Apprenticeship ; Information Services (Library); Supply Chain and Water Industry Operations.



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## 3.5. GOVERNANCE

The Weddin Shire has a total of nine elected Councillors including the Mayor. The following are our Council who oversaw the last financial year.

### Councillors 2020 – 2024 Term



Councillor Craig Bembrick  
**(MAYOR)**



Councillor Paul Best  
**(DEPUTY MAYOR)**



Councillor Michelle Cook



Councillor Phillip Diprose



Councillor Warwick Frame



Councillor Glenda Howell



Councillor Jason Kenah



Councillor Stuart McKellar



Councillor Jan Parlett

## 3.5.1. COUNCILLOR MEETING ATTENDANCE AND REGISTER

Council keeps a register of the attendance of Councillors at required events such as Council meetings and Committee meetings where they are official delegates of Council. There are many other meetings/events/projects attended or contributed to by Councillors, which are not included in the attendance register. The following table includes all Council meetings (Ordinary and Extraordinary) and section 355 committees of Council of the last Council term who oversaw the financial year.

1 July 2023 - 30 June 2024											
Meeting / Committee	Role	Total number of Meetings Held	Number of Meetings Attended								
			Mayor Cr Craig Bembrick	Deputy Mayor Cr Paul Best	Cr Michelle Cook	Cr Phillip Diprose	Cr Warwick Frame	Cr Glenda Howell	Cr Jason Kenah	Cr Stuart McKellar	Cr Jan Parlett
Council - Ordinary	Councillor	11	11	10	11	11	11	10	10	11	11
Council - Extraordinary	Councillor	2	2	2	2	2	2	2	2	2	2
Audit, Risk & Improvement	Member	4						4			
Audit, Risk & Improvement - Special Meeting	Member	2						2			
Bogolong Dam Precinct	Member	5	3	4							
Bogolong Dam Precinct - Special Meeting	Member	1	1								
Central NSW Joint Organisation (CNSWJO)	Member	4	4								
Central NSW Joint Organisation (CNSWJO) - Extraordinary	Member	1	1								
Central Tablelands Water	Member	6		6	6						
Floodplain Management Advisory	Member	2									
General Manager's Performance Review	Member	1	1	1					1		1
Heritage	Member	4				4		3	2		
Inter-Agency Health	Member	11									11
Lachlan Regional Transport	Member	4			4		2				
NSW Public Libraries Association (NSWPLA)	Member	2				2					
Quandialla Pool Committee	Member	3			0	2					
The Henry Lawson Festival of the Arts	Member	6						1			
Weddin Health Council	Member	5									4
Weddin Landcare Steering Committee	Member	4				3					
Weddin Local Traffic	Member	4									
Weddin Shire Council Tourism	Member	3		2	2				3		
Weddin Shire Weeds	Member	5		3			1			2	

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## 4. DELIVERY PROGRAM AND OPERATIONAL PLAN PROGRESS REPORTING

The overarching Community Strategic Plan, *Weddin 2026*, which sits above the Delivery Program and Operational Plan, outlined six strategic objectives across four key themes: economic, social, environmental, and civic leadership, and these are shown below.

NO.	STRATEGIC OBJECTIVE	KEY THEME
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.	Environmental
6	Shire assets and services delivered effectively and efficiently.	Economic

Outlined in Appendix A is the progress made on delivering and achieving Weddin Shire Council's Delivery Program and Operational Plan.

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## 5. STATUTORY INFORMATION

In accordance with section 428 of the *Local Government Act 1993* and clause 217 of the *Local Government (General) Regulation 2021*, Council is required to report on numerous mandatory and statutory requirements. These are listed below are for 2023/2024 as at 30 June 2024, unless otherwise stated.

### 5.1. LOCAL GOVERNMENT ACT 1993

#### 5.1.1. Act s 428(2) - State of Our Shire Report

The State of Our Shire (SOOS) Report is issued on the second meeting in the new council term. The annual report of the year in which an ordinary election of councillors is held, will contain the SOOS Report, which includes and will also include council's achievements in implementing the community strategic plan over the previous four years and also recommendations for the new council over the next four year term.

#### 5.1.2. Act s 54P(1) - Environmental Upgrade Agreement

Nil.

### 5.2. SPECIAL RATE VARIATION GUIDELINES

#### 5.2.1. Guidelines 7.1 - Special Rate Variation

Report on activities funded via a special rate variation of general income: There was no special rate variation in 2023/2024. There is no special rate variation included in the forecasted 2024/2025 Operation Plan.

### 5.3. LOCAL GOVERNMENT (GENERAL) REGULATION 2021

#### 5.3.1. Clause 132 - Rates and Charges Written Off

Amount of rates and charges written off during year. \$18.30 was written off in 2023/2024.

### 5.3.2. Reg cl 186 - Mayor and Councillor training and professional development

Councillors attended as delegates a number of conferences including the:

Conference/Training/Meeting	Delegate	Date
Country Mayors Association	(Mayor) Cr Craig Bembrick	4 August 2023 10 May 2024
Country Mayors Association – Housing Forum	(Mayor) Cr Craig Bembrick	8 – 9 April 2024
LGNSW Annual Local Government Conference	Cr Best, Cr Howell Cr Kenah	12 – 14 November 2023
LGNSW Local Government Rural and Regional Summit	(Mayor) Cr Craig Bembrick	9 May 2024
National General Assembly Regional Forum/Assembly of Local Government	(Mayor) Cr Craig Bembrick	2 – 4 July 2024
Australian Council of Local Government Forum	(Mayor) Cr Craig Bembrick	5 July 2024
Public Libraries Association Zone Meeting	Cr Phil Diprose	5 April 2024
CNSWJO Policy Lab	Cr Howell Cr Kenah	28 September 2023
CNSWJO and NSW rural doctors network regional community health system and regional engagement workshop	Cr Kenah Cr Parlett	31 October 2023
CNSWJO Board Meeting	(Mayor) Cr Craig Bembrick	29 February 2024

Central NSW  
JOINT ORGANISATION



### 5.3.3. Reg cl 217(1)(a) - Overseas visits – Mayor and Councillors

Details, including purpose of overseas visits by councillors, council staff, or other persons representing council: There were no overseas visits in 2023/2024.

### 5.3.4. Clause 217(1)(a1) - Councillor Expenses

Total cost during the year of the payment of expenses of and the provision of facilities to councillors in relation to their civic functions.

EXPENSE ITEM	AMOUNT	Local Government (General) Regulation 2021
Councillor Fees/ Superannuation	\$117,246.96/ \$87,892.80	
Mayoral Fees	\$28,428.00	
Office equipment (Ipad)	\$0	217(1)(a1)(i) – Office equipment
Telephone calls	\$0	217(1)(a1)(ii) – Telephone/facsimile services
Attendance to conferences	\$8,610.04	217(1)(a1)(iii) – Delegate expenses
Induction and training	\$0.00	217(1)(a1)(iiia) – Provision for induction
Other training	\$10,050.64	217(1)(a1)(iv) – Other training
Interstate visits	\$10,173.50	217(1)(a1)(v) – Interstate visits travelling expenses (accommodation, transport). Cost includes inter/intrastate and other travel expenses.
Overseas visits	\$0	217(1)(a1)(vi) – Oversea visits travel
Expenses of spouse, partner or other person	\$0	217(1)(a1)(vii) – Expenses of spouse, partner or other person who accompanied a councillor
Expenses in the provision of care	\$0	217(1)(a1)(vii) – Expenses involved in the provision of care for a child, family member of a Councillor





### 5.3.5. Clause 217 (1) (a2) - Contracts Awarded by Council

Details of each contract awarded (other than employment contracts & contracts less than \$150,000.

CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT				
CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
Davis Earthmoving Pty Ltd	Processing Garden Organics, Wood, and timber.	Schedule of Rates	355/2022	Y
Eastcoast Traffic Management Services Pty Ltd	Temporary Traffic Management Services	Schedule of Rates	291/2022	Y
Calvani Group Pty Ltd	Grenfell Waste Depot Management	\$226,363.64	292/2022 Ext 246/23	Y
Lowes Petroleum	Supply and Delivery of Bulk Fuel	Schedule of Rates >\$360,000	216/2022	Y
Oilsplus Holdings		Schedule of Rates >\$360,000		Y
Onsite Fuel Rural - Xpress Group		Schedule of Rates >\$360,000		Y
Park		Schedule of Rates >\$360,000		Y
Avante Linemarking	Linemarking Services	Schedule of Rates	65/2022	Y
Complete Linemarking Services Pty Ltd		Schedule of Rates		Y
Central West Linemarking Pty Ltd		Schedule of Rates		Y
Oz Linemarking NSW Pty Ltd		Schedule of Rates		Y

**CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT**

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
Interflow Pty Ltd	Sewer Mains Condition Assessment (CCTV) and Smoke Testing/Dye Testing	\$210,000	Under delegated authority	Y
Sims Group Australia Holdings Limited Trading as Sims Metal	Collection of Recycling and Recycling of Scrap Metal		Netwaste Contract	Y
Cleanaway Ltd	Collection of used Motor Oil		Netwaste Contract	Y
Omega Chemicals,	Supply of Liquid Aluminium Chlorohydrate(ACH) [Al <sub>2</sub> O 23-24% w/w] for one(1) year	\$89,966	Under delegated authority	Y
ACCURATE ASPHALT	Provision of Stabilising Services - Regional and Council Roads	<5M	216/23	Y
AUSTRALIAN INDIGENOUS BUSINESS SERVICES PTY LTD		<5M		Y
CountryWide Asphalt & Civil		<5M		Y
				Y
Downer EDI Works Pty Ltd		<5M		Y
				Y
Durack Civil 2486 NSW		<5M		Y
				Y
Fulton Hogan Ltd		<5M		Y
				Y
GRAB HIRE	<5M	Y		
		Y		
Stabilised Pavement Australia	<5M	Y		

**CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT**

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
TERRAPAVE		<5M		Y
				Y
Artcraft Pty Ltd	Supply and Delivery of Road Signs	TBC	277/23	Y
Barrier Signs Pty Ltd		TBC		Y
De Neeffe Signs Pty Ltd		TBC		Y
Hi-Vis Group		TBC		Y
All Pavement Solutions	Provision of Pavement Spray Sealing - Regional and Council Roads	<5M	278/23	Y
Bitupave Ltd t/a Boral Asphalt		<5M		Y
Colas NSW Pty Ltd		<5M		Y
Countrywide Asphalt & Civil		<5M		Y
Fulton Hogan Industries Pty Ltd	Provision of Pavement Spray Sealing - Regional and Council Roads	<5M		Y
New South Wales Spray Seal Pty Ltd		<5M		Y
Stabilised Pavements of Australia Pty Ltd		<5M		Y
State Asphalt Services Pty Ltd		<5M		Y
Stabilised Pavements Australia Pty Ltd	Provision of Pavement Heavy Patch & Spray Sealing - State Roads	<2m	044/23 045/23	Y
All Pavement Solutions	Provision of Sealing Services - State Roads	TBC	006/24	Y
Bitupave LTD		TBC		Y
Capital Asphalt		TBC		Y
Colas		TBC		Y

**CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT**

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
Country Wide		TBC		Y
Roadworx		TBC		Y
RPQ Sprayseal		TBC		Y
Stabilised Pavements of Australia Pty Ltd		TBC		Y
Accurate Asphalt	Provision of Stabilising Services - State Roads	0.00	006/24	Y
Country Wide		0.00	006/24	Y
Downer EDI		0.00	006/24	Y
Fulton Hogan		0.00		Y
Hiway Stabilizers		0.00	006/24	Y
Roadworx Surfacing		0.00	006/24	Y
Stabilcorp Pty		0.00	006/24	Y
Stabilfix PTY		0.00	006/24	Y
Stabilised Pavement Australia		0.00	006/24	Y
A Plant Equipment Pty Ltd		Plant Hire on a Casual Basis	TBC	009/24
Accurate Asphalt & Road Repairs Pty Ltd	TBC		Y	
Alan Leslie Brown	TBC		Y	
Aqua-Assets Pty. Limited	Plant Hire on a Casual Basis	TBC		Y
Avijohn Contracting Pty Ltd		TBC		Y
Baden Raymond Johnston		TBC		Y
Brooks Hire Service Pty Ltd		TBC		Y
Brundah Group Pty Ltd		TBC		Y

**CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT**

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
CLEARY EARTH AND CIVIL		TBC		Y
COATES HIRE OPERATIONS PTY LIMITED		TBC		Y
Conplant Pty Ltd		TBC		Y
Cooper Civil & Crushing Pty Ltd		TBC		Y
Downer EDi Works Pty Ltd		TBC		Y
Dugs Bobcat & Tipper Hire		TBC		Y
Gledhill's Earthmoving Pty Ltd		TBC		Y
H2O To Go Water Truck Hire		TBC		Y
Jack Mathew Ray		TBC		Y
JR & EG Richards Pty Ltd		TBC		Y
Keough Hydro & Civil		TBC		Y
Maas Plant Hire Pty Limited		TBC		Y
McCanns Bulk Haulage		TBC		Y
O.S. Trees Pty Ltd		TBC		Y
Orange Equipment Pty Ltd		TBC		Y
PORTER PLANT		TBC		Y
Premiair Services Pty Ltd		TBC		Y
Rirukatomy Pty Limited		TBC		Y
Rollers Australia Pty Limited		TBC		Y

**CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT**

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
Rosmech Sales & Service Pty Ltd	Plant Hire on a Casual Basis	TBC		Y
STABILISED PAVEMENTS OF AUSTRALIA PTY. LIMITED		TBC		Y
STEVENS SAND & GRAVEL		TBC		Y
The Stabilising Pty Ltd		TBC		Y
Top Civil & Construction Pty Ltd		TBC		Y
Troth Pty Ltd		TBC		Y
TUTT BRYANT HIRE PTY LTD		TBC		Y
YOUNG EXCAVATORS		TBC		Y
Atlas Traffic Management Pty. Ltd.		Standing offer supply of Temporary Traffic Management		TBC
Carter Group	TBC		Y	
East Coast Traffic Control	TBC		Y	
Platinum Traffic Services Pty Ltd	TBC		Y	
Adaptive Interiors	Upgrade of Quandialla Swimming Pool	TBC		Y
Trevelli Constructions Pty Ltd		\$216,818		009/24
Proludic Pty Ltd	Taylor Park Accessible Play Tower	TBC		Y
Moduplay Group Pty Ltd		TBC		Y
The Trustee for Troy Family Trust		TBC		Y
Austek Constructions		TBC		Y

## CONTRACTS, CONSULTANTS & LEGAL BUDGET REVIEW STATEMENT

CONTRACTOR	CONTRACT PURPOSE	CONTRACT VALUE	RESOLUTION	BUDGETED
Better View Landscapes	Supply & Construct - Taylor Park Hardworks	TBC		Y
Stabilised Payment Australia	Mary Gilmour Way	TBC	006/24	Y
JLW Services Pty Ltd	Collection of Recycling of Used Mattresses (NetWaste)	TBC	189/24	Y
Serious Group Pty Ltd		TBC		Y
Davis Earthmoving		TBC		Y

## CONSULTANCY & LEGAL EXPENSES

EXPENSE			YTD	BUDGETED
Consultancies			\$3,150	Y
Legal Fees (Governance, Corporate, Planning)			\$11,690	Y
		*Additional Legal Fees currently being assessed by Insurers		

### NOTES

1. Minimum reporting level for contracts is 1% of estimated income from continuing operations of Council or \$50,000 - whichever is the lesser
2. Contracts listed are those entered into from 1 July 2024, including and up to the quarter being reported and exclude contractors on Council's Preferred Supplier List
3. Contracts for employment are not required to be included in accordance with legislative (ATO) guidelines
4. A consultant is a person or organisation engaged under a contract on a temporary basis only to provide recommendations or high level specialised or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

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### **5.3.6. Clause 217(1)(a3) - Summary of Legal Proceedings**

A summary of the amounts incurred by the Council in relation to legal proceedings amounted to \$5,269.42 in 2023/2024.

### **5.3.7. Clause 217(1)(a4) - Subsidies Private Works**

Include resolutions made concerning work carried out on private land: Council did not subsidise any private works in 2023/2024.

### **5.3.8. Clause 217(1)(a5) - Donations and Contributions under Section 356**

Total amount contributed or otherwise granted to financially assist others in 2023/2024 was \$27,198. This includes the donations to the villages and the Community Project Support vote and NAIDOC Committee donation. Community groups, organisations, and businesses supported during the reporting period include:

- Caragabal Country Club – Caragabal Sheep Races
- Cargo 2 Grenfell Fundraiser - Walk March 2023 & 2024
- GIVE – Giving Individuals Value Everyday – RUOK Day & World Suicide Prevention Day
- Grenfell Christian Bookshop
- Grenfell Dramatic Society
- Grenfell Goannas – Grenfell Poker Run
- Grenfell Gunyah Craft Shop
- Grenfell Lions Club – Community Christmas Carnival
- Grenfell P.A.H & I Association Inc. 2023
- Grenfell Racecourse
- Grenfell RSL Club Sub-Branch – 2023 Remembrance Day & 2024 ANZAC Commemorative Dawn Service
- Grenfell Shire Council – Clare Hunt Civic Reception Henry Lawson High School – Presentation Day
- Quandialla Progress Association – Quandialla Soldiers' Memorial Hall - Flooring
- Quandialla Swimming Club – Annual Swimming Carnival
- The Grenfell Jockey Club Inc - Henry Lawson Loaded Dog
- Weddin Community Native Nursery
- Weddin Mountain Muster
- Weddin NAIDOC Committee
- Our school communities including Caragabal Public School, Greenethorpe Public School, Grenfell Public School, The Henry Lawson High School, St Joseph's Primary School, Quandialla Public School.

### **5.3.9. Clause 217 (1) (a6) - Delegations to External Bodies**

Statement of all external bodies that exercised functions delegated by Council: In 2023/2024, there were no delegations made by Council for any functions.



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**5.3.10. Clause 217 (1) (a7) - Companies in which Council held a Controlling Interest**

Statement of all corporations, partnerships, trusts, joint ventures, syndicates, or other bodies in which council held a controlling interest: In 2023/2024, Council held a controlled interested in Central Tablelands Water at 33%.

**5.3.11. Clause 217 (1) (a8) - Partnerships, Cooperatives, Joint Ventures to which Council was a party**

Statement of all corporations, partnerships, trusts, joint ventures, syndicates, or other bodies (whether or not incorporated) in which the Council participated during the year: Council did not participate in any of these bodies in 2023/2024.

**5.3.12. Clause 217 (1) (a9) - Equal Employment Opportunity (EEO)**

Council continued to adhere to the provisions set out in the *Local Government Act 1993* and the standards set in Its Equal Opportunity Policy/Plan, established in 2017.

Gender balance and equity was maintained in interview panels and selection committees. The existing diversity, including ethnicity in the workforce, facilitated this approach.

Gender diversity in outdoor staffing ratios increased, offering opportunity to those from traditionally disadvantaged sectors.

Dignity and Respect/Code of Conduct (formerly Bullying and Harassment) Workshop was carried out for all staff on 23 August 2023. There were no formal grievances lodged during the year, nor any issues related to Equal Opportunity, amongst the general staff.



**5.3.13. Clause 217 (1) (b) - General Manager remuneration**

The General Manager is the only senior staff member, as defined by the *Local Government Act 1993*, employed by the Council. The General Manager's remuneration package, as at 30 June 2024 totalled \$281,035.18 as per below.

Total value of the salary component of the package	\$236,486.49
Total amount of bonuses, performance or other payments	Nil
Total employers' contribution to superannuation	\$26,013.51
Total value of non - cash benefits*	\$12,609.00
FBT on non - cash benefits	Nil
<b>Total</b>	<b>\$281,035.18</b>
*Prior year non-cash benefits recorded in overall reporting	

### 5.3.14 Clause 217 (1) (c) Senior Staff – remuneration

Statement of the total remuneration packages of all senior staff members (other than the General Manager), expressed as the total (not of the individual members).

There were no Senior Staff members within the definition set out in the *Local Government Act 1933*. None were employed using the Standard Contract of Employment for senior staff (other than General Manager) of Local Councils in New South Wales.

All employed senior staff, including Directors and Managers were employed under Local Government Award Conditions.

### 5.3.15 Clause 217 - Workforce Statistics

As required and in accordance with the Office of Local Government Circular No.24-13 the established relevant day was Wednesday 14 February 2024. Total number of persons performing paid work were 112, as represented in the below table.

Labour force type	No. of persons
On a permanent full - time basis	53
On a permanent part - time basis	10
On a casual basis	40
Under a fixed - term contract	3
Senior staff under other employer arrangement	4
Apprentice or trainees	2
<b>Total labour force size</b>	<b>112</b>

### 5.3.16 Clause 217 (1) (e) - Stormwater Management Services (if levied)

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Stormwater management services are not levied by Council.

**5.3.17 Clause 217(1) (e1) – Levied an Annual Charge for Costal Protection Services**  
Not applicable.

**5.3.15 Clause 217 (1) (f) - Companion Animals Act and Regulation**

Council’s activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1988* (CA Act) and *the Companion Animal Regulation 2018*.

In 2023/2024, Council spent a total of \$81,761.44 on animal control.



## DOG AND CAT SEIZURE REPORT FOR 2023/2024

COUNCIL SEIZURE ACTIVITY	Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Total		
	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	
Seized	0	0	0	3	0	4	0	1	0	0	1	0	0	1	0	1	0	1	0	2	0	0	0	0	0	14	
Returned to Owner	0	0	0	3	0	4	0	1	0	0	0	0	1	0	1	0	1	0	1	0	2	0	0	0	0	13	
Transferred to Council's Facility	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
Check (Zero)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>ANIMALS IN AND ARRIVING AT COUNCIL'S FACILITY</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Total</b>
Animals in Council's Facility (Start of Month)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	7
Abandoned or Stray	0	0	0	0	0	0	0	0	1	0	4	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
Surrendered	0	0	0	0	0	0	0	0	0	0	0	0	0	1	6	0	0	0	0	0	0	0	0	0	0	0	6
Animals transferred from Seizure Activities	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Total Incoming Animals	0	0	0	0	0	0	0	1	0	4	0	1	0	1	6	1	0	1	0	0	0	0	1	0	0	1	
<b>ANIMALS LEAVING COUNCIL'S FACILITY</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Cat</b>	<b>Dog</b>	<b>Total</b>
Released to owners	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	7
Sold	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Released to Organisations for Rehoming	0	0	0	0	0	0	0	0	1	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	6
Died at Council's Facility (other than euthanased)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stolen from Council's Facility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Escaped from Council's Facility	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (reason if entered)																											0
Euthanased	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Cat	Dog	Dog
Restricted Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dangerous Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Owners Request	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Due to illness/Disease or Injury	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Feral/Infant Animal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unsuitable for rehoming	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Unable to re home	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Euthanased	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total Outgoing Animals	0	0	0	0	0	0	0	0	1	0	4	0	1	0	6	1	0	1	0	0	0	0	1	0	0	1	
Total In Council's Facility (End of Month)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

(Total Outgoing Animals = Total Incoming Animals - Animals in Council's Facility end of month)

## DOG ATTACK REPORT

### Incidents by Incident Status

Status	# Incidents Entered	# Attacking Dogs	# Animal Victims	# Human Victims
Finalised	5	5	5	3

### Incidents Status by Victim Type

Status	# Victims- Adult	# Victims- under 16 years
Finalised	2	1

### Incidents by Location and Victim Type

Location Type	# Attacking Dogs	#Animal Victims	# Victims -Adult	# Victims - under 16 years
Private Property - Other	1	4	0	0
Private Property - Owner	1	1	0	0
Public Place - Public road / Footpath	3	0	2	1
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>1</b>

### Incidents Involving Animals by Victim Category/Severity (may be >1 victim per incident)

	No injury	Minor injury	Medical	Hospitalisation	Death	Total
Dog	0	0	0	0	1	1
Cat	0	0	0	0	0	0
Livestock	0	4	0	0	0	4
Other	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>5</b>

### Incidents involving humans by Victim Category/Severity (may be >1 victim per incident)

	No Injury	Minor	Medical	Hospitalisation	Death	Total
Adult	0	1	1	0	0	2
Supervised < 16	0	0	0	0	0	0
Unsupervised < 16	1	0	0	0	0	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>

### Incidents breakdown involving humans by Victim Category/Severity/Age Classification (may be >1 victim per incident)

Age Classification	Severity	Total
Adult (16 years+)	Medical Treatment	1
Adult (16 years+)	Minor Injury	1
Unsupervised (Child up to High School Student)	No Injury	1

**Incidents by previously declared Dangerous; Menacing or Restricted Dogs (may be >1 attacking dog per incident)**

Type	Attacking Dogs	Incidents
Dangerous	0	0
Restricted	0	0
NOI to Restrict	0	0
Menacing	0	0

**Attacking Dogs by Circumstance**

Circumstance	Yes	No	Unknown
Provoked	0	2	3
Controlled	0	4	1
Owner Present	1	3	1
Muzzle-Exempt Greyhound	3	0	2

**Attacking Dog Action by Action Taken (may be >1 action per attacking dog)**

Description	# Actions Taken
Investigation continuing	3
Dog Destroyed	1
Seized & taken to Pound	1
TOTAL	5

**Attacking Dogs by Breed**

Breed	Cross Breed	Attacking Dogs
Australian Kelpie		1
Blue Cattle Dog		1
Jack Russell Terrier	Cross Terrier	1
Koolie	Unknown Cross	1
Rottweiler		1

**ADDITIONAL COMPANION ANIMAL REPORTING AND COMMENTARY**

Council continued with the implementation of the the RSPCA Keeping Cats Safe at Home Program, which is a four-year project.

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As at the end of June 2024, a total number of 301 cats had been desexed and microchipped throughout the Weddin Shire. The desexing and microchipping program will run until 31 December 2024.

The second stage of the program was rolled out in August 2023, involving two Sydney RSPCA representatives, Council Rangers, and the Weddin Landcare Co-ordinator visiting Greenethorpe, Quandialla, Caragabal and St Joseph's primary schools to deliver an education program which engaged students in learning the following:

- aspects of cat care and welfare
- importance of desexing and microchipping
- annual number of birds and wildlife killed or injured by cats
- importance and benefits of keeping your cat indoors
- Dangers faced by roaming cats

This was demonstrated by role playing, animated videos, and fun activity packs with examples such as find a word, dot to dot and coloring in to maximise interest and intake by the students.



The third and final stage of the project was the allocation of free Catnet cat enclosures, available to all eligible Weddin Shire Residents. This was via an application process and involved a set criteria. Applicants had a choice of 3 sizes, with a second inspection being conducted after erection. A total of 29 Catnet enclosures were given to the residents of the Weddin Shire in April 2024.



This cat enclosure giveaway tied in with RSPCA representation at the 2024 Henry Lawson Festival.



During the year, Council regularly delivered communications to the community including:

- providing information and pamphlets to the local schools,
- media releases in local paper and on social media,
- Regulatory Officer provided talks to schools and other community groups.

For unclaimed animals, Council aims to have all suitable dogs and cats claimed or rehomed. The following actions are taken when a companion animal is impounded::



- Contact made with at least three rehoming organisations to provide details of the animal which is suitable for rehoming;
- Include details of the animal on Grenfell Lost Pets facebook page;
- Advertise the animal on social media, Council’s website and in the local paper with an aim to have the animal claimed or rehomed.

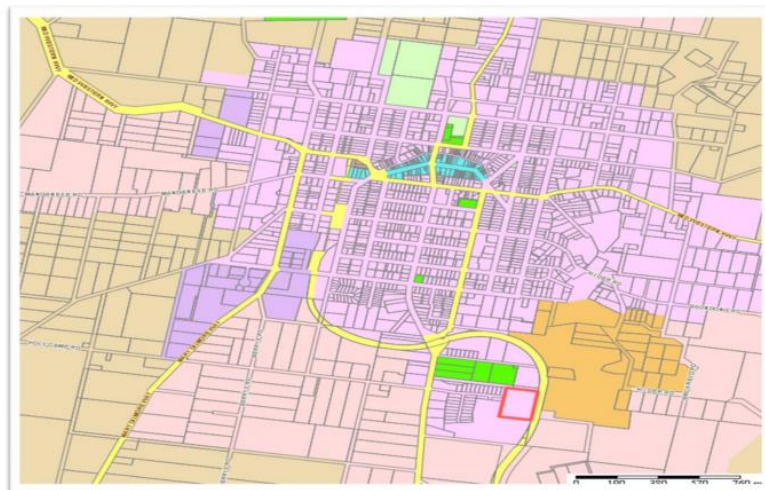
Council has three off leash areas. One (1) at Greenethorpe and two (2) in Grenfell.

**OFF LEASH AREAS**

**LOT: 1 DP: 126544**



**LOT: 133 DP: 1081488**



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## **5.4 OLG CAPITAL EXPENDITURE GUIDELINES**

### **5.4.1 Capital Expenditure Review**

Report on certain proposed capital works projects where a capital expenditure review has been submitted: This is not applicable to Council in 2023/2024, as there were no applicable proposed capital works projects.

## **5.5 CARERS RECOGNITION ACT 2010**

### **5.5.1 S. 8(2) – Carers Recognition Act Compliance**

Council is not considered a ‘human services agency’ under the Act in 2023/2024 and, therefore, is not required to report on compliance with the Act. The rights of carers are incorporated in Council’s Disability Inclusion Action Plan.

## **5.6 DISABILITY INCLUSION ACT 2014**

### **5.5.6 S. 13(1) – Disability Inclusion Action Plan Implementation**

Council adopted the Disability Inclusion Action Plan in the 2018 financial year. The plan demonstrates Council’s commitment to improving access and inclusion and identifies what Council can do to promote and achieve equality for residents and visitors to the Weddin Shire Local Government Area (LGA). A new Disability Inclusion Action Plan was drafted for the 2024-2028 period. This Plan was in the process of being adopted as of 30 June 2024.

## **5.7 ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979**

### **5.7.1 S. 7.5(5) – Compliance with and effect of Planning Agreements**

No planning agreements have been entered into by Council in 2023/2024.

## **5.8 ENVIRONMENTAL PLANNING AND ASSESSMENT REGULATION 2021**

### **5.8.1 Cl. 35A – Contributions and Levies**

Council does not have a section 7.11 or 7.12 contributions policy in 2023/2024.

## **5.9 FISHERIES MANAGEMENT ACT 1994**

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### 5.9.1 S. 220ZT(2) – Recovery and Threat Abatement Plans

Council is not involved in any Recovery and Threat Abatement Plans in 2023/2024.

## 5.10 ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL

None applicable.

## 5.11 SWIMMING POOLS ACT/SWIMMING POOLS REGULATION

### 5.11.1 S. 22F(2) and Cl. 23 – Details of Inspections of Private Swimming Pools

INSPECTION LOCATION	NO.
Tourist and Visitor	0
More than 2 dwellings	0
Certificate of compliance	2
Certificate of non-compliance	0

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## **5.12 ENVIRONMENTAL PLANNING AND ASSESSMENT REGULATION 2021**

### **5.8.2 Cl. 35A – Contributions and Levies**

Council does not have a section 7.11 or 7.12 contributions policy in 2023/2024.

## **5.13 FISHERIES MANAGEMENT ACT 1994**

### **5.9.2 S. 220ZT(2) – Recovery and Threat Abatement Plans**

Council is not involved in any Recovery and Threat Abatement Plans in 2023/2024.

## **5.14 ENVIRONMENTAL UPGRADE AGREEMENTS ENTERED INTO BY COUNCIL**

None applicable.

## **5.15 SWIMMING POOLS ACT/SWIMMING POOLS REGULATION**

### **5.11.2 S. 22F(2) and Cl. 23 – Details of Inspections of Private Swimming Pools**

<b>INSPECTION LOCATION</b>	<b>NO.</b>
Tourist and Visitor	0
More than 2 dwellings	0
Certificate of compliance	2
Certificate of non-compliance	0

## **5.16 GOVERNMENT INFORMATION (PUBLIC ACCESS ACT 2009/GOVERNMENT INFORMATION (PUBLIC ACCESS) REGULATION 2018**

### **5.12.1 S. 125(1) and Cl. 8, Schedule 2 – Information included on government information public access activity**

(a) details of the review carried out by the agency under section 7 (3) of the Act during the reporting year, and the details of any information made publicly available by the agency as a result of the review.

Internal review carried out to ensure contracts register contains all information required under the *Local Government Act 1993*, and updated Written Return of Interests were included on website during 2023-2024.

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(b) the total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications),

In 2023-2024, Weddin Shire Council received four (4) GIPA applications.

	Access grant in full	Access grant in part	Access grant not granted	Information already available	Application withdrawn	Decided within statutory timeframe	Not decided within time	Application fee refunded
<b>Total</b>	3	1	0	0	0	4	0	0

## 5.17 Anti-slavery Statement

Council must provide a statement of the action taken by the Council in relation to any issues raised by the Anti-slavery Commissioner during the year concerning the operations of the Council and identified by the Commissioner as being a significant issue. In accordance with section 428(4)(c) of the *Local Government Act 1993*, none was applicable.

Council must provide a statement of steps taken to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018*. In accordance with section 428(4)(d) of the *Local Government Act 1993*, Council compliance with Modern Slavery is being supported regionally through the Central NSW Joint Organisation (CNSWJO). All suppliers have been or are being provided to the Joint Organisation for risk assessment to be embedded into an ongoing program. CNSWJO has a dedicated resource to support procurement including compliance with Modern Slavery Legislation.

Council recognises the importance of taking steps to ensure that goods and services procured by and for our council are not the product of modern slavery.

Our supply chain includes a variety of suppliers, contractors, partners. Council's highest categories of spend include fuel, electricity, bitumen and construction materials.

To ensure that goods and services procured by and for Council during the 2023/2024 year were not the product of Modern Slavery, Council:

- sought and implemented legal wording through the Joint Organisation to insert into Goods and Services Contracts and Procurement Specification Documentation;
- assessed suppliers' responses to modern slavery provisions for each procurement process and the quotations and tenders received;
- is currently undertaking a risk assessment of active suppliers through the Joint Organisation in terms of modern slavery.

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# 6. ACKNOWLEDGEMENT OF LONGSTANDING STAFF

Council held an all of staff end of year celebration and acknowledged a number of long serving staff who have worked at Weddin Shire Council for over 10 years. We look forward to continuing this new tradition. We acknowledged our team at an Inaugural Awards Ceremony for their years of service (as at 9 December 2023).

Stephen Wood – 33 Years  
Graham Eppelstun – 32 Years  
Leann Logan – 23 Years  
Warren Chapman – 21 years  
Kellie Frost – 20 Years  
Josh Dawes – 17 Years  
Allison Knowles – 17 Years

Mark Hewen – 16 Years  
Auburn Carr – 15 Years  
Isabel Holmes – 15 Years  
Corey Clark – 15 Years  
Freuin Forsyth – 15 Years  
Peter Bean – 11 Years  
Steve Berry – 12 Years  
Bevan McAlister – 12 Years  
Alecia Hunter – 11 Years  
Michael Hampton – 10 years  
Trevor Reid – 10 years  
Grant Torpy – 10 years

On behalf of our community, thank you for your dedicated years with Weddin Shire Council

## FINANCIAL STATEMENTS

### 2023-2024


Council's financial reports are prepared in accordance with the *Local Government Code of Accounting Practice* and Financial Reporting in accordance with *Local Government Act 1993 s. 428(4)(a)*. Please refer to appendix C.

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# APPENDIX A

## Appendix A - Delivery Program 2023-24 Update

## 1. STRATEGIC OBJECTIVES, OUTCOMES & DETAILED ACTIONS


Strategic Outcome		Council Role	Directorate(s)	Key Theme
1.1	<b>A strong and progressive agricultural sector is maintained</b>	Advocate	Managerial Engineering	
Strategic Action		Task Description	Measurement	Annual Comments
1.1.1	Progressive upgrade of roads to B Double + Higher Mass Limits (HML) standards etc.	Carry out road upgrading and improvement programs e.g. FAG, Roads to Recovery, State Highways, Regional Roads.	Number of kms of road upgraded.	<b>Program Ongoing business as usual. Pullabooka Road is an approved B Double route</b>
1.1.2	Promote rail freight where feasible	Continue participation in rail alliance for re-opening Blayney-Cowra-Demondrille rail line, including Greenethorpe spur line.	Number of meetings attended by delegates.	TfNSW did not engage with Council during this financial year.
1.1.3	Lobby for exceptional circumstances assistance when required	Committee currently disbanded.	Number of meetings attended by delegates.	Committee disbanded.
1.1.4	Support the development of locally branded products	Promote and support locally branded products that value-add to the Shire's agriculture industry.	Number and type of products supported	Merchandise expanded to include more WMR branded product as well as products from local business.
1.1.5	Seek opportunities to connect farming sector to business community	<ul style="list-style-type: none"> <li>a) Encourage the provision of more farm stay/tour options in the Shire.</li> <li>b) Incorporate farm stay/tour opportunities in locally branded products e.g. From Paddock to Plate.</li> </ul>	Number of times products incorporated	Agritourism reforms introduced by NSW Government.
1.1.6	Facilitate and support skills development opportunities to ensure stakeholders are in the best position to improve enterprise sustainability	Facilitate and support TAFE and other agencies to offer more meaningful placement and training.	Examples of facilitated placements	TAFE and other RTO's were retained to provide a variety of State funded "Smart and Skilled" Training opportunities allowing Works staff, in particular, to upgrade skills and obtain qualifications in Civil Construction disciplines. Multiple apprenticeships offered and taken up Including Heavy Commercial Vehicle Automotive and Civil Construction.



Strategic Outcome		Council Role	Directorate(s)	Key Theme
1.2	Weddin Shire's tourism potential is maximised	Facilitator Provider	Corporate Environmental	
Strategic Action		Task Description	Measurement	Annual Comments
1.2.1	Review VIC changes to assess effectiveness	<ul style="list-style-type: none"> <li>a) Continue to promote the Grenfell Community Hub as a VIC to provide a tourist information service to visitors.</li> <li>b) Prepare plan to review VIC.</li> </ul>	Number of visitors.	<p>Retained accreditation, business as usual. Annual accreditation is continually annually reviewed.</p> <p>Over 4,742 recorded visitors for 2023/24. Over 500 more than 22/23</p>
1.2.2	Develop regional tourism collaboration: trails; self-drive apps; events 'What's on' promotion	<ul style="list-style-type: none"> <li>a) Implement Council's Destination Management Plan.</li> <li>b) Participate in Regional Tourism Conference with a view to promote Weddin Shire and identify collaboration opportunities.</li> <li>c) Participate in Central NSW JO tourism group initiatives.</li> </ul>	<p>Number of targeted actions completed.</p> <p>Number of relevant opportunities identified.</p> <p>Number of relevant initiatives participated in.</p>	<p>Numerous actions completed across all 6 priority areas such as tourism re-brand of shire, continued with additional staff member, ongoing strengthening relationships and alliances. Continuing to build out the Destination Management Plan.</p> <p>Delegate sent to LGNSW Destination &amp; Visitor Economy Conference. Attended and participated in DNCW DMP workshops as well as industry workshops through DNCW.</p> <p>Continue to participate in all PR opportunities.</p>
1.2.3	Leverage Weddin's heritage for potential tourism development	Assist the Grenfell Historical Society in the development of heritage and history support collateral.	Heritage program achieved.	<p>Council employs a Heritage Consultant to provide advice to Council and prospective applicants for development.</p> <p>Council offers a free heritage advisory service.</p> <p>Council has S355 Heritage Committee which includes a representative from the Grenfell Historical Society. Council actively seeks to collaborate with</p>

	Assist the Grenfell Historical Society in the development of heritage and history support collateral.	Heritage program achieved.	the Grenfell Historical Society regarding the history of the Weddin Shire.  Council offers small heritage grants with the aim to help preserve and promote heritage items throughout the Shire.
<b>1.2.4</b>	Build on the success of existing events: Henry Lawson; ex-residents and supporters; food events	<p>a) Deliver a number of “smaller” festivals</p> <p>b) Upgrade Henry Lawson Festival website.</p> <p>c) Complete Grenfell tourism website upgrade</p>	<p>Events programmed and delivered.</p> <p>Currency of content, number of website views/engagements.</p> <p>New website published</p> <p>Further built on this successes in 2022 and 2023 by winning another grant to fund the 2024 ‘Light Up the Night’. We will stage this for the third successive year Australia Day funding received to hold additional Australia Day events again this year. Youth School Holiday events held every school holidays, funded by NSW Government. Hosted another successful Henry Lawson Festival this year.</p> <p>Completed.</p> <p>Completed. 122,000 www.visitweddin.com.au onsite events (page views, engagement, sessions, clicks, tel. enquiries) during 2023/24. 587,000 google search impressions. 13,000 website visitors. Top 5 pages by activity on our website are the home page, accommodation, canola fields, events and the Grenfell motel. Top website searches are canola fields, Grenfell motel, Grenfell show, and landra Castle Open Days 2024.</p>


1.2.4	Build on the success of existing events: Henry Lawson; ex-residents and supporters; food events	d) Promote local events e.g. Bogolong Kart Race Days, landra Castle Open Days, Grenfell Rodeo, Caragabal Sheep Races etc.	Events evaluated and reported to Council.	All events submitted to staff and through online submissions are promoted. Business as usual.
1.2.5	Improve visitor experience: signage; destination plan; event calendar; product improvement	a) Maintain up-to-date Event Calendar that is targeted on Council websites.	Number of hits/ Engagements.	Events page is the number 1 ranked page on visitweddin.com.au with over 5,000 views.
		b) Enhance streetscape of Main Street	Visitor Satisfaction Survey	Main Street Renewal Project is now completed with the final touches being the Festoon Lighting (which is currently being installed for the entire length of main street). On track to be completed by the end of 2024.
		c) Prepare a strategy for Caravanning in the Weddin Shire.	Strategy prepared	Council now leases the operation of the Caravan Park in Grenfell.  Council liaised with representatives from Caragabal, Quandialla and Greenethorpe to apply and has received grant funding to establish primitive camping grounds in these villages through upgrade of its facilities. Council is now working with the villages to best scope and design these camping areas.
1.2.5	Improve visitor experience: signage; destination plan; event calendar; product improvement	d) Complete rollout of Shire wide gateway signage	Number of signs installed	Project nearly completed. The signage rollout across Grenfell and all the villages is nearly completed with the final sign and lighting still to be installed.

1.2.6	Actively promote Grenfell and the surrounding areas as an attractive and interesting location for tourism.	a) Complete Weddin Shire Tourism re-brand with a new logo, imagery and content that focuses on the Shire's outdoor assets and scenically attractive setting.	New brand engagement, changes in visitor numbers.	Completed – launched August 2022.
		b) Re-vamp Weddin Shire Visitor Guide with e-book and PDF formats available.	Currency of content, availability of digital versions.	Completed – launched August 2022
1.2.7	Actively market opportunities for Main Street, street-level business activities taking advantage of recent planning changes	Work with property owners to investigate alternative purposes for vacant premises for alternative use including aged care, visitor accommodation, and shared-work spaces (or other innovative uses)	Visible redevelopment of vacant properties in Main Street	Council provides a free Pre-Development Application service to members of the public. Advice provided to Real Estate agents regarding permissible uses of specific properties. Opportunities actively promoted by Council to business owners. Visible redevelopment of some properties in Main Street.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
1.3	Ensure essential infrastructure and services to support business activity are available	Provider	All	
Strategic Action		Task Description	Measurement	Annual Comments
1.3.1	Complete Grenfell Main Street Renewal	a) Complete project	Project completed	Only remaining component now still to be completed is the installation of Festoon Lighting along the entire main street.
		b) Maintain appropriate communication with key stakeholders, including business owners and community.	Reach and variety of communication media used	Weekly updates were provided on Council's website. Facebook posts occurred averaging a 1400 person reach. Grenfell Record was regularly updated.
1.3.1	Complete Grenfell Main Street Renewal	c) Install signage showcasing changes and benefits following project completion.	Signage installed.	To be addressed in FY2024
		c) Consolidate relationship with TAFE & assist re-location to main street	TAFE consider move	Historical action.

1.3.2	Support TAFE in offering additional vocation-based courses including digital delivery in collaboration with Young Country University Centre (CUC)	Support TAFE in conducting a range of courses in Weddin Shire.	Number of TAFE courses offered, number of enrolments at Grenfell CLC.	Opportunities have been established with the local Grenfell CLC and online learning. Where possible Council conducts training through the Grenfell CLC.
1.3.3	Assist village progress associations with village improvements	<p>a) Facilitate meetings in villages and Grenfell to determine appropriate assistance.</p> <p>b) Work with the Caragabal Water Scheme as an advocacy partner to assist in delivering the water scheme project.</p>	<p>Number of meetings held</p> <p>Project delivered.</p>	<p>Council Mobile Hubs have continued in the villages as a way to engage.</p> <p>Additional meetings held in the Villages to discuss grant funded projects such as Village Streetscapes.</p> <p>Central Tablelands Water has presented a Caragabal Water Supply Feasibility Study. Further information is being sourced for this study. Council is not the lead.</p>
1.3.4	Address digital transformation: target new technology business; facilitate digital skill development and marketing strategy	<p>a) Refer Digital Strategy for particular tasks</p> <p>b) Undertake review of Grenfell Internet Centre's capacity to meet current and future community needs.</p>	<p>Review carried out.</p> <p>Review carried out.</p>	<p>Successfully rolled out the Low Earth Orbiting Satellite Internet Subsidy program (LEO) across the entire Weddin Shire. Funding was available in response to evolving technology and funding opportunities.</p> <p>Council's IT requirements have resulted in Council reallocating our IT specialist and this existing resource fully internally utilised.</p>
1.3.5	Develop Trade Waste Policy	Develop trade waste policy in accordance with Trade Waste Guidelines	Policy developed.	<p>Council is currently developing a Trade Waste Policy, which will be recommended for adoption during 2024-25 financial year.</p> <p>Council is investigating options for the training of staff on Trade Waste and/or the sharing of resources with other Council in the area.</p>

1.3.6	Review appropriateness of location of Community facilities including Library, Museum, Gallery, VIC and internet centre to meet existing and future needs	Undertake review	Review completed	No review undertake due to no operational budget allocated to this.
1.3.7	Develop engagement opportunities for Council and Villages	Review and consider logistics to conduct occasional Council meetings/activities in Villages	Review completed	Council Mobile Hubs have continued in the villages as a way to engage.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
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1.4	Existing businesses and new industries are supported and encouraged so as to increase job opportunities	Facilitator	Corporate Environmental	
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Strategic Action	Task Description	Measurement	Annual Comments
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1.4.1	Complete and implement findings from rural land use strategy	Develop local land use Strategy..	Strategy developed	Council is continuing to seek grant funding to finalise local land use strategies and amend the Weddin LEP.
1.4.2	Foster and maintain a strong and progressive agricultural sector: collaborative exchange forums; brand and skills development; bring together farming and other business sectors	a) Plan and undertake exchange forums that stimulate inter-industry connections and development.	Forum held, number of workshops held, joint gathering held.	Ag tech workshop for farmers held March 2024 as part of RNIG2-016 digital connectivity project.
		b) Encourage the establishment of Grenfell Main Street working group to coordinate and promote businesses in Main Street	Working group established.	To be deferred.
1.4.3	Encourage the provision of quality medical facilities: foster/research aged care facility investment; investigate digital health CRC facilities; skills development	a) Research CRC process and linkage with University sector (CSU; UC or other) and health sector (NSW Health). [Weddin Wellness Plan]	Number of forums held.	Council has been active in Weddin Interagency.
		b) Explore support and development models used by Rural Doctors Network and similar organisations	Development models discussed	FY2024 includes a CNSWJO Memorandum of Understanding with RDN that was in preparation this financial year.  Weddin has been part of a Primary Health Workforce project with the Rural Doctors Network and the Central NSW Joint Organisation.

1.4.3	Encourage the provision of quality medical facilities: foster/research aged care facility investment; investigate digital health CRC facilities; skills development	c) Support local disability and aged care programs, including LiveBetter	Level of support provided	Completed. Office accommodation rented to LiveBetter
1.4.4	Advocate and support improved facilities for housing the aged	a) Support funding applications for additional units in conjunction with Grenfell and District Senior Citizens Welfare Committee.	Commitment to support new facilities by NSW Government	Council continues to provide support for the recent Growing Regions Program (EOI) for other community groups
		b) Prepare an Advocacy strategy to expand the MPS in line with NSW health's Clinical Service Plan	Advocacy strategy completed	Ongoing as business as usual
		c) Investigate provision of 'levels' of service e.g. High/Intensive care, 'mid-tier' care, independent assisted living	Levels of service documented	Ongoing as business as usual
1.4.5	Provide/facilitate transport service, especially to support the aged	a) Provide local transport (taxi) service, or investigate UBER style service	Services are fit for purpose	Ongoing business as usual.
		b) Support and advocate for expansion of community transport service	Services are fit for purpose	Ongoing business as usual.
		c) Support Seniors Week activities at the Library, Cinema, and other venues	Number of seniors participating	We did hold a Seniors Week morning tea, We are planning to hold a Knit & Knatter group for Seniors which will provide morning tea and opportunity for knitting, crochet and handicraft. We hold Seniors Brain Games day which includes games, puzzles, and trivia.
		c) Support Seniors Week activities at the Library, Cinema, and other venues		
1.4.6	Provide a specific area for industrial development and promote its availability	a) Acquire and develop new industrial land subject to the consideration of a business plan that identifies opportunities and cost-effectiveness.	Business plan developed and considered; land acquired.	Council is continuing to seek grant funding to complete land use strategies and amend Weddin LEP. This will include strategic evaluation of future industrial land.
		b) Review incentives offered by Council for relevance and possibility of including development timeframe	Review completed	Economic Development Strategy 2024-2028 is in draft form and identifies actions for industrial development.

1.4.7	Attract new and diverse business, particularly those that utilise new technology as well as those that allow working remotely.	a) Implement Digital Strategy actions	Level of implementation	Businesses were offered digital skills business coaching funded by RNIG2-016. Low Earth Orbiting Satellite internet Subsidy available to business in Weddin. Demand for new industrial estate identified in Economic Development Strategy 2024-2028.  Council waived section 68 for Main Street businesses for this financial year and next year. Letters sent to all Main Street businesses encouraging the lodgement of section 68 application and advising of the waiving of fees during the 2023/34 financial year.
		b) Promote footpath trading and dining options	Number of options	



Strategic Outcome	Council Role	Directorate(s)	Key Theme
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1.5	The Local Economic Development Strategy (LEDS) establishes mechanisms to foster partnerships to advance economic activity	Facilitator	Corporate	
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Strategic Action	Task Description	Measurement	Annual Comments
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1.5.1	Partner with neighbouring shires and National Parks & Wildlife Service (NPWS) to leverage our local natural landscape and tourism attractions (existing and potential) by arranging (initially) day trips/tours/walking trails etc.	Liaise with neighbouring councils and NPWS to identify potential tour operators for local attractions.	Number of tour operators identified.	No tours to report this year.  Continue to maintain strong relationships with neighbouring council and NPWS relationships as well as Weddin Landcare Group and promote their events.
1.5.2	Partner with NSW Government business support departments to encourage local businesses to expand and increase employment	a) Refer interested businesses to NSW Trade and Investment for assistance.	Number of interested businesses referred.	Promoted opportunities to partner with BizHQ, RDA Central West, Business Bureau to receive business support.
		b) Monitor application of Council's policy for incentives.	Number and value of applications received.	As required.






1.5.3	Cooperate and liaise with village progress associations in expanding economic base in villages	Include village opportunities in Grenfell promotional material.	Village opportunities included in promotional material.	Continue liaising with villages for SCCF- round 4 and 5 projects respectively.
1.5.4	Review Weddin Local Economic Development Strategy (LEDS) 2017-2021)	Review LEDS in meeting the emerging needs of Weddin's business economy as well as its cohesion with the Wellness Plan, DMP and Regional Economic Development Strategy (REDS).	Review completed	Economic Development Strategy 2024-2028 in draft form.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
1.6	Weddin Shire is promoted as a place to live, work and invest	Advocate Facilitator	Corporate	
Strategic Action		Task Description	Measurement	Annual Comments
1.6.1	Develop a dynamic marketing strategy to endorse Weddin Shire as a place to live, work and invest	a) Develop a marketing strategy that targets defined audiences.	Strategy developed	Promotional opportunities identified as an action in Economic Development Strategy 2024-2028 draft.
		b) Consider the currency of "Move to Grenfell" promotional material.	Material up to date	Updated information on Council's website and Visit Weddin as business as usual.
1.6.2	Provide and promote available land zoned for development	Develop local land use strategy	Strategy developed	Liaised with Department of Planning regarding review of Weddin LEP 2011. Continuing to seek grant funding for finalisation of land use strategies and review of Weddin LEP. Council offers free Pre-DA service.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
1.7	A proactive environment exists to support responsible mining	Facilitator	Environmental	
Strategic Action		Task Description	Measurement	Annual Comments
1.7.1	Provide inception and pre-Development Application (DA) meetings to prospective applicants	Proactively offer inception and pre-DA meetings to prospective applicants.	Number of applicants offered meetings.	Pre-DA meetings offered to prospective applicants. General advice provided to members of the public regarding proposed developments and the lodgement of applications using the NSW Planning Portal


## 2. Innovation in service delivery (healthy, safe and educated community)

Strategic Outcome	Council Role	Directorate(s)	Key Theme
2.1. Quality medical facilities are encouraged and appropriate digital and physical facilities are available	Facilitator	Managerial	
Strategic Action	Task Description	Measurement	Annual Comments
2.1.1. Facilitate medical services to residents; including a digital service into homes (especially for the aged)	a) Monitor the Community Service Obligations as agreed by the Grenfell Medical Centre and Weddin Street Surgery operators	Obligations met.	Meetings with both operators have occurred.
	b) Reassess current medical facility lease terms with the view to incentivise co-location	Assessment carried out.	As required.
	c) Support retention of local GPs.	Number of local GP's	Housing and subsidised rent is provided.
	d) Seek replacement GPs as required in consultation with Area Health Service.	Replacement GPs secured as required.	Discussions had with the Rural Doctors Network who provided opportunities for locums.
	e) Investigate viability of services available to village residents, particularly aged care.	Investigation carried out	Council did not have a designated role to undertake this in the last financial year.
2.1.2. Facilitate dental and chiropractic services to residents	Ensure services continue to be provided.	Provision of service	Subsidised rent is provided.
2.1.3. Engage a Partnership Agent to facilitate relationships and communication with partner organisations and projects [Wellness Plan & ABCs]	a) Re-engage a Partnership Agent to facilitate the delivery of the Wellness Plan actions, in collaboration with the Wellness Network.	Partnership Agent re-engaged and Wellness Network meeting 4 times a year.	During the financial year, the Weddin Interagency re-established as a working group.
	b) Facilitate discussion with key stakeholders including the Aboriginal community	Discussions held	Ongoing as business as usual
	a) Work in partnership to develop options for residential care hostel accommodation	Options developed	Council did not received any enquiries regarding the development of residential care hostel accommodation.

2.1.4.	Engage a Partnership Agent to facilitate relationships and communication with partner organisations and projects [Wellness Plan & ABCs]	b) Work in partnership with agencies and families and carers to develop strategies to attract service providers to Weddin to ensure the community has access to services through the NDIS and home-care packages	Strategies developed and regularly assessed for effectiveness	Council did not have a designated role to undertake this in the last financial year.
		c) Work with Wellness Network to continue advocacy for Grenfell MPS Clinical Services Plan	Implementation of Grenfell MPS Clinical Services Plan recommendations	Advocacy undertaken wherever possible.
2.1.5.	Explore opportunities to develop Cooperative Research Centre (CRC) for remote health delivery over the long term [ABCs]	Acting as advocate, Council to explore such opportunities.	Number of opportunities sought.	Advocacy undertaken wherever possible.
2.1.6.	Work with local, national and state health agencies to identify existing developments in the government and non-government health sector that may provide opportunities for the Weddin community in regard to chronic disease management and prevention [ABCs]	Prepare a plan/roadmap to undertake this action.	Plan/roadmap prepared.	Advocacy undertaken wherever possible.

Strategic Outcome	Council Role	Directorate(s)	Key Theme	
<b>2.2. Health education is promoted and developed, services are accessible and people are encouraged to take personal responsibility for their health</b>	<b>Advocate</b>	<b>Managerial</b>		
Strategic Action	Task Description	Measurement	Annual Comments	
2.2.1.	Encourage training and skills development in health care provision for a diverse and sustainable labour market, utilising the TAFE Connected Learning Centre in Grenfell (CLC) and Young Country University Centre (CUC) [ABCs]	a) Acting as advocate, Council to explore such opportunities to encourage skills development. b) Continue to support Rural Doctors Network with an annual financial contribution.	Number of opportunities sought. Annual Contribution	Advocacy undertaken wherever possible. Business as usual.
2.2.2.	Explore opportunities with health agencies for health promotion, prevention and early intervention programs to reduce risk of chronic disease [Wellness Plan & ABCs]	Build on existing strong relationships with health agencies to help facilitate this action.	Number of opportunities sought.	Advocacy undertaken wherever possible. Although the Wellness Plan was an unfunded project.
2.2.3.	Work with Western Area Health and local industry to support community wellness to ensure residents are employment-ready	Support initiatives for provision of proactive health and fitness programs.	Reduction in Benchmarks to 100.	Ongoing business as usual. Services provided.
2.2.4.	Facilitate the activities of the multi-agency Weddin Wellness Network in overseeing the implementation of the Wellness Plan.	a) Maintain Council delegate as a member of the Network. b) Review outcomes of the Wellness Plan and develop an ongoing sustainability strategy for facilitating coordination and partnerships. c) Advocate the expansion of telehealth models of care to support improved integration of care and access to specialist services. d) Work with relevant partners to facilitate coordination of specialist clinics and programs across services.	Number of meetings attended. Review carried out annually. Telehealth models expanded past base use in 2020.	Council is a delegate on the Weddin Interagency Group The Wellness Plan was an unfunded project and Council did not have a designated role to undertake this. Advocacy undertaken wherever possible. Council did not have a designated role to undertake this.


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>2.3. Community and local transport options are encouraged and available</b>	<b>Advocate</b>	<b>Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
2.3.1. Publicise and assist in the local provision of transport	Advocate and support the expansion of Weddin Community Transport services.	Availability of service(s).	Council provides support when requested.
	Maintain provision of local taxi service.	Availability of taxi service.	Ongoing. Council provided maintenance and insurance services where required. Council has renewed the taxi lease for another year.
	Explore private ride share options by seeking private sector involvement.	Findings considered by Council.	No changes. Market forces influence service provision around major events.
Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>2.4. Adequate aged care services are provided to meet the current and future needs of the community</b>	<b>Advocate</b>	<b>Managerial Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
2.4.1. Improved facilities for housing the age	a) Support funding applications for additional units in conjunction with the Grenfell Senior Citizens' Welfare Committee.	Letters of support provided	Council provided support for the recent Growing Regions Program (EOI)
	b) Prepare an Advocacy Strategy to expand the Grenfell MPS in-line with NSW Health's Clinical Services Plan.	Strategy prepared	Advocacy undertaken wherever possible.
	c) Investigate distribution of service levels available to residents that is, primary, secondary, tertiary	Investigation carried out.	Council did not have a designated role to undertake this.

2.4.2.	Work with appropriate partners to research models of cooperative investment in aged care facilities [ABCs & LEDS]	Research all options available and funding, including cost-benefit, value propositions. Service delivery and providers.	Research completed	Research completed
2.4.3.	Facilitate the provision of Seniors Week activities	Provide and promote a range of Seniors Week activities at Grenfell Library, Cinema etc.	Number of participants.	We did hold a Seniors Week morning tea, We are planning to hold a Knit & Knatter group for Seniors which will provide morning tea and opportunity for knitting, crochet and handicraft. We hold Seniors Brain Games day which includes games, puzzles, and trivia.
<b>Strategic Outcome</b>		<b>Council Role</b>	<b>Directorate(s)</b>	<b>Key Theme</b>
<b>2.5. Public health and safety opportunities are maximised in appropriate facilities and through effective integrated programs</b>		<b>Facilitator Provider Regulator</b>	<b>Engineering Environmental</b>	
<b>Strategic Action</b>		<b>Task Description</b>	<b>Measurement</b>	<b>Annual Comments</b>
2.5.1.	Collaborate with the Rural Fire Service (RFS)	a) Negotiate and comply with NSW Rural Fire Service Level Agreement. b) Delegates to attend meetings as appropriate.	Number of complaints from NSW RFS Number of appropriate meetings attended.	Service Level Agreements followed. Nil number of complaints from NSW RFS Attendance to meetings achieved and Ongoing business as usual.
2.5.2.	Raise public awareness of responsible pet ownership and animal control	a) Respond promptly to complaints and breaches. b) Maintain impound facility to a suitable standard.	Complaints and breaches attended to within 5 days. Number of inspections carried out.	Ongoing business as usual. Ongoing business as usual.
2.5.3.	Support local emergency units	a) Submit annual contributions (Emergency Services Levy). b) Cooperate with local units.	ESL submitted by stipulated deadline. Number of requests addressed appropriately.	Completed. Ongoing business as usual.
2.5.4.	Control and eliminate public health nuisances	a) Monitor high risk locations at regular intervals. b) Respond promptly to complaints.	Number of complaints reduced. High priority matters attended to within 48 hours.	Regular inspection undertaken and action taken where deemed necessary. High priority matter action within 48 hours where resources permitted.

2.5.5.	Ensure all places of public accommodation and food premises are properly equipped and maintained	Implement schedule of inspections; attend as appropriate.	Inspections carried out to schedule.	All high and medium food businesses inspected in accordance with Food Regulation Partnership.  Temporary food businesses inspected at Henry Lawson Festival, and Grenfell Show.
2.5.6.	Promote home swimming pool safety	a) Issue media releases.  b) Carry out pool inspections as per regulatory schedule.	At least 2 media releases issued.  Inspections carried out to schedule.	Swimming Pool safety information advertised in local newspaper and made available on Council website and at Council Administration Building.  Private swimming pools inspected where application for swimming pool certificate of compliance submitted.  All complaints regarding unfenced swimming pools investigated and appropriate action taken.
2.5.7.	Investigate opportunities to build community connectedness and reduce isolation of the farming community [Wellness Plan]	Wellness Network to collaborate with the Rural Adversity Mental Health Program (RAMHP), Centre for Rural and Remote Mental Health and LHD partnership program to discuss opportunities for support	Opportunities for support explored	Council did not have a designated role to undertake this action, it is a delegate to the Weddin Interagency and meets with relevant agencies as required.
2.5.8.	Explore opportunities to build community capacity in regard to mental health and drug and alcohol issues [Wellness Plan]	Contact RAMHP to access educational resources and programs such as Books on Prescription; Mental Health First Aid or other similar strategies	List of resources accessed	MHFA delivered by other service partners.
2.5.9.	Floodplain management	a) Support Floodplain Management Advisory Committee.  b) Complete Bimbi Floodplain Study and review recommendations.	Number of meetings held  Recommendations considered by Council.	Two (2) meetings held  Action has not progressed due to it being unfunded.
2.5.10.	Provide clean and well-maintained public conveniences	a) Implement regular cleaning schedule; increase for events.  b) Plan for the construction of new amenities and seating at Grenfell Cemetery	Number of complaints received.  Project completed	All requests actioned in a timely manner.  Project commenced

2.5.11.	Liase with Essential Energy to ensure a safe and effective street lighting network is maintained in Grenfell and the villages	<ul style="list-style-type: none"> <li>a) Promptly report defects to Essential Energy.</li> <li>b) Implement lighting in new subdivision to relevant standards.</li> </ul>	<p>Defects reported within 5 days.</p> <p>Relevant standards met.</p>	<p>Defects reported in a timely manner. Ongoing</p> <p>Ongoing business as usual.</p>
2.5.12.	Lobby for an increase to Police presence in the Shire	Make representations to the local member.		No action, however noting that Council Officers work closely with the local police in the Weddin LGA.
2.5.13.	The Weddin Resilience (Adverse) Event Plan will be current and meet the needs of our community	<p>The Resilience Plan will consider:</p> <ul style="list-style-type: none"> <li>a) Natural resource management</li> <li>b) Economic diversification and community resilience</li> <li>c) Communication and coordination</li> </ul> <p>And recognise these stages of resilience planning:</p> <ol style="list-style-type: none"> <li>1 Prevention</li> <li>2 Preparedness</li> <li>3 Response</li> <li>4 Recover</li> </ol>	The Weddin Resilience Plan is up to date	The Weddin Pre-Event Recovery Plan is currently in progress in conjunction with NSW Reconstruction Authority


Strategic Outcome	Council Role	Directorate(s)	Key Theme
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2.6. Local education institutions are effectively supported with a primary focus on targeted program delivery and fit-for-purpose facilities	Facilitator	All	
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Strategic Action	Task Description	Measurement	Annual Comments
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2.6.1. Encourage education achievement	a) Continue to support all school Presentation Days.	All schools supported.	All Schools received contributions as requested.
	b) Sponsor the Council Youth Achievement Award as part of Australia Day Awards.	Academic Award presented.	Australia Day Award presented in 2024.
	c) Review Australia Day Award for youth determination process.	Review completed.	Determination processes to all schools.
2.6.2. Assist with vocational training e.g. work experience, traineeships	a) Collaborate with The Henry Lawson High School in providing work experience to interested students.	Number of requests fulfilled.	
	b) Offer school-based traineeships as appropriate.	Number of 20 apprenticeship /traineeships offered.	
	c) Investigate the provision of part-time traineeship opportunities	Investigation findings considered	Appointment of Permanent Part Time 2 staff willing to undertake training.





Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>2.7. Lifelong learning opportunities are provided with a focus on digital learning supported in fit-for-purpose facilities</b>	Provider	Corporate	
Strategic Action	Task Description	Measurement	Annual Comments
2.7.1. Provide a library service/facility which largely satisfies the needs of the community for learning, study and social connectedness	a) Maintain and fund Grenfell Library; update book stocks, provide community access, work with schools to provide exam study spaces, continue housebound service and deposit stations at Greenethorpe and Quandialla.	Level of service provided.	The library continues to offer high level of service to all residents.
	b) Undertake review of current service level, ensuring that it meets current community needs	Review completed	The service review of the library is a focus for FY2025
2.7.2. Provide high standard of Information Technology (IT) facilities via the Grenfell Internet Centre	a) Maintain and fund Internet Centre; provide a range of services to users; upgrade facilities as funds permit.	Number of users, annual income.	Administrative support and IT functions have been resourced for the services provided, however noting that additional resources would alleviate the increasing workload and compliance requirements.
	b) Review current service level and objectives.	Review completed	Administrative support and IT functions have been resourced for the services provided, however noting that additional resources would alleviate the increasing workload and compliance requirements.



### 3. Democratic and engaged community supported by efficient internal systems


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.1. Opportunities are provided to develop leadership skills in the community</b>	<b>Provider</b>	<b>Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
3.1.1. Arrange meeting training for community organisations	Provide training for s. 355 Committee Members	Number of participants	This was funded through SCCF - Rd 4 and held in December 2023. Completed.
	Offer governance coaching to community organisations.	Number of offers made.	Governance coaching was funded through SCCF - Rd 4 and held in December 2023. Completed.
3.1.2. Progress establishment of a Youth Council	a) Liaise with local youth groups (ages 12-24 years), including The Henry Lawson High School student representative council.	Number of engagements	School holiday events for youth continue to be offered, funded by NSW Government.
	b) Develop a Charter for proposed Youth Council.	Charter developed	Council does not have a designated role to undertake this function.
	c) Liaise and collaborate with Cowra Council to provide skills development opportunities.	Number of opportunities provided.	Conversations at a senior management level occurs at a regular basis.



Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.2. The integrated planning and reporting process is fully implemented</b>	Provider	All	
Strategic Action	Task Description	Measurement	Annual Comments
3.2.1. Provide and maintain effective administrative support	Provide well-staffed administration services with modern IT for all functions of Council.	Number of vacancies in organisational structure, availability of adequate IT equipment.	Administrative support and IT functions have been resourced for the services provided, however noting that additional resources would alleviate the increasing workload and compliance requirements.
3.2.2. Coordinate strategic/long-term planning	a) Review resource levels required to comply with all legislative obligations.	Reviews completed	Ongoing as business as usual, however acknowledging that Council now has legislative obligations under ARIC. This has been discussed with our ARIC and they are aware of their responsibilities.
	b) Carry out all IPR processes in accordance with planning and reporting cycle.	Cycle adhered to.	Ongoing as business as usual The next Strategic Corporate Plan and other reports are now in the Planning stages for the new council. being prepared.
3.2.3. Provide sound financial planning and reporting	Ensure financial and accounting practices conform to best practice.	All internal and external audit recommendations implemented.	Completed.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.3. Village progress associations' activities are supported</b>	<b>Facilitator</b>	<b>All</b>	
Strategic Action	Task Description	Measurement	Annual Comments
3.3.1. Support village progress associations' activities	a) Liaise with and support village progress associations.	Number of activities supported.	Correspondence to requests from groups. Council Mobile Hubs to the villages.
	b) Continue to provide annual financial contribution to each village.	b) Continue to provide annual financial contribution to each village.	Actioned and part of the Operational budget.
3.3.2. Increase Council presence in each of the villages	Consider the logistics of regular village visitations.	Findings considered by Council.	Council Mobile Hubs have continued in the villages as a way to engage.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.4. Council provides support to leaders across the Shire</b>	<b>Facilitator</b>	<b>All</b>	
Strategic Action	Task Description	Measurement	Annual Comments
3.4.1. Engage and consult with community organisations	Conduct survey of grant funding sought by all community groups and NFP organisations in Shire.	Number of groups/organisations surveyed.	FY2024 incorporates a community satisfaction survey which focuses on priorities for town and villages.
3.4.2. Foster strong volunteering values of community	Build an accurate register of volunteers willing to participate in community initiatives.	Register compiled	Business as usual. 2018 Register updated from time to time.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.5. All major groups in the community and a broad section of community members have the opportunity to contribute to major decisions</b>	Provider	All	
Strategic Action	Task Description	Measurement	Annual Comments
3.5.1. Undertake robust consultation with community	a) Investigate the viability of utilising Have Your Say Platform – targeted to vital proposed policy changes.	Findings considered by Council.	At this stage it was unfunded, however policies are exhibited via Council website. Hardcopy, and public consultation sessions held where applicable. Noting in the past Council did not exhibit individual policies but in bulk. Council partnered with the CNSWJO (Woolcott Research) for a Community Satisfaction Survey which begins FY2024.
	b) Update Digital Community Panel. Invite new members	Panel data up-to-date; segment representation on panel	Digital Community Panel was utilised for the 2022 community strategic plan consultation. An update can be reviewed in FY2024.
3.5.2. Ensure all proposals, plans and policies are publically exhibited before their formal adoption	Place relevant information on public display for a period of 28 days for perusal and comment by the community; consider all submissions made.	Public exhibition carried out as required; all submissions addressed appropriately.	Council publicly exhibited 16 policies, as well as strategic documents like the Operational Plan during 2023/2024.
Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.6. The community has a good grasp of the role of Council and Councillors as well as how best to raise issues and concerns</b>	Provider	Managerial	
Strategic Action	Task Description	Measurement	Annual Comments
3.6.1. Provide regular publicity in Council Newsletter	Publish weekly column in Grenfell Record and website; include all contact details.	Number of weekly columns published.	Ongoing business as usual. Column provided and now includes Mayoral column.
3.6.2. Develop Governance courses for intending/potential Councillors	Arrange workshop(s) for intending/potential Councillors in accordance with NSW Electoral Commission (NSWEC) information webinars.	Workshop(s) held.	Induction workshops organised Councillors with LGNSW and CNSWJO.


3.6.3.	Webcast all Council and Councillor-only Committee meetings as per <i>Local Government (General) Regulation 2005</i>	Maintain systems to webcast all relevant meetings in Council Chambers to website and Facebook page.	All relevant meetings webcast.	Webcasting provided. This is now business as usual.
3.6.4.	Improve user experience of Council's website	Adopt a customer-focused approach to website experience.	Breakdown of website engagements per page	Council migrated to a new website platform at the start of the financial year with a focus of accessibility.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
3.7.	<b>Different avenues of communication are effectively leveraged to engage community in local leadership and Council activities</b>	Provider	All	
Strategic Action		Task Description	Measurement	Annual Comments
3.7.1.	<b>Develop a Communication Strategy and relevant policy</b>	Develop comprehensive strategy that maps out how best to utilise different avenues of communication to effectively engage community.	Strategy developed	Designated for FY2024.
3.7.2.	<b>Distribute information through appropriate communication networks</b>	a) Publish relevant information on Council website and Facebook page, Grenfell Tourism website, Facebook page and Instagram, the Grenfell Record etc.	Number of articles/posts published, article/post engagement.	Minimum of 4 posts a week on tourism social media channels with high engagement. Article in bi-monthly magazine. Road condition reports published as required and now on One Roads. Weddin Project updates published and community updates provided on a regular basis.
		b) Assist and collaborate with existing radio bulletin providers to formalise regular broadcast of local news and information.	Bulletins broadcast regularly.	Speaking regularly on local and ABC radio segments. Ongoing as business as usual.


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.8. Position Weddin Shire as a leader in rural digital connectivity</b>	<b>Advocate</b>	<b>Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
3.8.1. Proactively advocate for adequate internet access for all residents of the Shire; including lobbying for black spot funding	a) Develop advocacy strategies in partnership with villages	Strategies developed.	Council is delivering the Digital Connectivity Project to subsidise Low Earth Orbiting Satellite Internet Infrastructure to all eligible Weddin residents. Council is working with NBN Co on a digital connectivity plan for Weddin. Council is supporting Connected Farms to undertake the Weddin Agricultural Precinct.
	b) Undertake Digital Connectivity program	Strategy developed.	Council is delivering the Digital Connectivity Project to subsidise Low Earth Orbiting Satellite Internet Infrastructure to all Weddin residents. Council is supporting Connected Farms to undertake the Weddin Agricultural Precinct.
3.8.2. Facilitate a digitally connected CBD	Facilitate free Wi-Fi throughout Main Street		Free WIFI available from the Community Hub.
Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>3.9. Achieve continuous organisational improvement</b>	<b>Provider</b>	<b>Managerial</b>	
Strategic Action	Task Description	Measurement	Annual Comments
3.9.1. Continually review internal systems to facilitate ongoing organisational improvement	a) Continually review internal systems as part of Organisational Improvement Plan (OIP) working document.	Plan reviewed annually.	Council does not have funding for the OIP. Council has engaged with and is part way to completing a Business Continuity Plan. This is expected to be completed in October 2024.
	b) Carry out OIP Action Plan for each year	Number of actions completed to schedule.	Not applicable, however improvements in general have been business as usual.
	c) Embed OIP priorities in strategic plans.	Priorities embedded	As above.

3.9.2.	Undertake review of service levels and develop action plans to facilitate continuous organisational improvement	a) Undertake review of service levels across organisation	Review completed	Service review is programmed in for FY2024.
		b) Update Service Level Agreement.	Agreement updated	As above.
		c) Continually monitor and review service levels in accordance with OIP.		Council does not have funding for the OIP however is focused on delivering a Business Continuity Plan and Service Review process for FY2024.
3.9.3.	Comply with legislated Audit, Risk, and Improvement Committee (ARIC) requirements	Continue to participate in establishment of regional ARIC through CNSWJO.	Regional ARIC established	Regional ARIC was not established and Council underwent a process to nominate an independent Chair and members to meet for the first time in FY2024.






## 4. Culturally rich, vibrant and inclusive community

Strategic Outcome	Council Role	Directorate(s)	Key Theme
4.1. Sporting facilities and events are maintained and developed	Provider	Engineering Environmental	
Strategic Action	Task Description	Measurement	Annual Comments
4.1.1.	Ensure that the Council swimming pools are managed and maintained in a manner which enables and encourages frequent use	a) Manage and maintain the Grenfell Aquatic Centre and Quandialla Swimming Pool in compliance with health standards and best practice.	Number of issues arising from health inspections, patron attendance.
			Public swimming pool operated in accordance with NSW Health requirements.
			Draft Management Plans for each swimming pool developed in consultation Royal Lifesaving Society and Councils insurer.
			Renovations completed to Quandialla Swimming Pool amenities building.
	b) Review existing business case for upgrades to Quandialla Swimming Pool.	Review completed	Identified upgrade works necessary to facility as part of audit. Investigated funding opportunities for upgrade works.
4.1.2.	Manage and maintain parks, reserves and sporting facilities in a safe and attractive condition which encourages frequent use by residents and visitors consistent with agreed service levels	a) Regularly mow, clear and maintain all parks, reserves and sporting facilities to agreed community standard	Maintenance works completed to schedule.
		b) Complete upgrade of goalposts at Bembrick Oval	Goalposts upgraded
			Ongoing business as usual.
			Goalposts completed by Club.
4.1.3.	Liaise with local sporting organisations to develop an updated Sport and Rec Facilities Plan	Update Plan to include accurate details of: <ul style="list-style-type: none"> <li>seeking grants to help fund projects;</li> <li>working collaboratively with other facility owners and community/sporting groups; and</li> <li>delivering projects within budget.</li> </ul>	Plan updated
			Due to lack of staffing resources, this will be considered within Council's resources for FY 2024.


Strategic Outcome	Council Role	Directorate(s)	Key Theme
4.2. Recreational facilities and events are maintained and developed	Provider	All	
Strategic Action	Task Description	Measurement	Annual Comments
4.2.1. Provide opportunities and improve facilities for local youth	<p>a) Provide free use of sporting fields for junior clubs and schools.</p> <p>b) Adopt reduced admission prices for school age children where applicable</p> <p>c) Maintain skatepark in clean and safe condition.</p> <p>d) Continue to seek grants for Youth Week activities in conjunction with The Henry Lawson High School.</p> <p>e) Investigate opportunities for a bike track facility.</p> <p>f) Investigate expansion of skatepark facility to cater for all rider types</p> <p>g) Investigate construction of adventure playground.</p>	<p>No charge incurred, fields usage.</p> <p>Implemented in annual Fees and Charges</p> <p>Number of complaints received, number of safety hazards identified.</p> <p>Application submitted by due date.</p> <p>Investigation carried out.</p> <p>Investigation carried out.</p> <p>Investigation carried out.</p>	<p>Ongoing business as usual. As per Council's fees and Charges.</p> <p>Reduced admission charges for schools and recognised Royal Life Program included in fees and charges policy.</p> <p>All requests actioned in a timely manner.</p> <p>Spring Break 2023 – Bubble Games Australia (inflatable day) at Lawson Oval</p> <p>Summer Break 2023 – Bus Trip to Bathurst Aqua Park, plus a Movie Drive In Movie event.</p> <p>Autumn Break 2024 – SkateBoarding Workshop, and mountain Biking Workshop</p> <p>Winter Break 2024 – Unsuccessful as funding exhausted.</p> <p>Investigations will arise when funding opportunities present itself.</p> <p>Investigations will arise when funding opportunities present itself.</p> <p>Inclusive play space has been funded through SCCF Round 5 and also the Crown Reserve Improvement Grant for Taylor Park.</p>

4.2.2.	Explore possibility of providing an indoor Community All-Purpose Centre	Investigate interest in an indoor community centre to serve the following purposes: <ul style="list-style-type: none"> <li>• a wet-weather venue for community events and sports;</li> <li>• hosting community recreation groups e.g. yoga classes;</li> <li>• hosting youth-oriented activities etc.</li> </ul>	Survey undertaken	Partly investigate through the attempt to purchase the old Grenfell Ambulance Station.
4.2.3.	Develop Bogolong Dam Precinct for public use	Implement Bogolong Dam Precinct Masterplan in defined stages as funds permit.	Stages defined; number of stages completed.	A report is being carried out on Dam Stability and also Decommissioning the Dam.
4.2.4.	Collaborate with NPWS to promote and enhance visitor experience of Weddin Mountains	Prepare a project plan in conjunction with NPWS.	Plan prepared.	Actively work with NPWS on various projects including signage, drone shoot etc
4.2.5.	Implement Recreation Plan capital works	a) Henry Lawson Oval: check and replace/repair all damaged sprinkler heads.		Completed All sprinklers are in working condition
		b) Henry Lawson Oval: repair front entrance gates plaques.	Plaques repaired	This was not a funded action, however no suitable grants were available.
		c) Henry Lawson Oval: erect large mesh containment fence behind soccer goals.	Large mesh containment fence installed	This was not a funded action, however no suitable grants were available.
		d) Henry Lawson Oval: Improve ambulance access point to Top Oval.		The ambulance access options was explored with the LEMC.
		f) Grenfell Golf Course: upgrade grounds.		This was not a funded action, however Council will support the Club with any future grant applications
		g) Vaughn Park: install new picnic facilities.	New Picnic facilities installed	This was not a funded action, however no suitable grants were available. Council will continue to look for suitable grants.
		h) Endemic Gardens: prepare plan for stage two development.		This was not a funded action, however no suitable grants were available.


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>4.3. Cultural and arts facilities and events are maintained and developed</b>	<b>Facilitator</b>	<b>Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
4.3.1. Support major arts and cultural events	Provide funding as appropriate, assist with publicity and promotional activity	Amount of funding provided, level of support provided.	Actively promote all events in the shire. LOS provided for community grant applications.  Building on success of 2023 Light up the Night and 2024 Light Up the Night events respectively. Continue to seek funding to hold future events.
4.3.2. Provide for and support local cultural organisations	Assist with funding and publicity as appropriate.	Level of support provided.	Council provides support when requested.
4.3.3. Continue to deliver and develop Henry Lawson Festival in some form	a) Create a Project Plan for Council's level of support based on the needs of the Committee	Plan created	Continue to work collaboratively and effectively with the Henry Lawson Festival Committee to promote the festival.
	b) Review 2022 Henry Lawson Festival	Review completed	Completed by Event Manager.
4.3.4. Audit all community and cultural facilities and installations in the Shire	Scope audit and prepare relevant project plan with timeframe.	Plan prepared	Items are all identified in the DMP and are ongoing.
4.3.5. Develop new cultural facilities and events	Identify facility and event deficiencies.	Findings considered by Council	Actively promote all events in the shire.  Light Up the Night and Youth Break events all funded by NSW Government.  Insufficient funding to fund events ourselves.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>4.4. People from diverse cultures find Weddin a welcoming and accepting place</b>	<b>Facilitator</b>	<b>Managerial</b>	
Strategic Action	Task Description	Measurement	Annual Comments
4.4.1. Welcome all newcomers to Shire	a) Develop a strategy to encourage existing residents to utilise their networks to invite potential new residents	Strategy developed	A consideration for FY2024
	b) Continue to distribute welcome letter to all new residents	Number of letters sent.	Letters issued to new residents advertising local services and numbers
	a) Prepare a discussion paper on holding an annual welcome function for new residents; including incorporating other events and different possible venues e.g. Art Gallery openings, landra Castle Open Day etc.	Discussion paper completed.	A consideration for FY2024.
4.4.2. Develop and maintain activities and facilities to support minority groups throughout the Shire	Develop inclusive social activities program.	Program developed	Ongoing as business as usual.
Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>4.5. Weddin is seen as encouraging a strong sense of community and connectedness</b>	<b>Facilitator</b>	<b>Managerial Corporate</b>	
Strategic Action	Task Description	Measurement	Annual Comments
4.5.1. Encourage involvement in Council especially at the annual workshops and in community activities	a) Encourage community input in Council e.g. workshops, online surveys	Number of participants/engagement	Ongoing business as usual with Council Mobile Hubs introduced and drop in sessions for multiple consultation processes.
	b) Promote community activities and maintain events calendar.	Level of promotion, relevance/accuracy of events calendar.	Visit Weddin updated with latest information. Visit Weddin social media provides the LGA wide updates on a weekly basis.
4.5.2. Provide a number of welcoming public gathering spaces	Consider a portion of Teston Street with community garden gathering space		This was not actioned due Main Street development and is currently unfunded.


## 5. Sustainable natural, agricultural and built environments


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>5.1. Environmental regulations and controls in Council's sphere of operations are implemented</b>	Provider Regulator	Engineering Environmental	
Strategic Action	Task Description	Measurement	Annual Comments
5.1.1. Plan and regulate the orderly arrangement and use of land i.e. Town Planning	<p>a) Review Weddin Shire LEP, with consideration given to reducing Primary Production Zone so as to increase population.</p> <p>b) Attend to DAs and issue certificates in accordance with <i>EP&amp;A Act</i>.</p> <p>c) Maintain and review use of Planning Portal.</p>	<p>LEP reviewed.</p> <p>DAs and certificate applications determined appropriately.</p> <p>Number of applications lodged through Portal.</p>	<p>Council is continuing to seek grant funding to finalise land use strategies and amend Weddin LEP.</p> <p>DA's and certificate determined in accordance with legislative requirements.</p> <p>All development application, construction certificate and complying development certificate lodged via planning portal.</p> <p>Where possible assistance provided to applicants.</p>
5.1.2. Ensure the control of weeds on both public and private land	<p>a) Carry out inspections of private property and issue notices as appropriate.</p> <p>b) Spray weeds on road reserves.</p>	<p>Inspections carried out to schedule.</p> <p>Number of infestations not sprayed</p>	<p>Ongoing program.</p> <p>Ongoing program.</p>
5.1.3. Ensure compliance with environmental regulations	Attend to all matters in accordance with the relevant Act and/or Regulation	Number of breaches of compliance.	All environmental complaints investigated and action taken where appropriate.
5.1.4. Prepare appropriate State of Environment Report.	Prepare State of Environment Report as required by <i>Local Government Act 1993</i> .	Report submitted by due date.	<p>A standalone State of Environment Report is no longer required under the Local Government Act 1993.</p> <p>State of the Environmental Report included in annual report</p>


5.1.5.	Implement sustainability actions as identified in the Regional Environment Sustainability Action Plan (RESAP)	Prioritise and progressively implement funded RESAP actions.	Approved actions implemented to schedule.	Ongoing business as usual.
5.1.6.	Identify and minimise sources of pollution in order to preserve and improve the natural environment	a) Attend to complaints and reports promptly in accordance with <i>POEO Act</i> .	Complaints and/or reports addressed appropriately.	All environmental complaints investigated and action taken where appropriate.
		b) Participate in NetWaste Household Chemical CleanOut.	Chemical CleanOut day held.	Chemical cleanout day held at Grenfell Waste Facility.
		c) Continue to provide support to drumMUSTER facilities.	Level of support provided.	Drum Muster sites at Grenfell, Quandialla and Caragabal Waste Facilities continued to be supported, noting that Rural Waste Facilities were required to be closed to the public for majority of year
		d) Monitor environmental impact of private farm spraying on public roadsides in conjunction with EPA.		No Council referrals were made to the EPA.
5.1.7.	Make adequate provision for urban stormwater.	a) Maintain existing system; upgrade as funds permit.	Maintenance works carried out to schedule.	Ongoing business as usual. Stormwater upgrades were carried out in the Main Street.
		b) Complete stormwater installation as part of Main Street Renewal.	Stormwater infrastructure installed.	Program completed.
5.1.8.	Implement Integrated Water Catchment Management (IWCM) Strategic Study outcomes	Prioritise and progressively implement funded IWCM Strategic Study actions.	Approved actions implemented to schedule.	Ongoing business as usual.
5.1.9.	Manage the Sewerage Scheme	Operate the Grenfell Sewerage Scheme to comply with environmental and regulatory requirements.	Number of breaches of EPA Licence conditions.	All correct practices followed.
5.1.10.	Ensure all building work meets relevant codes and standards with regard to aesthetics and the area's heritage	Inspect and attend in accordance with <i>EP&amp;A Act</i> , heritage guidelines and building controls.	Assessment reports adequately completed for all applications.	Heritage considered as part of all development application assessments.  Hail storm on Christmas Day caused widespread damage to many buildings within Grenfell. This has resulted in the roofs of many buildings being replaced.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>5.2. Waste reduction and recycling is encouraged, with a focus on the villages</b>	Provider	Environmental	
Strategic Action	Task Description	Measurement	Annual Comments
5.2.1. Continue to review recyclables collection for Grenfell	a) Operate recyclables collection system; monitor for improvements.	Fortnightly collection service provided.	Ongoing business as usual.
	b) Develop additional recyclables education program	Program developed and implemented.	Ongoing as business as usual Netwaste liaison officer attended schools within the Shire to promote recycling.  Council participated in the Waste to Art education program.
5.2.2. Investigate regular waste services for all villages	a) Expand kerbside collection to villages of Caragabal, Bimbi, Caragabal and Quandialla.	Expansion completed.	Expansion completed.
	b) Maintain recycling stations at Caragabal, Greenethorpe and Quandialla.	Stations maintained.	Ongoing business as usual.
5.2.3. Investigate waste collection options; service review	a) Evaluate recommendations arising from strategic review of Council's solid waste management.	Number of recommendations evaluated and actioned as resolved.	Ongoing business as usual. Due to asbestos contamination identified at Quandialla and Caragabal waste facilities, these site were closed to the public. Council is continuing to liaise with the EPA and evaluate viability of these sites and how future waste operations will be undertaken.
	b) Develop long-term plan for waste facilities that implement approved review recommendations.	Plan developed, EPA standards met	Environmental Improvement Plan for waste facilities to be finalised during 2024/25 year. Ongoing discussion being held with EPA regarding remediation of rural waste facilities and their future operation.




Strategic Outcome	Council Role	Directorate(s)	Key Theme
5.3. The community is made aware of sustainable practices	Facilitator Provider	Environmental	
Strategic Action	Task Description	Measurement	Annual Comments
5.3.1. Encourage sustainability and environment projects	a) Deliver wetlands component of Bogolong Dam Precinct Masterplan.	Wetlands established	Works around Bogolong Dam were not carried out due to discussions with funding bodies on the need to focus on dam stability and safety. No further funding to continue with this project.
	b) Monitor grant opportunities for wetlands at Grenfell Sewerage Treatment Works.	Number of relevant applications submitted.	Continually monitoring for grant opportunities
	c) Promote local sustainability and environment initiatives.	Level of promotion.	Ongoing business as usual.
	d) Maintain Council delegate to Weddin Landcare Steering Committee.	Number of meetings attended.	Delegate maintained.
5.3.2. Encourage local businesses to adopt best practice environmental operations	a) Distribute information brochures; provide advice as appropriate.	Level of promotion.	Ongoing business as usual.
	b) Ensure businesses comply with trade waste requirements.	Number of breaches of compliance.	Ongoing business as usual.


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>5.4. Council operations see an improvement in environmental outcomes</b>	<b>Provider</b>	<b>Engineering Environmental</b>	
Strategic Action	Task Description	Measurement	Annual Comments
5.4.1. Collect and dispose of domestic, commercial and industrial waste to landfill	Operate collection services for domestic and commercial waste in Grenfell.	Regular collection services provided.	Regular collection service completed.
5.4.2. Provide ecologically sustainable landfills with minimal adverse environmental impacts	a) Operate landfills at Grenfell, Caragabal and Quandialla to EPA guidelines.	EPA guidelines met - no exception	Caragabal and Quandialla facilities closed at the direction of the EPA due to asbestos contamination. Work progressing to remediate these site. Further investigation to be undertaken on their future operation.
	b) Continue to participate in waste mulching programs in collaboration with NetWaste.	Waste mulching carried out where appropriate.	Mulching completed by Netwaste contractor.
	c) Consider ecological sustainability and environmental impacts in the development of long-term plan for Council's waste facilities.	Considerations included in plan.	Ongoing business as usual.  Environmental Improvement plan to be finalised during 2020/25 year.
5.4.3. Carry out a programme of street tree planting and maintenance in order to preserve and enhance the natural environment	Develop a Masterplan for urban planting to be utilised by Council and developers	Masterplan developed.	This was an unfunded action.
	Consider possible partnership with Weddin Community Native Nursery, service groups and local high school in delivery urban tree planting program	Number of trees planted	Wherever possible this is considered.
5.4.4. Consider adoption of alternative environmentally-friendly practices where appropriate	a) Implement Renewable Energy Action Plan (REAP) for Council facilities and infrastructure..	Number of actions carried out.	Continued to investigate funding opportunities ad liaise with JO to implement further actions identified in REAP.
	b) Participate in initiatives to minimise non-renewable energy use e.g. CNSWJO electricity procurement.	Number of initiatives participated in.	Council has submitted a number of grant applications through the CNSWJO and is currently participating in the Business Case for the Nexus Between Energy Security and

5.4.4	Consider adoption of alternative environmentally-friendly practices where appropriate			Emissions Reduction in Central NSW due to be delivered in the 2024 FY. Solar panels installed across council buildings. EV Charger installed beside the Grenfell Aquatic Centre.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
<b>5.5. There is a policy position on renewable energy</b>		Facilitator	Environmental	
Strategic Action	Task Description	Measurement	Annual Comments	
5.5.1.	Actively consider adoption of renewable energy technology	a) Participate in regional initiatives for rollout of renewable energy technologies such as electric vehicle (EV) charging stations  b) Install LED lighting as part of Grenfell Main Street Renewal.	Number of initiatives participated in.  Street lighting installed.  Western end streetlights were installed.	
5.5.2.	Encourage development and property owners to adopt sustainable technology	a) Enforce relevant NSW Government regulations.	Number of breaches  All new building required to comply with BASIX requirements and Section J, Energy Efficiency, of the National Construction Code.	
5.5.3.	Formalise development of Council policy for renewable energy and climate change.	a) Seek input from Digital Panel on climate change and energy issues to inform next steps.  b) Identify existing practice for inclusion in the Policy	Input sought and reported to Council.  Policy adopted by Council.  Renewable Energy Action Plan previously adopted by Council.	

5.5.4.	Support and promote local and regional sustainability forums; public developments	Publicise relevant forums in Council newsletter, on Council website and Facebook page.	Number of relevant forums promoted.	Ongoing business as usual.
5.5.5.	Promote and facilitate sustainable agricultural practices	Implement actions from Resilience Plan.	Number of actions completed.	Council had commenced negotiations with CSIRO for a drought resilience study. Actions for FY 2024.
5.5.6.	Increase resilience through developing skills and capacity	Partner with external bodies to deliver workshops and training in topics including <ul style="list-style-type: none"> <li>• sustainable agriculture,</li> <li>• carbon farming,</li> <li>• drought lotting livestock,</li> <li>• joining livestock in drought,</li> <li>• pasture recovery,</li> <li>• water and wind erosion,</li> <li>• agronomic strategies in drought,</li> <li>• computer skills and using the internet,</li> <li>• Mixed Farming Enterprises</li> <li>• Adapting to a Changing Climate.</li> </ul>	Number of workshops planned and completed.	Council had commenced negotiations with CSIRO for a drought resilience study. Actions for FY 2024.
5.5.7.	Maintain political focus on adverse events in regional and rural areas	Hold State / Federal roadshows/ forums to bring representatives to the region to better understand the ongoing implications of an adverse event such as drought or Covid. Important given Covid has pushed events such as the drought crisis or impacts of drought off the media.	Number of roadshows/ forums planned and completed	Council participated in roadshows and forums with CNSWJO, Country Mayors Association and LGNSW as well as other opportunities.
5.5.8.	Maintain political focus on drought	a) Regional advocacy to investigate options to offer rate relief on drought affected farmland.  b) Advocate for development of a government designed insurance product for seasonal variability.	Results of Advocacy  Results of Advocacy	Council had commenced negotiations with CSIRO for a drought resilience study. Actions for FY 2024.  Council had commenced negotiations with CSIRO for a drought resilience study. Actions for FY 2024.

5.5.9.	Affordable, safe and reliable access to stock feed.	Investigate the development of a regional buying group to purchase fodder in bulk, securing continuity of supply and locking in a price.	Results of Advocacy	This action was not carried out.
5.5.10.	Improved climate monitoring.	Advocate for installation of more modern weather stations across the shire (Caragabal and Greenethorpe) so better data can inform decision making on drought declarations.	Results of Advocacy	This action was not carried out.
5.5.11.	Mobile digital access on farm	Advocate for digital farm access through a variety of technologies	Results of Advocacy	Council entered into an arrangement with Regional NSW on Digital Connectivity. Actions to be rolled out in FY 2024.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>5.6. The heritage of built areas is preserved</b>	<b>Facilitator Provider Regulator</b>	<b>Environmental</b>	
Strategic Action	Task Description	Measurement	Annual Comments
5.6.1. Implement heritage planning controls	Ensure compliance with heritage planning controls within LEP.	Controls considered in determination of all applications.	Heritage considered as part of all development application assessments.
5.6.2. Provide free heritage service	Arrange appointments during bi-monthly Heritage Advisor visits.	Number of appointments, no charge incurred.	Free heritage advice service provided to the public.
5.6.3. Provide grants for preservation work	a) Apply for annual grants for local building program.	Application submitted by due date.	Annual grants application applied for and approved.
	b) Monitor other grant opportunities.	Number of relevant applications submitted.	Ongoing business as usual.
5.6.4. Promote heritage features of Main Street	Continue promotion of Main Street, highlighting heritage features.	Main Street heritage features highlighted in promotional material.	Promotional images of Main St utilised across all mediums.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
5.7. There is an enhancement of broader landscape connectivity for native fauna	Facilitator	Engineering Environmental	
Strategic Action	Task Description	Measurement	Annual Comments
5.7.1. Support flora and fauna corridor projects	a) Arrange studies of selected corridors as funds permit. b) Enlist support from NSW Forestry to help identify endangered species.	Approved studies carried out.	Ongoing business as usual.
5.7.2. Review Council's Roadside Vegetation Management Plan	Carry out review; include impact of spray drift.	Review completed.	For FY 2024.
5.7.3. Support 'tree days'	Liaise with local schools to discuss their needs/goals in relation to 'tree days' and develop more appropriate actions for joint schemes.	All schools contacted.	Ongoing business as usual.
5.7.4. Facilitate implementation of the 'Keeping Cats Safe at Home' initiative	Work with RSPCA and Weddin Landcare to implement the Keeping Cats Safe at Home Initiative.		300 <sup>th</sup> cat was desexed and microchipped as part of the program during the the financial year. Council in conjunction with Weddin Landcare and RSPCA undertook community education programs and schools within the shire.



**Catnets Giveaway**


Cat owners of Weddin Shire can apply to receive a **FREE cat enclosure for their backyard!**

Download the application form from [weddinlandcare.com.au/catnets-enclosure](http://weddinlandcare.com.au/catnets-enclosure)

For more info contact: Allison Knowles 0427 246 787 or Melanie Cooper 0417 963 475




## 6. Shire assets and services delivered effectively and efficiently


Strategic Outcome	Council Role	Directorate(s)	Key Theme
<b>6.1. Council operations have met reasonable community expectations and agreed service levels</b>	<b>Provider</b>	<b>All</b>	
Strategic Action	Task Description	Measurement	Annual Comments
6.1.1. Upgrade and maintain on an equitable basis public facilities in Grenfell and the villages: public parks and spaces; public dams; picnic spots	<p>a) Maintain public parks in Grenfell and villages.</p> <p>b) Carry out a comparative cost-benefit analysis of using Council staff and contractors to maintain parks and gardens</p> <p>c) Undertake Vaughn Park beautification.</p> <p>d) Maintain grounds and access roads to Company Dam.</p> <p>e) Continue to develop Dam Safety Emergency Plans (DSEPs)</p> <p>f) Maintain and operate Grenfell Community Hub including Library, Art Gallery, Cinema and Internet Centre.</p> <p>g) Review layout of the building and services offered at Community Hub and prepare a feasibility study of potential changes to meet current and future needs.</p> <p>h) Maintain and operate Grenfell Aquatic Centre and Quandialla Swimming Pool.</p>	<p>Maintenance works completed to schedule.</p> <p>Comparison considered by Council.</p> <p>Beautification undertaken.</p> <p>Number of complaints received.</p> <p>Plans developed.</p> <p>Hours available to the public Satisfaction and importance survey</p> <p>Review completed.</p> <p>Number of complaints received, total attendance.</p>	<p>Continues to be a high priority. Ongoing business as usual.</p> <p>To be incorporated into service review process.</p> <p>Continues to be a high priority. Ongoing business as usual.</p> <p>All requests actioned in a timely manner.</p> <p>Continues to be a high priority. Ongoing business as usual.</p> <p>Library continues to be open 6 days a week for the community Art Gallery continues to provide exhibitions through the year. IT resources for the Internet Centre have been relocated to the Council IT operations due to increased requirements for councils operations including Cyber Security, etc. Continues to be a high priority. Ongoing business as usual.</p> <p>Lack of funding and resources to undertake review and prepare a study in 2024. We will apply for a Council Infrastructure grant in 2025</p> <p>Ongoing business as usual.</p>


6.1.1	Upgrade and maintain on an equitable basis public facilities in Grenfell and the villages: public parks and spaces; public dams; picnic spots			Total number of visits to Grenfell Aquatic Centre during the 2023/24 season was 24,470 No reportable accidents or incidents occurred at the facility.
				Total number of visits to Quandialla during the 2023/24 season was 2,388. No reportable accidents or incidents occurred at the facility. No complaints were received about with swimming pool facility during the season.
		i) Maintain Grenfell Caravan Park	Currently do not have a Star rating. Costs Involved	Grenfell Caravan Park maintained and operated to acceptable standard. Star rating no longer applicable to park.'
				Caravan park now leased to local business owner for 12 months mid-year.
		j) Fence Caragabal Park as funds permit.	Fence erected	Project complete.
		k) Continue upgrade of Grenfell Cemetery toilets.	Upgrade completed.	Project in progress
		l) Undertake beautification of Grenfell Cemetery.	Cemetery beautified and maintained.	Additional trees for beautification were planted at the Grenfell Cemetery.
6.1.2.	Meet or exceed minimum levels of service outlined in Sewerage Scheme	a) Maintain and operate Grenfell Sewerage Treatment Plant to standards of Office of Water and Department of Primary Industries.	Number of breaches of standards.	Continues to be a high priority. Ongoing business as usual.
		b) Rehabilitate selected sewer mains.	Length of sewer pipe rehabilitated.	Program ongoing, business as usual.
		c) Update Strategic Business Plan for Sewerage account for new WTW.	Level of implementation.	Project deferred to next financial year due to lack of staffing resources.
		d) Inspect and attend septic tank applications as appropriate.	Assessment reports adequately completed for all applications.	All OSSM system application assessed in accordance with legislative requirements.



6.1.3.	Manage an efficient rates system based on an up-to-date property information system	Maintain up-to-date property information system with computerised mapping	System maintained, currency of information.	Operating efficiently. Ongoing business as usual.
6.1.4.	Maximise untied income from government and investment sources	Monitor grant an investment opportunities in accordance with Division of Local Government guidelines; apply where relevant.	All surplus funds invested at maximum compliant rates.	Throughout most of the 2023-24 year council has not had untied income available. All available surplus have funds have been (and continue to be) invested in line with Council's Investment Policy.
<b>Strategic Outcome</b>		<b>Council Role</b>	<b>Directorate(s)</b>	<b>Key Theme</b>
<b>6.2. Council's transport infrastructure is maintained and improved consistent with the Asset Management Plan</b>		<b>Provider</b>	<b>Engineering</b>	
<b>Strategic Action</b>		<b>Task Description</b>	<b>Measurement</b>	<b>Annual Comments</b>
6.2.1.	Maintain an accurate register of all transport assets	Regularly inspect condition of all transport assets and update register accordingly.	Currency of register.	Ongoing program.
6.2.2.	Provide a management planning system to determine standards and priorities for a safe and effective road network	Update database of existing road network annually and review Asset Management Plan accordingly.	Currency of database.	Ongoing program.
6.2.3.	Maintain and improve town/village streets in accordance with Council priorities	a) Maintain urban streets.	Maintenance works completed to schedule.	Ongoing program.
		b) Report faults in urban street lighting schemes.	Faults reported to Essential Energy within two (2) days.	Ongoing business as usual.
6.2.4.	Maintain and improve roads in accordance with Council priorities	a) Maintain regional and rural roads.	Maintenance works completed to schedule.	Ongoing program.
		b) Carry out road improvement/upgrade programs e.g. Highways, Regional Roads, FAG, Roads to Recovery.	Applications submitted by due date, programs completed to schedule.	Ongoing program. -
6.2.5.	Provide and maintain a network of safe and effective bridges, culverts and causeways in accordance with Council-adopted standards	a) Maintain major drainage structures in accordance with Council-adopted standards.	Maintenance works completed to schedule.	Ongoing program.
		b) Complete major culvert replacements at Heathcotes Lane, Adelargo Road etc.	Number of replacements completed.	Heathcotes Lane and Adelargo Road have been completed.


6.2.5.	Provide and maintain a network of safe and effective bridges, culverts and causeways in accordance with Council-adopted standards	c) Implement drainage improvements at Quandialla.	Village drainage plan developed.	Village drainage plan is currently unfunded however Council continues to inspect the villages regarding their drainage concerns.
6.2.6.	Provide and maintain a network of safe and effective footpaths in accordance with Council-adopted standards	a) Maintain urban footpaths in accordance with Council-adopted standards.	Maintenance works completed to schedule.	Ongoing program and Caragabal shared pathway 90% complete,
		b) Improve footpath network accessibility to meet Disability Inclusion Action Plan (DIAP) objectives, including concrete footpath from Main Street to Silos	Nominated program completed to schedule.	A concrete footpath is unfunded.
		c) Extend walking and cycling path from Railway Station to Company Dam (via Brundah Street).	Extension scoped.	Cycleway has not progressed due to it being unfunded.

Strategic Outcome		Council Role	Directorate(s)	Key Theme
<b>6.3.</b>	<b>Council's structural assets are maintained and improved consistent with the Asset Management Plan</b>	Provider	Engineering Environmental	
Strategic Action		Task Description	Measurement	Annual Comments
6.3.1.	Maintain an accurate register of all Council's structural assets	Regularly inspect condition of all structural assets and update register accordingly.	Currency of register.	Inspection of Council owned dwelling inspected. Other assets inspected as required.  Asset maintenance schedule developed, but unfunded.
6.3.2.	Maintain and improve all structural assets: Depot; Administration Building; Hub; Sewerage Treatment Plant; Waste Depots	a) Manage and maintain all structural assets consistent with Asset Management Plan.	Maintenance works completed to schedule.	Ongoing business as usual. During the valuation process an asset maintenance schedule was created for Council's assets.
		b) Develop Masterplan for Administration Building.	Masterplan developed.	This is an unfunded project.
6.3.3.	Maintain and improve all cemeteries in the Shire	a) Manage and maintain Council cemeteries at Grenfell, Caragabal and Bimbi.	Number of complaints/service requests.	Ongoing program. All requests actioned in a timely manner.
		b) Implement Grenfell Cemetery Masterplan.	Plan developed, level of implementation.	Masterplan complete. Cemetery amenities - received quotation, extension of grant to Oct

<p>6.3.4. Maintain and improve all cemeteries in the Shire</p>	<p>c) Adopt and implement Caragabal Cemetery and Bimbi Cemetery Masterplans.</p> <p>d) Maintain up-to-date records.</p>	<p>Number of actions completed</p> <p>Currency of records.</p>	<p>2024, DA modification advertised subject to Council resolution.</p> <p>Cemetery driveway – not actioned due to it being unfunded.</p> <p>Masterplans for the sites are not funded.</p> <p>Ongoing business as usual.</p>
Strategic Outcome	Council Role	Directorate(s)	Key Theme
<p>6.4. Weddin Shire Council is positioned as an 'employer of choice'</p>	<p>Provider</p>	<p>All</p>	
Strategic Action	Task Description	Measurement	Annual Comments
<p>6.4.1. Develop a highly motivated, healthy and skilled workforce capable of delivering quality service to all residents</p>	<p>a) Provide all necessary tools and PPE.</p> <p>b) Ensure compliance with Award conditions.</p> <p>c) Maintain good relationships with Union personnel.</p> <p>d) Provide relevant training for employees.</p> <p>e) Undertake organisational improvements as per Organisational Improvement Plan (OIP).</p> <p>f) Revisit the 2019 Organisational Review.</p>	<p>Number of grievances received.</p> <p>Number of breaches of Award conditions.</p> <p>Nil grievances received.</p> <p>Number of relevant training courses attended.</p> <p>Review carried out.</p> <p>Review completed.</p>	<p>Ongoing business as usual. Grievances are actioned in accordance with Council Procedures.</p> <p>Ongoing business as usual.</p> <p>Ongoing including regular meetings and correspondence with the Union representatives</p> <p>The 2023-2024 budget increased from the prior year and was fully utilised for employee training.</p> <p>Ongoing training and investment in our workforce.</p> <p>Council does not have funding for the OIP however has commenced delivering a Business Continuity Plan which is expected to be completed in November 2024.</p> <p>Service Review process will form part of FY 2025 for IP&amp;R documents.</p> <p>A number of smaller departmental reviews have been undertaken</p>




6.4.2.	Provide and maintain Council staff housing	Maintain housing as per Asset Management Plan.	Asset Management Plan standards met.	Good quality Staff housing provided to attract and retain staff and this is well maintained.
6.4.3.	Maintain a high level of workplace health and safety	<p>a) Support Work Health and Safety (WHS) Committee.</p> <p>b) Ensure correct practices are followed on job sites.</p> <p>c) Implement recommendations from WHS Audit Report.</p>	<p>Number of meetings held.</p> <p>Number of incident reports received.</p> <p>Number of recommendations implemented.</p>	<p>This now forms part of the WHS and Staff Consultative Committee.</p> <p>Ongoing business as usual, however a significant improvement in reporting systems and registers in the reporting period.</p> <p>WHS Report to State Cover actions have been implemented.</p>
6.4.4.	Review workplace culture including employee satisfaction in the 2019 Organisational Review	Revisit the 2019 Organisational Review Report to inform a workplace cultural review	Revisit of the documentation completed and pathway to improved employee satisfaction mapped out	Council undertook a Wellbeing and Engagement Survey, the first type of employee survey that targeted all staff.

Strategic Outcome	Council Role	Directorate(s)	Key Theme
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<b>6.5. A modern plant fleet is maintained and improved consistent with the Asset Management Plan</b>	Provider	Engineering	
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Strategic Action	Task Description	Measurement	Annual Comments
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6.5.1.	Maintain an accurate register of all plant items	Regularly inspect condition of all plant items and update register accordingly.	Currency of register	Ongoing business as usual and evaluation of different Plant Management Software in progress.
6.5.2.	Provide and maintain an efficient and modern public works plant and vehicle fleet	<p>a) Provide well-equipped and well-staffed workshop.</p> <p>b) Maintain plant and vehicles.</p> <p>c) Report on plant utilisation quarterly.</p> <p>d) Purchase new and replacement plant and vehicles as approved in Plant Replacement Program.</p>	<p>Maintenance completed to schedule, repairs completed promptly as required.</p> <p>Reported quarterly</p> <p>All plant and vehicle purchases are approved as per Replacement Program.</p>	<p>Ongoing business as usual.</p> <p>Ongoing business as usual.</p> <p>Workshop servicing information is provided to the Council every month.</p> <p>Ongoing business as usual, however noting that there is a lag in the industry for plant and vehicles.</p>

6.5.2	Provide and maintain a an efficient and modern public works plant and vehicle fleet	e) Review Plant Replacement Program annually to ensure that charge out rates are market based and can fund plant replacement.	Review completed annually	Ongoing as business as usual.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
6.6.	<b>Classified roads are managed on behalf of Transport for NSW (TfNSW)</b>	Provider	Engineering	
Strategic Action		Task Description	Measurement	Annual Comments
6.6.1.	Maintain and upgrade the classified road network in association with Transport for NSW (TfNSW)	a) Maintain State Roads in accordance with TfNSW. b) Maintain Regional Roads as funds permit.	Number of complaints from TfNSW. Number of complaints from TfNSW.	All requests actioned in a timely manner. All requests actioned in a timely manner.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
6.7.	<b>The 'Destination 2036' initiative is supported and Weddin Shire Council engages and influences as Member Council of the Central West region</b>	Provider	All	
Strategic Action		Task Description	Measurement	Annual Comments
6.7.1.	Monitor and participate in Central NSW Joint Organisation (CNSWJO), Mid Lachlan Alliance (MLA) activities and South West Functional Economic Region (FER)	a) Maintain membership of CNSWJO. b) Participate in joint activities e.g. training, procurement, water security. c) Seek opportunities for cross-council collaboration including resource sharing.	Membership maintained. Number of relevant activities participated in. Level of collaboration.	CNSWJO continues to meet with active participation from Weddin Shire Council at the both the General Managers Advisory Committee (GMAC) and Board levels. Developed REAP in conjunction with JO as well as a number of regional initiatives. Ongoing business as usual.
Strategic Outcome		Council Role	Directorate(s)	Key Theme
6.8.	<b>Liaison and partnership with NSW State and Federal Government departments is positive and productive</b>	Provider	All	
Strategic Action		Task Description	Measurement	Annual Comments

6.8.1.	Liaise with State and Federal Government departments; partner where appropriate	Liaise with State and Federal Government departments; partner where appropriate	Number of joint projects/initiatives.	Ongoing business as usual.
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# **APPENDIX B**

## **Appendix B – Weddin Shire State of the Environment Report 2023-2024**

# 2023-24

## Weddin Shire

# State of the Environment Report



A State of the Environment (SoE) Report is an important management tool which aims to provide the community and Local Council with information on the condition of the environment in the local area to assist in decision-making.

The data provided includes anecdotal data, where possible datasets have been obtained to provide the information. Council does not hold responsibility for the data accuracy.

### Environmental Indicators

A number of indicators have been identified and used to measure the state of the environment across Weddin Shire using data. The indicators are categorized into five themes:

- Land
- Biodiversity
- Water and Waterways
- People and Communities
- Towards Sustainability





# Biodiversity

Issue	Indicator	2023-24
Clear Habitat Loss	Total area in the National Parks Estate and Reserves (ha)	83.61
	Total area of State Forest (11 State Forests) (ha)	11,295
	Area protected in conservation reserves & under voluntary conservation agreements (ha)	1400
	Extent of Traveling Stock Reserves in LGA (km)	224.1
	Clearing complaints (number)	0
	Roadside vegetation management plan	Council has a policy
Priority weeds	Number of Declared priority weeds	TBC
	Invasive species (listed priority or WONS) under active management	TBC

# People and Communities

Issue	Indicator	2023-24
Active community involvement	Environmental volunteers working on public open space (Hours)	TBC
	Number of environmental community engagement programs	TBC
Indigenous Heritage	Number of Indigenous sites on AHIMS register	Data to be obtained
	Inclusion in DCPs & rural strategies (number)	0
	Development approvals on listed Indigenous sites (number)	0
Non-Indigenous Heritage	NSW Heritage Items (number)	2
	Locally listed heritage items (number)	107
	Heritage buildings on statutory heritage lists demolished/degraded in past year (number)	0
	Heritage buildings on statutory heritage lists renovated/improved in past year (number)	3

# Land

Issue	Indicator	2023-24
Contamination	Contaminated land sites—Contaminated Land Register (number)	1
	Contaminated sites rehabilitated (number)	0
Erosion	Erosion affected land rehabilitated—Weddin Landcare (3 Projects) (ha)	TBC
Land use planning and management	Number of development consents and building approvals (DAs, CDCs & CCs)	77
	Landuse conflict complaints (number)	4
	Loss of primary agricultural land through rezoning (ha)	0

# Water and Waterways

Issue	Indicator	2023-24
Industrial/Agricultural Pollution	Exceedances of license discharge consent recorded (number)	5
	Erosion & Sediment Control complaints received by Council (number)	0
Stormwater Pollution	Number of gross pollutant traps installed	2
	Total catchment area of GPTs (ha)	0
	Water pollution complaints (number)	0
Council water consumption	Number of irrigated (treated) Council managed parks, sportsgrounds, public open space	6
	Water used by Council for irrigation (treated ) (ML)	TBC
	Annual metered supply to Council from Central Tablelands Water (ML)	1.932

# Towards Sustainability

Issue	Indicator	2023-24
Waste Generation	Total waste entombed at primary landfill (tonnes)	2604.88
	Total waste entombed at other landfill (2 x villages) (tonnes)	17
	Average total general waste generated per person (Pop. 3608—2021 Census) (tonnes)	0.79
	Average cost of waste service per household (Kerbside)	\$412.00
Hazardous/Liquid Waste	DrumMuster collections—3 Sites (number of drums)	TBC
	Household Hazardous Wastes collected (tonnes)	4.60
Reduce	Greenwaste collected (diverted from landfill) (tonnes)	246.86
	E-Waste collected (diverted from landfill) (tonnes)	0
Recycle	Volume of material recycled (tonnes)	529.57
	Volume of material recycled per person (tonnes)	0.146
Littering and illegal dumping	Number of illegal waste disposal complaints to Council	3
Engineering, Infrastructure and Civil Works	New road constructed (km)	0
	Road upgrades (km)	20
Risk Management	Flood management plans/flood mapping—increase in area covered	0
	RFS Hazard reduction burns (number)	2
Climate Change Mitigation	Office paper used by Council (A4 & A3 reams)	320
	Council sustainability & mitigation initiatives	EV Charger & Solar panels on high energy use sites
Council Greenhouse Gas Emissions	Annual electricity consumption for Council controlled facilities (MWh)	615.676
	Annual bottled gas consumption for Council controlled facilities (L)	TBC
	Total Council owned vehicles fuel consumption (KL)	192.569
	Council total operational electricity greenhouse gas emissions (tCO <sub>2</sub> -e/year)	TBC
Community Greenhouse Gas Emissions	Small scale renewable energy uptake (Residential) (kW installed)	
	Total Residential <10kW Solar Installations	137
	Total Commercial 10-100kW Solar Installations	305
	Annual CO <sub>2</sub> offset (Residential & Commercial) (tonnes)	TBC

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# **APPENDIX C**

## **Appendix C - 2023-2024 Audited Financial Statements**

# Weddin Shire Council

ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2024

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# Weddin Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2024

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# Weddin Shire Council

## General Purpose Financial Statements

for the year ended 30 June 2024

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### Overview

Weddin Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

Corner Camp & Weddin Streets  
Grenfell NSW 2810

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.weddin.nsw.gov.au](http://www.weddin.nsw.gov.au).

# Weddin Shire Council

## General Purpose Financial Statements

for the year ended 30 June 2024

### Statement by Councillors and Management

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Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

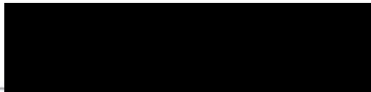
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 08 October 2024.



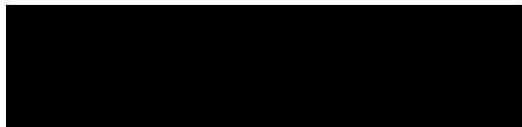
Paul Best  
Mayor  
08 October 2024



Colleen Gorman  
Councillor  
08 October 2024



Noreen Vu  
General Manager  
08 October 2024



John Thompson  
Responsible Accounting Officer  
08 October 2024



## Weddin Shire Council

### Income Statement

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
<b>Income from continuing operations</b>				
4,476	Rates and annual charges	B2-1	4,348	4,194
2,998	User charges and fees	B2-2	5,349	9,626
225	Other revenues	B2-3	181	347
5,095	Grants and contributions provided for operating purposes	B2-4	14,499	12,590
130	Grants and contributions provided for capital purposes	B2-4	2,464	10,118
270	Interest and investment income	B2-5	309	280
184	Other income	B2-6	1,039	473
25	Net gain from the disposal of assets	B4-1	113	42
<u>13,403</u>	<b>Total income from continuing operations</b>		<u>28,302</u>	<u>37,670</u>
<b>Expenses from continuing operations</b>				
4,198	Employee benefits and on-costs	B3-1	7,001	5,462
3,370	Materials and services	B3-2	13,889	12,092
169	Borrowing costs	B3-3	172	186
3,700	Depreciation, amortisation and impairment of non-financial assets	B3-4	5,779	5,211
1,267	Other expenses	B3-5	389	376
<u>12,704</u>	<b>Total expenses from continuing operations</b>		<u>27,230</u>	<u>23,327</u>
<u>699</u>	<b>Operating result from continuing operations</b>		<u>1,072</u>	<u>14,343</u>
<u>699</u>	<b>Net operating result for the year attributable to Council</b>		<u>1,072</u>	<u>14,343</u>
<u>569</u>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<u>(1,392)</u>	<u>4,225</u>

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

## Weddin Shire Council

### Statement of Comprehensive Income

for the year ended 30 June 2024

\$ '000	Notes	2024	2023
<b>Net operating result for the year – from Income Statement</b>		<b>1,072</b>	14,343
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	<b>13,659</b>	17,317
Impairment (loss) reversal / (revaluation decrement) relating to infrastructure, property, plant and equipment	C1-6	<b>1,014</b>	(5,073)
Other comprehensive income – joint ventures and associates		<b>1,589</b>	2,476
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>16,262</b>	14,720
<b>Total other comprehensive income for the year</b>		<b>16,262</b>	14,720
<b>Total comprehensive income for the year attributable to Council</b>		<b>17,334</b>	29,063

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

## Weddin Shire Council

### Statement of Financial Position

as at 30 June 2024

\$ '000	Notes	2024	2023
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	18,089	6,146
Receivables	C1-3	1,005	1,350
Inventories	C1-4	221	225
Contract assets and contract cost assets	C1-5	2,269	11,258
<b>Total current assets</b>		<b>21,584</b>	<b>18,979</b>
<b>Non-current assets</b>			
Receivables	C1-3	26	79
Inventories	C1-4	83	83
Infrastructure, property, plant and equipment (IPPE)	C1-6	265,935	254,614
Investments accounted for using the equity method	D2-1	40,055	37,574
<b>Total non-current assets</b>		<b>306,099</b>	<b>292,350</b>
<b>Total assets</b>		<b>327,683</b>	<b>311,329</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	3,514	3,222
Contract liabilities	C3-2	3,067	4,120
Borrowings	C3-3	419	407
Employee benefit provisions	C3-4	1,079	1,086
<b>Total current liabilities</b>		<b>8,079</b>	<b>8,835</b>
<b>Non-current liabilities</b>			
Payables	C3-1	6	4
Borrowings	C3-3	3,256	3,675
Employee benefit provisions	C3-4	144	85
Provisions	C3-5	695	561
<b>Total non-current liabilities</b>		<b>4,101</b>	<b>4,325</b>
<b>Total liabilities</b>		<b>12,180</b>	<b>13,160</b>
<b>Net assets</b>		<b>315,503</b>	<b>298,169</b>
<b>EQUITY</b>			
Accumulated surplus		193,750	191,089
IPPE revaluation reserve	C4-1	121,753	107,080
<b>Council equity interest</b>		<b>315,503</b>	<b>298,169</b>
<b>Total equity</b>		<b>315,503</b>	<b>298,169</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Weddin Shire Council

## Statement of Changes in Equity

for the year ended 30 June 2024

\$ '000	Notes	2024			2023		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		191,089	107,080	298,169	174,270	94,836	269,106
<b>Restated opening balance</b>		<b>191,089</b>	<b>107,080</b>	<b>298,169</b>	<b>174,270</b>	<b>94,836</b>	<b>269,106</b>
Net operating result for the year		1,072	–	1,072	14,343	–	14,343
<b>Restated net operating result for the period</b>		<b>1,072</b>	<b>–</b>	<b>1,072</b>	<b>14,343</b>	<b>–</b>	<b>14,343</b>
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	13,659	13,659	–	17,317	17,317
Impairment (loss) reversal relating to IPP&E	C1-6	–	1,014	1,014	–	(5,073)	(5,073)
Joint ventures and associates	D2-1	1,589	–	1,589	2,476	–	2,476
<b>Restated other comprehensive income</b>		<b>1,589</b>	<b>14,673</b>	<b>16,262</b>	<b>2,476</b>	<b>12,244</b>	<b>14,720</b>
<b>Total comprehensive income</b>		<b>2,661</b>	<b>14,673</b>	<b>17,334</b>	<b>16,819</b>	<b>12,244</b>	<b>29,063</b>
<b>Closing balance at 30 June</b>		<b>193,750</b>	<b>121,753</b>	<b>315,503</b>	<b>191,089</b>	<b>107,080</b>	<b>298,169</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Weddin Shire Council

### Statement of Cash Flows

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
4,476	Rates and annual charges		4,262	4,110
2,998	User charges and fees		5,668	3,654
270	Interest received		309	280
5,226	Grants and contributions		24,899	7,991
–	Bonds, deposits and retentions received		111	–
434	Other		2,082	6,035
<i>Payments:</i>				
(4,198)	Payments to employees		(6,943)	(5,346)
(3,370)	Payments for materials and services		(13,734)	(10,120)
(169)	Borrowing costs		(149)	(142)
–	Bonds, deposits and retentions refunded		–	(17)
(1,267)	Other		(1,889)	(394)
4,400	<b>Net cash flows from operating activities</b>	G1-1	<b>14,616</b>	<b>6,051</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
–	Redemption of term deposits		–	1,000
–	Proceeds from sale of IPPE		473	42
–	Deferred debtors receipts		48	81
<i>Payments:</i>				
(3,435)	Payments for IPPE		(2,787)	(13,471)
(3,435)	<b>Net cash flows from investing activities</b>		<b>(2,266)</b>	<b>(12,348)</b>
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(408)	Repayment of borrowings		(407)	(398)
–	Principal component of lease payments		–	(9)
(408)	<b>Net cash flows from financing activities</b>		<b>(407)</b>	<b>(407)</b>
557	<b>Net change in cash and cash equivalents</b>		<b>11,943</b>	<b>(6,704)</b>
6,146	Cash and cash equivalents at beginning of year		6,146	12,850
6,703	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>18,089</b>	<b>6,146</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Weddin Shire Council

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# Weddin Shire Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

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These financial statements were authorised for issue by Council on 08 October 2024. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

#### **Historical cost convention**

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### **Significant accounting estimates and judgements**

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### **Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6.
- (ii) estimated tip remediation provisions – refer Note C3-5.
- (iii) employee benefit provisions – refer Note C3-4.

#### **Significant judgements in applying the Council's accounting policies**

- (i) Impairment of receivables – refer Note C1-3.
- (ii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- (iii) Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.
- (iv) Estimated fair values of infrastructure, property, plant and equipment.

Council has made significant judgements in calculating the fair value of its infrastructure, property, plant and equipment - refer Note C1-6.

- (v) Estimated tip remediation liabilities

Council has made significant judgements in calculating the timing and value of its tip remediation liabilities - refer Note C3-5.

- (vi) Employee benefit provisions

Council has made significant judgements concerning the timing of its Employee benefit provisions - refer Note C3-4.



## A1-1 Basis of preparation (continued)

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### Monies and other assets received by Council

#### The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following activities have been included as part of the Consolidated Fund:

- General purpose operations
- Sewerage service

#### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge

#### Volunteer services

Council does not make use of volunteer services.

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2023.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

#### New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2024.

Those newly adopted standards had no impact on Council's reported financial position, financial performance and/or associated financial statement.

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<b>Functions or activities</b>										
Community and Culture	281	269	527	866	(246)	(597)	265	190	15,268	14,729
Local Economy	276	298	605	563	(329)	(265)	148	179	–	–
Environmental	2,931	4,005	2,153	2,480	778	1,525	61	40	17,509	15,989
Infrastructure	19,869	28,377	19,096	15,215	773	13,162	12,670	19,209	208,707	198,853
Government and Representation	3,285	3,651	3,462	3,069	(177)	582	3,793	3,046	24,436	22,673
Share of Central Tablelands Water	892	376	–	–	892	376	–	–	40,055	37,754
Sewer Services	768	694	1,387	1,134	(619)	(440)	26	44	21,708	21,331
<b>Total functions and activities</b>	<b>28,302</b>	<b>37,670</b>	<b>27,230</b>	<b>23,327</b>	<b>1,072</b>	<b>14,343</b>	<b>16,963</b>	<b>22,708</b>	<b>327,683</b>	<b>311,329</b>

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### Community and Culture

- Art Gallery
- Community Technology Centre
- Emergency Services
- Library
- Taxi

### Local Economy

- Caravan Park
- Economic Development
- Tourism

### Environmental

- Animal Control
- Council Buildings & Property
- Heritage
- Planning & Building
- Swimmings Pools
- Waste
- Weeds

### Infrastructure

- Cemeteries
- Depot
- Engineering
- Parks & Gardens
- Plant
- Private Works
- Public Conveniences
- Transport for NSW
- Roads & Transportation
- Stormwater

### Government and Representation

- Corporate
- General Revenue
- Governance

### Sewer Fund

- Sewer

### Central Tablelands Water

- Councils share of Central Tablelands Water

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2024	2023
<b>Ordinary rates</b>		
Residential	1,031	1,028
Farmland	1,834	1,808
Mining	7	7
Business	137	138
Less: pensioner rebates (mandatory)	(108)	(110)
<b>Rates levied to ratepayers</b>	<b>2,901</b>	<b>2,871</b>
Pensioner rate subsidies received	60	60
<b>Total ordinary rates</b>	<b>2,961</b>	<b>2,931</b>
<b>Annual charges (pursuant to s496, 496A, 496B, 501 &amp; 611)</b>		
Domestic waste management services	533	497
Sewerage services	688	619
Waste management services (non-domestic)	178	159
Less: pensioner rebates (mandatory)	(26)	(27)
<b>Annual charges levied</b>	<b>1,373</b>	<b>1,248</b>
Pensioner annual charges subsidies received:		
– Sewerage	14	15
<b>Total annual charges</b>	<b>1,387</b>	<b>1,263</b>
<b>Total rates and annual charges</b>	<b>4,348</b>	<b>4,194</b>
<b>Timing of revenue recognition for rates and annual charges</b>		
Rates and annual charges recognised at a point in time	4,348	4,194
<b>Total rates and annual charges</b>	<b>4,348</b>	<b>4,194</b>

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

#### Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

\$ '000	2024	2023
<b>Specific user charges (per s502 - specific 'actual use' charges)</b>		
Sewerage services	35	23
Other	2	–
<b>Total specific user charges</b>	<b>37</b>	<b>23</b>
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s608)</b>		
Building regulation	52	41
Private works – section 67	5	23
Town planning	44	50
<b>Total fees and charges – statutory/regulatory</b>	<b>101</b>	<b>114</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s608))</b>		
Caravan park	61	107
Cemeteries	94	76
Leaseback fees – Council vehicles	29	26
Transport for NSW works (state roads not controlled by Council)	4,805	9,083
Swimming centres	51	46
Waste disposal tipping fees	14	10
Community technology centre	7	63
Other	150	78
<b>Total fees and charges – other</b>	<b>5,211</b>	<b>9,489</b>
<b>Total other user charges and fees</b>	<b>5,312</b>	<b>9,603</b>
<b>Total user charges and fees</b>	<b>5,349</b>	<b>9,626</b>
<b>Timing of revenue recognition for user charges and fees</b>		
User charges and fees recognised at a point in time	5,349	9,626
<b>Total user charges and fees</b>	<b>5,349</b>	<b>9,626</b>

### Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

## B2-3 Other revenues

\$ '000	2024	2023
Legal fees recovery – rates and charges (extra charges)	2	8
Commissions and agency fees	66	62
Diesel rebate	36	29
Insurance claims recoveries	11	–
Recycling income (non-domestic)	19	61
Insurance rebates	–	46
Other	47	141
<b>Total other revenue</b>	<b>181</b>	<b>347</b>
<b>Timing of revenue recognition for other revenue</b>		
Other revenue recognised at a point in time	181	347
<b>Total other revenue</b>	<b>181</b>	<b>347</b>

### Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided or the payment is received, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

\$ '000	Operating 2024	Operating 2023	Capital 2024	Capital 2023
<b>General purpose grants and non-developer contributions (untied)</b>				
<b>General purpose (untied)</b>				
<b>Current year allocation</b>				
Financial assistance – general component	194	653	–	–
Financial assistance – local roads component	51	326	–	–
<b>Payment in advance - future year allocation</b>				
Financial assistance – general component	2,246	2,379	–	–
Financial assistance – local roads component	1,129	1,271	–	–
<b>Amount recognised as income during current year</b>	<b>3,620</b>	<b>4,629</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>				
<b>Cash contributions</b>				
Bushfire and emergency services	84	119	–	–
Employment and training programs	–	25	–	–
Environmental programs	–	–	–	7
Heritage and cultural	13	11	–	10
Library – per capita	76	71	–	–
Noxious weeds	61	42	–	–
Storm/flood damage	8,656	5,265	–	–
Stronger Country Communities	–	–	366	644
Street lighting	35	35	–	–
Drought Communities	–	–	149	59
Transport (roads to recovery)	698	763	–	–
Transport (other roads and bridges funding)	–	–	314	1,376
Planning portal	–	84	–	–
Fixing local roads	–	370	902	7,048
Local roads and community infrastructure	–	–	707	930
Recreation and culture	148	189	–	–
Other specific grants	265	161	–	–
Transport for NSW contributions (regional roads, block grant)	843	826	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>	<b>10,879</b>	<b>7,961</b>	<b>2,438</b>	<b>10,074</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>	<b>10,879</b>	<b>7,961</b>	<b>2,438</b>	<b>10,074</b>
<b>Total grants and non-developer contributions</b>	<b>14,499</b>	<b>12,590</b>	<b>2,438</b>	<b>10,074</b>
<b>Comprising:</b>				
– Commonwealth funding	717	5,392	882	1,239
– State funding	13,782	7,198	1,556	8,835
	<b>14,499</b>	<b>12,590</b>	<b>2,438</b>	<b>10,074</b>

## B2-4 Grants and contributions (continued)

## Developer contributions

\$ '000	Notes	<b>Operating 2024</b>	Operating 2023	<b>Capital 2024</b>	Capital 2023
<b>Developer contributions: (s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>					
<b>Cash contributions</b>					
S 64 – sewerage service contributions	G4	–	–	<b>26</b>	44
<b>Total developer contributions – cash</b>		<b>–</b>	<b>–</b>	<b>26</b>	44
<b>Total developer contributions</b>		<b>–</b>	<b>–</b>	<b>26</b>	44
<b>Total contributions</b>		<b>–</b>	<b>–</b>	<b>26</b>	44
<b>Total grants and contributions</b>		<b>14,499</b>	12,590	<b>2,464</b>	10,118
<b>Timing of revenue recognition for grants and contributions</b>					
Grants and contributions recognised over time		–	370	<b>902</b>	7,590
Grants and contributions recognised at a point in time		<b>14,499</b>	12,220	<b>1,562</b>	2,528
<b>Total grants and contributions</b>		<b>14,499</b>	12,590	<b>2,464</b>	10,118



## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2024	Operating 2023	Capital 2024	Capital 2023
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	2,308	28	4,120	7,579
<b>Add:</b> Funds received and not recognised as revenue in the current year	–	–	395	1,848
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions				
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	4,046	2,308	–	–
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(256)	(28)	–	–
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	–	–	(1,448)	(5,307)
<b>Unspent Grants at 30 June</b>	<b>6,098</b>	<b>2,308</b>	<b>3,067</b>	<b>4,120</b>

Unspent capital grants for the construction of assets and unspent operating grants for provision of goods and services.

### Contributions

Unspent funds at 1 July	–	–	102	58
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	26	44
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	–	–	–	–
<b>Unspent contributions at 30 June</b>	<b>–</b>	<b>–</b>	<b>128</b>	<b>102</b>

Unspent Section 64 contributions.

### Material accounting policy information

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include such things as milestones. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

## B2-4 Grants and contributions (continued)

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### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

**B2-5 Interest and investment income**

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	<b>39</b>	21
– Cash and investments	<b>270</b>	259
<b>Total interest and investment income (losses)</b>	<b>309</b>	<b>280</b>

**B2-6 Other income**

<b>\$ '000</b>	Notes	<b>2024</b>	<b>2023</b>
<b>Rental income</b>			
<b>Other lease income</b>			
Residential rental		<b>74</b>	15
Commercial rental		<b>73</b>	82
<b>Total other lease income</b>		<b>147</b>	<b>97</b>
<b>Total rental income</b>	C2-2	<b>147</b>	<b>97</b>
<b>Net share of interests in joint ventures and associates using the equity method</b>			
Associates		<b>892</b>	376
<b>Total net share of interests in joint ventures and associates using the equity method</b>	D2-1	<b>892</b>	<b>376</b>
<b>Total other income</b>		<b>1,039</b>	<b>473</b>

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages	6,048	4,561
Superannuation	675	602
Workers' compensation insurance	281	254
Fringe benefit tax (FBT)	(3)	45
<b>Total employee costs</b>	<b>7,001</b>	<b>5,462</b>
<b>Total employee costs expensed</b>	<b>7,001</b>	<b>5,462</b>

#### Material accounting policy information

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

## B3-2 Materials and services

\$ '000	Notes	2024	2023
Raw materials and consumables		2,544	2,599
Contractor costs		10,036	8,462
Audit Fees	F2-1	67	45
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	F1-2	166	156
Advertising		44	27
Electricity and heating		148	164
Insurance		548	375
Postage		12	12
Street lighting		107	97
Telephone and communications		36	41
Travel expenses		26	21
Training costs (other than salaries and wages)		108	65
<b>Legal expenses:</b>			
– Legal expenses: other		37	12
Expenses from leases of low value assets		10	16
<b>Total materials and services</b>		<b>13,889</b>	<b>12,092</b>
<b>Total materials and services</b>		<b>13,889</b>	<b>12,092</b>

### B3-3 Borrowing costs

\$ '000	Notes	2024	2023
<b>(i) Interest bearing liability costs</b>			
Interest on loans		148	163
<b>Total interest bearing liability costs</b>		<b>148</b>	<b>163</b>
<b>Total interest bearing liability costs expensed</b>		<b>148</b>	<b>163</b>
<b>(ii) Other borrowing costs</b>			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	C3-5	24	23
<b>Total other borrowing costs</b>		<b>24</b>	<b>23</b>
<b>Total borrowing costs expensed</b>		<b>172</b>	<b>186</b>

## B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2024	2023
<b>Depreciation and amortisation</b>			
Plant and equipment		508	533
Office equipment		47	48
Furniture and fittings		8	8
<b>Infrastructure:</b>			
	C1-6		
– Buildings – non-specialised		496	511
– Buildings – specialised		281	186
– Other structures		130	115
– Roads		3,220	2,796
– Bridges		433	409
– Footpaths		23	22
– Stormwater drainage		123	103
– Sewerage network		283	258
– Swimming pools		181	165
Right of use assets	C2-1	–	8
<b>Other assets:</b>			
– Library books		29	28
– Other		1	1
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Asset reinstatement costs	C3-5,C1-6	16	20
<b>Total gross depreciation and amortisation costs</b>		<b>5,779</b>	<b>5,211</b>
<b>Total depreciation and amortisation costs</b>		<b>5,779</b>	<b>5,211</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>5,779</b>	<b>5,211</b>

### Material accounting policy information

#### Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

#### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

## B3-5 Other expenses

\$ '000	2024	2023
<b>Other</b>		
Contributions/levies to other levels of government		
– Emergency services levy	17	10
– NSW fire brigade levy	38	32
– NSW rural fire service levy	318	318
Donations, contributions and assistance to other organisations (Section 356)	16	16
<b>Total other expenses</b>	<b>389</b>	<b>376</b>

## B4 Gains or losses

### B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	2024	2023
<b>Gain (or loss) on disposal of property (excl. investment property)</b>		
Proceeds from disposal – property	473	42
Less: carrying amount of property assets sold/written off	(360)	–
<b>Gain (or loss) on disposal</b>	<b>113</b>	<b>42</b>
<b>Net gain (or loss) from disposal of assets</b>	<b>113</b>	<b>42</b>



## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 29 June 2023 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----	
<b>Revenues</b>				
<b>User charges and fees</b>	2,998	5,349	2,351	78% <b>F</b>
Transport for NSW works were significantly higher than budget due to flood damage on State Highways.				
<b>Other revenues</b>	225	181	(44)	(20)% <b>U</b>
Council received more other revenue than budgeted, due to the budget being conservative.				
<b>Operating grants and contributions</b>	5,095	14,499	9,404	185% <b>F</b>
Operating grants and contributions were significantly higher than budget due to the storm and flood damage grants of \$8.6 million and receiving 85% allocation of the 2024/25 financial assistance grant this year.				
<b>Capital grants and contributions</b>	130	2,464	2,334	1,795% <b>F</b>
Capital grants and contributions were significantly higher than budget due to funding under the Fixing Local Roads program of \$907,000 and LRCI program of \$707,000.				
<b>Interest and investment revenue</b>	270	309	39	14% <b>F</b>
Interest revenue was significantly higher than budget due to higher interest rates on investments during the year.				
<b>Net gains from disposal of assets</b>	25	113	88	352% <b>F</b>
Council disposed of a property during the year which created a gain on disposal greater than the budgeted amount.				
<b>Other income</b>	184	1,039	855	465% <b>F</b>
Other income was significantly higher than budget due to Council's share of the Central Tablelands joint venture.				
<b>Expenses</b>				
<b>Employee benefits and on-costs</b>	4,198	7,001	(2,803)	(67)% <b>U</b>
Employee expenses were significantly higher than budget due to the filling of key positions and an increase in staff to meet Council's road work commitments.				
<b>Materials and services</b>	3,370	13,889	(10,519)	(312)% <b>U</b>
Materials and services were significantly higher than budget due to increased contractor costs and raw materials used in the repairing of road assets after flood damage.				
<b>Depreciation, amortisation and impairment of non-financial assets</b>	3,700	5,779	(2,079)	(56)% <b>U</b>
Depreciation was significantly higher than budget due to increased depreciation on infrastructure assets from revaluation and indexation.				

**B5-1 Material budget variations (continued)**

\$ '000	2024 Budget	2024 Actual	2024 ----- Variance -----		
<b>Other expenses</b>	<b>1,267</b>	<b>389</b>	<b>878</b>	<b>69%</b>	<b>F</b>
Other expenses were significantly lower than budget due to misallocations within the budget for items that should have been disclosed within materials and services.					

**Statement of cash flows**

<b>Cash flows from operating activities</b>	<b>4,400</b>	<b>14,616</b>	<b>10,216</b>	<b>232%</b>	<b>F</b>
Cash flows from operating activities were significantly higher than budget due to increased user charges and fess, increased grant income and increased payments to employees and materials and services due to the repairing of flood damaged roads.					
<b>Cash flows from investing activities</b>	<b>(3,435)</b>	<b>(2,266)</b>	<b>1,169</b>	<b>(34)%</b>	<b>F</b>
Cash out flows from investing activities were significantly lower than budget due to less capitalisation of IPPE than anticipated.					

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
<b>Cash assets</b>		
Cash on hand and at bank	11,089	3,646
Cash equivalent assets		
– Short-term deposits	7,000	2,500
<b>Total cash and cash equivalents</b>	<b>18,089</b>	<b>6,146</b>
 <b>Reconciliation of cash and cash equivalents</b>		
Total cash and cash equivalents per Statement of Financial Position	18,089	6,146
<b>Balance as per the Statement of Cash Flows</b>	<b>18,089</b>	<b>6,146</b>

## C1-2 Restricted and allocated cash, cash equivalents and investments

\$ '000	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
<b>Total cash, cash equivalents and investments</b>	<b>18,089</b>	6,146
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>8,443</b>	(1,108)
<b>External restrictions</b>		
<b>External restrictions – included in liabilities</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	3,067	4,120
<b>External restrictions – included in liabilities</b>	<b>3,067</b>	4,120
<b>External restrictions – other</b>		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – sewer fund	128	102
Specific purpose unexpended grants - general fund	6,098	2,308
Sewer fund	353	724
<b>External restrictions – other</b>	<b>6,579</b>	3,134
<b>Total external restrictions</b>	<b>9,646</b>	7,254

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2024	2023
(b) Internal allocations		
<b>Cash, cash equivalents and investments not subject to external restrictions</b>	<b>8,443</b>	(1,108)
<b>Internal allocations</b>		
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	325	–
Employees leave entitlement	1,223	–
Domestic Waste Management	250	–
Development projects	81	–
Gravel pits	36	–
Office equipment	40	–
Town and shire works	2,432	–
Financial Assistance Grant advance payment	3,375	–
<b>Total internal allocations</b>	<b>7,762</b>	–

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

## C1-3 Receivables

\$ '000	2024	2024	2023	2023
	Current	Non-current	Current	Non-current
Rates and annual charges	592	–	485	–
User charges and fees	43	–	362	–
Private works	1	–	1	–
Accrued revenues				
– Other income accruals	27	–	8	–
Deferred debtors	65	26	60	79
Net GST receivable	291	–	448	–
<b>Total</b>	<b>1,019</b>	<b>26</b>	<b>1,364</b>	<b>79</b>
<b>Less: provision for impairment</b>				
User charges and fees	(14)	–	(14)	–
<b>Total provision for impairment – receivables</b>	<b>(14)</b>	<b>–</b>	<b>(14)</b>	<b>–</b>
<b>Total net receivables</b>	<b>1,005</b>	<b>26</b>	<b>1,350</b>	<b>79</b>

### Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

#### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

## C1-4 Inventories

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>(i) Inventories at cost</b>				
Real estate for resale	–	83	–	83
Stores and materials	221	–	225	–
<b>Total inventories at cost</b>	<b>221</b>	<b>83</b>	<b>225</b>	<b>83</b>
<b>Total inventories</b>	<b>221</b>	<b>83</b>	<b>225</b>	<b>83</b>

### (i) Other disclosures

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>(a) Details for real estate development</b>				
Industrial/commercial	–	83	–	83
<b>Total real estate for resale</b>	<b>–</b>	<b>83</b>	<b>–</b>	<b>83</b>

### Material accounting policy information

#### Raw materials and stores, work in progress and finished goods

Costs are assigned to individual items of inventory on the basis of weighted average costs.

#### Land held for resale

Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

## C1-5 Contract assets and Contract cost assets

\$ '000	2024 Current	2023 Current
Contract assets	2,269	11,258
<b>Total contract assets</b>	<b>2,269</b>	<b>11,258</b>

### Contract assets

Infrastructure grants	2,144	5,746
RMCC works	125	5,512
<b>Total contract assets</b>	<b>2,269</b>	<b>11,258</b>

## C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period							At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>													
Capital work in progress	5,245	–	5,245	2,012	–	–	–	–	–	–	7,257	–	7,257
Plant and equipment	7,738	(5,016)	2,722	–	437	(38)	(508)	–	–	–	8,134	(5,521)	2,613
Office equipment	1,382	(1,088)	294	–	–	–	(47)	–	–	–	1,382	(1,135)	247
Furniture and fittings	186	(150)	36	–	–	(3)	(8)	–	–	–	176	(151)	25
<b>Land:</b>													
– Operational land	1,868	–	1,868	–	–	(100)	–	–	–	67	1,835	–	1,835
– Community land	1,636	–	1,636	–	–	–	–	–	–	62	1,698	–	1,698
<b>Infrastructure:</b>													
– Buildings – non-specialised	17,392	(8,843)	8,549	–	–	(210)	(496)	–	–	422	17,752	(9,487)	8,265
– Buildings – specialised	9,502	(3,053)	6,449	–	–	–	(281)	–	–	428	10,162	(3,566)	6,596
– Other structures	4,016	(912)	3,104	–	–	(9)	(130)	–	–	206	4,285	(1,114)	3,171
– Roads	146,628	(71,502)	75,126	–	–	–	(3,220)	1,014	–	4,134	154,502	(77,448)	77,054
– Bridges	51,991	(16,642)	35,349	–	–	–	(433)	–	–	1,874	54,783	(17,993)	36,790
– Footpaths	2,347	(806)	1,541	–	–	–	(23)	–	–	81	2,473	(874)	1,599
– Bulk earthworks (non-depreciable)	76,010	–	76,010	–	–	–	–	–	–	4,082	80,092	–	80,092
– Stormwater drainage	14,691	(5,377)	9,314	–	–	–	(123)	–	–	466	15,436	(5,779)	9,657
– Sewerage network	27,670	(7,353)	20,317	–	–	–	(283)	–	–	1,016	29,073	(8,023)	21,050
– Swimming pools	8,452	(1,816)	6,636	–	229	–	(181)	–	–	449	9,269	(2,136)	7,133
<b>Other assets:</b>													
– Library books	668	(518)	150	–	–	–	(29)	–	–	–	668	(547)	121
– Other	84	(44)	40	–	–	–	(1)	–	–	2	90	(49)	41
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>													
– Tip assets	580	(352)	228	–	–	–	(16)	–	109	370	691	–	691
<b>Total infrastructure, property, plant and equipment</b>	<b>378,086</b>	<b>(123,472)</b>	<b>254,614</b>	<b>2,012</b>	<b>666</b>	<b>(360)</b>	<b>(5,779)</b>	<b>1,014</b>	<b>109</b>	<b>13,659</b>	<b>399,758</b>	<b>(133,823)</b>	<b>265,935</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).



## C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period						At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>												
Capital work in progress	4,292	–	4,292	2,385	–	–	–	(1,432)	–	5,245	–	5,245
Plant and equipment	7,412	(4,483)	2,929	–	326	(533)	–	–	–	7,738	(5,016)	2,722
Office equipment	1,352	(1,040)	312	–	30	(48)	–	–	–	1,382	(1,088)	294
Furniture and fittings	186	(142)	44	–	–	(8)	–	–	–	186	(150)	36
<b>Land:</b>												
– Operational land	1,573	–	1,573	–	–	–	–	–	295	1,868	–	1,868
– Community land	1,558	–	1,558	–	–	–	–	–	78	1,636	–	1,636
<b>Infrastructure:</b>												
– Buildings – non-specialised	15,772	(9,137)	6,635	–	1,485	(511)	–	–	940	17,392	(8,843)	8,549
– Buildings – specialised	6,561	(3,008)	3,553	–	–	(186)	–	–	3,082	9,502	(3,053)	6,449
– Other structures	3,585	(737)	2,848	175	–	(115)	–	–	195	4,016	(912)	3,104
– Roads	131,606	(59,926)	71,680	5,813	–	(2,796)	(5,073)	1,432	4,070	146,628	(71,502)	75,126
– Bridges	49,090	(15,305)	33,785	–	–	(409)	–	–	1,973	51,991	(16,642)	35,349
– Footpaths	2,216	(739)	1,477	–	–	(22)	–	–	86	2,347	(806)	1,541
– Bulk earthworks (non-depreciable)	70,317	–	70,317	1,537	–	–	–	–	4,156	76,010	–	76,010
– Stormwater drainage	12,367	(4,889)	7,478	1,371	–	(103)	–	–	568	14,691	(5,377)	9,314
– Sewerage network	25,399	(6,569)	18,830	–	313	(258)	–	–	1,432	27,670	(7,353)	20,317
– Swimming pools	7,832	(1,530)	6,302	60	–	(165)	–	–	439	8,452	(1,816)	6,636
<b>Other assets:</b>												
– Library books	646	(489)	157	–	21	(28)	–	–	–	668	(518)	150
– Other	79	(40)	39	–	–	(1)	–	–	3	84	(44)	40
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>												
– Tip assets	625	(332)	293	–	–	(20)	–	(45)	–	580	(352)	228
<b>Total infrastructure, property, plant and equipment</b>	<b>342,468</b>	<b>(108,366)</b>	<b>234,102</b>	<b>11,341</b>	<b>2,175</b>	<b>(5,203)</b>	<b>(5,073)</b>	<b>(45)</b>	<b>17,317</b>	<b>378,086</b>	<b>(123,472)</b>	<b>254,614</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## C1-6 Infrastructure, property, plant and equipment (continued)

### Material accounting policy information

#### Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

	Useful lives
Plant, office equipment, furniture and fittings	10
Infrastructure:	
– Buildings and other structures	20 to 40
– Roads, bridges and footpaths	19 to 160
– Bulk earthworks	infinite
– Stormwater drainage	109 to 120
– Sewerage network	15 to 85
– Open space / recreational assets	10 to 80
– Swimming pools	15 to 50
Library Books	10
Playground equipment, benches	5 to 20
Tip assets	25

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

#### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

#### Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

#### Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council have made the position that legislated ownership is not an Accounting Standard for the recognition of Property, Plant, and Equipment assets. Council will not be recognising Rural Fire Service Assets.

## C2 Leasing activities

### C2-1 Council as a lessee

Council has no leases in 2024 but had a plant lease in 2023. Information relating to the leases in place and associated balances and transactions is provided below.

#### Terms and conditions of leases

##### Plant

Council leases an item of plant with lease terms of 5 years; the lease payments are fixed during the lease term and there is no renewal option.

#### (a) Right of use assets

\$ '000	Plant & Equipment	Total
<b>2024</b>		
Depreciation charge	-	-
<b>Balance at 30 June</b>	<b>-</b>	<b>-</b>
<b>2023</b>		
Opening balance at 1 July	8	8
Depreciation charge	(8)	(8)
<b>Balance at 30 June</b>	<b>-</b>	<b>-</b>

## C2-1 Council as a lessee (continued)

### (b) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2024	2023
Depreciation of right of use assets	–	8
Expenses relating to leases of low-value assets	10	16
	<b>10</b>	<b>24</b>

### (c) Statement of Cash Flows

Total cash outflow for leases	–	9
	<b>–</b>	<b>9</b>

### (d) Leases at significantly below market value – concessionary / peppercorn leases

Council has leases at significantly below market for a buildings which are used for:

- community arts centre
- railway station, used for recreation

The leases are generally varying terms and require payments of a maximum amount of \$500 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

#### Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties to community groups and for medical services; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

– property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-6).

<b>\$ '000</b>	<b>2024</b>	<b>2023</b>
<b>(ii) Assets held as property, plant and equipment</b>		
Council provides operating leases on Council buildings for the purpose of medical services and community groups,		
Lease income (excluding variable lease payments not dependent on an index or rate)	<b>147</b>	97
<b>Total income relating to operating leases for Council assets</b>	<b>147</b>	97

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Goods and services – operating expenditure	2,796	–	2,645	–
Accrued expenses:				
– Borrowings	18	–	19	–
– Salaries and wages	201	6	197	4
– Other expenditure accruals	52	–	46	–
Security bonds, deposits and retentions	329	–	218	–
Prepaid rates	118	–	97	–
<b>Total payables</b>	<b>3,514</b>	<b>6</b>	<b>3,222</b>	<b>4</b>

#### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	3,067	-	4,106	-
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	-	-	14	-
<b>Total grants received in advance</b>		<b>3,067</b>	<b>-</b>	<b>4,120</b>	<b>-</b>
<b>Total contract liabilities</b>		<b>3,067</b>	<b>-</b>	<b>4,120</b>	<b>-</b>

### Notes

(i) Council has received funding to construct assets including sporting facilities, and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

### Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2024	2023
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	1,434	5,189
Operating grants (received prior to performance obligation being satisfied)	14	339
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>1,448</b>	<b>5,528</b>

## C3-3 Borrowings

\$ '000	2024		2023	
	Current	Non-current	Current	Non-current
Loans – secured <sup>1</sup>	419	3,256	407	3,675
<b>Total borrowings</b>	<b>419</b>	<b>3,256</b>	<b>407</b>	<b>3,675</b>

(1) Loans for infrastructure are secured over the general rating income of Council, loans for plant purchases are secured against the plant item.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

### (a) Changes in liabilities arising from financing activities

\$ '000	2023		Non-cash movements				2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	4,082	(407)	-	-	-	-	3,675
Lease liability (Note C2-1b)	-	-	-	-	-	-	-
<b>Total liabilities from financing activities</b>	<b>4,082</b>	<b>(407)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,675</b>

\$ '000	2022		Non-cash movements				2023
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	4,480	(398)	-	-	-	-	4,082
Lease liability (Note C2-1b)	9	(9)	-	-	-	-	-
<b>Total liabilities from financing activities</b>	<b>4,489</b>	<b>(407)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,082</b>

### (b) Financing arrangements

\$ '000	2024	2023
<b>Total facilities</b>		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities <sup>1</sup>	1,000	250
Credit cards/purchase cards	50	50
<b>Total financing arrangements</b>	<b>1,050</b>	<b>300</b>
<b>Drawn facilities</b>		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	15	12
<b>Total drawn financing arrangements</b>	<b>15</b>	<b>12</b>
<b>Undrawn facilities</b>		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	1,000	250
– Credit cards/purchase cards	35	38
<b>Total undrawn financing arrangements</b>	<b>1,035</b>	<b>288</b>

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.



### C3-4 Employee benefit provisions

\$ '000	2024	2024	2023	2023
	Current	Non-current	Current	Non-current
Annual leave	538	–	466	–
Long service leave	541	144	620	85
<b>Total employee benefit provisions</b>	<b>1,079</b>	<b>144</b>	<b>1,086</b>	<b>85</b>

#### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	799	885
	<b>799</b>	<b>885</b>

#### Material accounting policy information

##### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

## C3-5 Provisions

\$ '000	2024		2023	
	Current	Non-Current	Current	Non-Current
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	695	–	561
<b>Total provisions</b>	<b>–</b>	<b>695</b>	<b>–</b>	<b>561</b>

### Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
<b>2024</b>		
At beginning of year	561	561
Unwinding of discount	24	24
Additional provisions	161	161
Remeasurement effects	(51)	(51)
Total other provisions at end of year	695	695
<b>2023</b>		
At beginning of year	581	581
Unwinding of discount	23	23
Remeasurement effects	(43)	(43)
Total other provisions at end of year	561	561

### Nature and purpose of provisions

#### Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

#### Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

#### Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **IPPE Revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Council structure

### D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

#### D1-1 Income Statement by fund

\$ '000	General 2024	Sewer 2024
<b>Income from continuing operations</b>		
Rates and annual charges	3,654	694
User charges and fees	5,308	41
Interest and investment income	302	7
Other revenues	181	–
Grants and contributions provided for operating purposes	14,499	–
Grants and contributions provided for capital purposes	2,438	26
Net gains from disposal of assets	113	–
Other income	1,039	–
<b>Total income from continuing operations</b>	<b>27,534</b>	<b>768</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	6,479	522
Materials and services	13,307	582
Borrowing costs	172	–
Depreciation, amortisation and impairment of non-financial assets	5,496	283
Other expenses	389	–
<b>Total expenses from continuing operations</b>	<b>25,843</b>	<b>1,387</b>
<b>Operating result from continuing operations</b>	<b>1,691</b>	<b>(619)</b>
<b>Net operating result for the year</b>	<b>1,691</b>	<b>(619)</b>
<b>Net operating result attributable to each council fund</b>	1,691	(619)
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(747)</b>	<b>(645)</b>

## D1-2 Statement of Financial Position by fund

\$ '000	General 2024	Sewer 2024
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	17,608	481
Receivables	904	101
Inventories	221	–
Contract assets and contract cost assets	2,269	–
<b>Total current assets</b>	<b>21,002</b>	<b>582</b>
<b>Non-current assets</b>		
Receivables	26	–
Inventories	83	–
Infrastructure, property, plant and equipment	244,774	21,161
Investments accounted for using the equity method	40,055	–
<b>Total non-current assets</b>	<b>284,938</b>	<b>21,161</b>
<b>Total assets</b>	<b>305,940</b>	<b>21,743</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	3,514	–
Contract liabilities	3,067	–
Borrowings	419	–
Employee benefit provision	1,044	35
<b>Total current liabilities</b>	<b>8,044</b>	<b>35</b>
<b>Non-current liabilities</b>		
Payables	6	–
Borrowings	3,256	–
Employee benefit provision	144	–
Provisions	695	–
<b>Total non-current liabilities</b>	<b>4,101</b>	<b>–</b>
<b>Total liabilities</b>	<b>12,145</b>	<b>35</b>
<b>Net assets</b>	<b>293,795</b>	<b>21,708</b>
<b>EQUITY</b>		
Accumulated surplus	179,601	14,149
Revaluation reserves	114,194	7,559
<b>Council equity interest</b>	<b>293,795</b>	<b>21,708</b>
<b>Total equity</b>	<b>293,795</b>	<b>21,708</b>

## D2 Interests in other entities

\$ '000	Council's share of net assets	
	2024	2023
<b>Council's share of net assets</b>		
<b>Net share of interests in joint ventures and associates using the equity method – assets</b>		
Associates	40,055	37,574
<b>Total net share of interests in joint ventures and associates using the equity method – assets</b>	<b>40,055</b>	<b>37,574</b>
Total Council's share of net assets	40,055	37,574

### Interests in associates

#### Net carrying amounts – Council's share

\$ '000	Place of business	Nature of relationship	Interest in ownership			
			2024	2023	2024	2023
Central Tablelands Water County Council	Blayney	Associate	33%	33%	40,055	37,574
<b>Total carrying amounts – material associates</b>					<b>40,055</b>	<b>37,574</b>

#### Central Tablelands Water County Council

Central Tablelands Water County Council is a water authority supplying water to the shires of Blayney, Weddin and Cabonne.

Council has incorporated the following associates into its consolidated financial statements. Note this information is based upon financial statements for the year ended 30 June 2024 being the most recent financial statements available.

#### Details

	Principal activity	Measurement method
Central Tablelands Water County Council	Maintains and administers water supply schemes	Equity method

#### Relevant interests and fair values

	Interest in outputs		Proportion of voting power	
	2024	2023	2024	2023
Central Tablelands Water County Council	33%	33%	33%	33%

## D2-1 Interests in associates (continued)

## Summarised financial information for associates

\$ '000	Central Tablelands Water County Council	
	2024	2023
<b>Statement of financial position</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,658	2,268
Other current assets	10,867	8,958
<b>Non-current assets</b>	<b>109,780</b>	<b>103,097</b>
<b>Current liabilities</b>		
Other current liabilities	2,101	1,569
<b>Non-current liabilities</b>		
Non-current financial liabilities (excluding trade and other payables and provisions)	27	21
<b>Net assets</b>	<b>120,177</b>	<b>112,733</b>
<b>Statement of comprehensive income</b>		
Income	10,373	8,639
Interest income	546	289
Depreciation and amortisation	(3,014)	(2,727)
Other expenses	(5,228)	(5,073)
<b>Profit/(loss) from continuing operations</b>	<b>2,677</b>	<b>1,128</b>
<b>Profit/(loss) for period</b>	<b>2,677</b>	<b>1,128</b>
Other comprehensive income	4,767	7,430
<b>Total comprehensive income</b>	<b>7,444</b>	<b>8,558</b>
<b>Share of income – Council (%)</b>	<b>33%</b>	<b>33%</b>
<b>Profit/(loss) – Council (\$)</b>	<b>892</b>	<b>376</b>
<b>Total comprehensive income – Council (\$)</b>	<b>2,481</b>	<b>2,852</b>
<b>Reconciliation of the carrying amount</b>		
Opening net assets (1 July)	112,733	104,175
Profit/(loss) for the period	2,677	1,128
Other comprehensive income – revaluations	4,767	7,430
<b>Closing net assets</b>	<b>120,177</b>	<b>112,733</b>
<b>Council's share of net assets (%)</b>	<b>33%</b>	<b>33%</b>
<b>Council's share of net assets (\$)</b>	<b>40,055</b>	<b>37,574</b>

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with the s 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the financial instruments held are:

- interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

#### (a) Market risk – interest rate and price risk

\$ '000	2024	2023
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	82	57

#### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.



## E1-1 Risks relating to financial instruments held (continued)

### Credit risk profile

#### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue rates and annual charges			Total
	Not yet overdue	< 5 years	≥ 5 years	
<b>2024</b>				
Gross carrying amount	–	458	134	592
2023				
Gross carrying amount	–	364	121	485

#### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	<30 days overdue	30 - 60 days overdue	60 - 90 days overdue	> 90 days overdue	Total
<b>2024</b>						
Gross carrying amount	2,584	91	5	11	31	2,722
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	45.00%	0.51%
<b>ECL provision</b>	–	–	–	–	14	14
2023						
Gross carrying amount	12,097	82	3	7	27	12,216
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	53.00%	0.12%
<b>ECL provision</b>	–	–	–	–	14	14

## E1-1 Risks relating to financial instruments held (continued)

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2024</b>							
Payables	0.00%	329	3,191	–	–	3,520	3,520
Borrowings	3.83%	–	552	2,253	1,920	4,725	3,675
<b>Total financial liabilities</b>		<b>329</b>	<b>3,743</b>	<b>2,253</b>	<b>1,920</b>	<b>8,245</b>	<b>7,195</b>
<b>2023</b>							
Payables	0.00%	218	3,008	–	–	3,226	3,226
Borrowings	3.83%	–	556	2,554	2,045	5,155	4,082
<b>Total financial liabilities</b>		<b>218</b>	<b>3,564</b>	<b>2,554</b>	<b>2,045</b>	<b>8,381</b>	<b>7,308</b>

## E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2024	2023	2024	2023	2024	2023
<b>Recurring fair value measurements</b>							
<b>Infrastructure, property, plant and equipment</b>							
	C1-6						
Plant and equipment		–	–	2,613	2,722	2,613	2,722
Office equipment		–	–	247	294	247	294
Furniture and fittings		–	–	25	36	25	36
Operational land		–	–	1,835	1,868	1,835	1,868
Community land		–	–	1,698	1,636	1,698	1,636
Buildings – non specialised		–	–	8,265	8,549	8,265	8,549
Buildings – specialised		–	–	6,596	6,449	6,596	6,449
Other structures		–	–	3,171	3,104	3,171	3,104
Roads		–	–	77,054	75,126	77,054	75,126
Bridges		–	–	36,790	35,349	36,790	35,349
Footpaths		–	–	1,599	1,541	1,599	1,541
Bulk earthworks		–	–	80,092	76,010	80,092	76,010
Stormwater drainage		–	–	9,657	9,314	9,657	9,314
Sewerage network		–	–	21,050	20,317	21,050	20,317
Swimming pools		–	–	7,133	6,636	7,133	6,636
Library books		–	–	121	150	121	150
Other assets		–	–	41	40	41	40
Reinstatement tip assets		–	–	691	228	691	228
Work in Progress		–	–	7,257	5,245	7,257	5,245
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>265,935</b>	<b>254,614</b>	<b>265,935</b>	<b>254,614</b>

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Infrastructure, property, plant and equipment (IPPE) Plant & Equipment, Office Equipment and Furniture & Fittings

## E2-1 Fair value measurement (continued)

Plant & Equipment, Office Equipment and Furniture & Fittings are valued at cost. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items.

Examples of assets within these classes are as follows:

- Plant and Equipment - Graders, trucks, rollers, tractors and motor vehicles.
- Office Equipment - Computers, photocopiers, calculators etc.
- Furniture & Fittings - Chairs, desks etc.

There has been no change to the valuation process during the reporting period.

### Operational & Community Land

The valuation of Council's operational land was undertaken at 30 June 2023 by Shepherd Asset Management Services with the direct comparison method.

Community land values are based on the Land Value provided by the Valuer-General as these are considered representative of the actual market values in the Weddin Shire LGA. The valuations have been updated as at 30 June 2024.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation inputs.

### Buildings Non Specialised & Specialised

The valuation of Council's Buildings – Non-Specialised & Specialised was undertaken at 30 June 2023 by Shepherd Asset Management Services using the cost approach to determine Depreciated Replacement Cost.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation inputs.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### Other Structures

Other Structures were valued by Shepherd Asset Management Services Pty Ltd as at 30 June 2021. Examples of assets within this class are fencing, lighting, playground equipment etc. Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation inputs.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### Roads

Roads comprise road carriageway, roadside shoulders & kerb & gutter. The Cost Approach using Level 3 inputs was used to value this asset class. Valuations for this asset class were undertaken by Shepherd Asset Management Services as at 30 June 2020 based on actual costs and assumptions from Council's Engineering Department. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### Bridges

The Cost Approach using Level 3 inputs was used to value this asset class. Valuations for this asset class were undertaken by Shepherd Asset Management Services as at 30 June 2020 based on actual costs and assumptions from Council's Engineering Department. While all bridges were physically inspected and unit rates based on square metres were other inputs (such as estimates of residual value and pattern of consumption) require extensive professional judgement that impacts significantly on the final determination of fair value. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### Footpaths

## E2-1 Fair value measurement (continued)

The Cost Approach using Level 3 inputs was used to value this asset class. Valuations for this asset class were undertaken by Shepherd Asset Management Services as at 30 June 2020 based on actual costs and assumptions from Council's Engineering Department. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### **Bulk Earthworks**

The Cost Approach using Level 3 inputs was used to value this asset class. Valuations for this asset class were undertaken by Shepherd Asset Management Services as at 30 June 2020 based on actual costs and assumptions from Council's Engineering Department. No market based evidence (Level 2) inputs are available therefore Level 3 valuation inputs were used for this asset class.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### **Storm Water Drainage**

Assets within this class comprise pits and pipes.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

These assets were valued by Shepherd Asset Management Services as at 30 June 2020.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### **Sewerage Network**

Assets within this class comprise treatment works, pumping stations and, sewerage mains.

The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar may be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, residual value, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally, due to limitations in the historical records of very long-lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets.

The Sewerage Network was valued by Shepherd Asset Management Services Pty Ltd as at 30 June 2022.

These assets are indexed each year in line with the NSW Reference Rates Manual as published by the Department of Primary Industries Water.

### **Swimming Pools**

Other Structures including Swimming Pools were internally accessed as at 30 June 2021.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation inputs.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### **Library Books**

Library Books were valued using the cost approach. The carrying amount of these assets is assumed to approximate fair value due to the nature of the items. No market based evidence (Level 2) could be supported as such these assets were all classified as having been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

## E2-1 Fair value measurement (continued)

### Other Assets

This asset class relates to the town clock which was valued by Shepherd Asset Management Services Pty Ltd as at 30 June 2021.

Since extensive professional judgements were required to determine the inputs these assets were classified as having been valued using Level 3 valuation inputs.

In June 2024, Council has undertaken a fair value assessment to index this asset class to ensure the carrying approximates the fair value.

### Reinstatement Tip Assets

Valuation Techniques: 'Cost approach'

Inputs Used (Level 3): Unit rates, useful life, asset condition, dimensions and specifications.

It has been recognised that there will be significant costs associated with the closure and post closure management of tip/landfill sites. Closure of the landfill sites will involve a wide range of activities including final capping of the landfill waste and site re-vegetation, monitoring of landfill gas, revision of the surface water management system and leachate management infrastructure to suit post-closure operation.

Valuations are based on actual timing of costs and future management requirements.

## Fair value measurements using significant unobservable inputs (level 3)

### Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/24) 2024	Valuation technique/s	Unobservable inputs
<b>Infrastructure, property, plant and equipment</b>			
Plant, equipment, furniture, fittings and office equipment	2,885	Refer to Note E2-1	Current replacement cost of modern equivalent, asset condition, useful life, increase/decrease in cost of unit or useful life
Operational land	1,835	Refer to Note E2-1	Land value, land area, price per square metre
Community land	1,698	Refer to Note E2-1	Land value, land area, restrictions
Buildings	14,861	Refer to Note E2-1	Current replacement cost of modern equivalent using componentisation, asset condition, remaining useful lives
Roads, Bridges, Footpaths, Earthworks	195,535	Refer to Note E2-1	Asset condition, remaining useful lives using componentisation, increase/decrease in cost of unit
Other Structures, Pools, Library Assets, Town Clock, Work in Progress	17,723	Refer to Note E2-1	Asset condition, remaining useful lives using componentisation, increase/decrease in cost of unit
Drainage Network	9,657	Refer to Note E2-1	Asset condition, remaining lives, increase/decrease in cost of unit
Sewerage Network	21,050	Refer to Note E2-1	Asset condition, remaining useful lives using componentisation, increase/decrease in cost of unit
Reinstatement Tip Assets	691	Refer to Note E2-1	Environmental legislation, timing of expected cash outflows, asset condition, increase/decrease in cost of unit

## E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Total IPP&E	
	2024	2023
<b>Opening balance</b>	<b>254,614</b>	234,102
<b>Total gains or losses for the period</b>		
Recognised in other comprehensive income – revaluation surplus	<b>14,673</b>	17,317
<b>Other movements</b>		
Purchases (GBV)	<b>2,678</b>	13,516
Disposals (WDV)	<b>(360)</b>	–
Depreciation and impairment	<b>(5,779)</b>	(10,276)
Other movement - Adjustments & Transfers	<b>109</b>	(45)
<b>Closing balance</b>	<b>265,935</b>	254,614

Information relating to the transfers into and out of the level 3 fair valuation hierarchy includes:

No transfers were made in or out of the Level 3 Fair value Hierarchy

### Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 8.0% of salaries for the year ending 30 June 2023 (increasing to 8.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million for 1 January 2022 to 31 December 2024, apportioned according to each employee's share of the accrued liabilities as at the 30 June 2022. These past service contributions are used to maintain the adequacy of the funding position for accrued liabilities..

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.



## E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2023 was \$39,756.33. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2022.

Council's expected contribution to the plan for the next annual reporting period is \$27,361.80.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2023 is:

<b>Employer reserves only *</b>	<b>\$millions</b>	<b>Asset Coverage</b>
Assets	2,290.9	
Past Service Liabilities	2,236.1	102.4%
Vested Benefits	2,253.6	101.7%

\* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.11%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation *	3.5% per annum
Increase in CPI	6.0% for FY 22/23 2.5% per annum thereafter

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2023.

### (ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

## E3-1 Contingencies (continued)

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### (iv) Other guarantees

Council has provided no other guarantees other than those listed above.

## 2. Other liabilities

### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

## ASSETS NOT RECOGNISED

### (i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

### (ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

### (iii) Rural Fire Service Assets

Throughout the shire there are numerous rural fire appliances and associated rural fire fighting equipment.

These assets are under the control of the Rural Fire Services to enable that Department to provide bushfire protection defences set out in their Service Level Agreement with Council. As Council does not have control over these assets Council does not recognise these as assets in our financial statements.

In accordance with normal Rural Fire Service funding arrangements, Council continues to contribute to the costs of maintenance of this equipment.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2024	2023
<b>Compensation:</b>		
Short-term benefits	862	851
Post-employment benefits	73	–
Other long-term benefits	11	70
Termination benefits	–	65
<b>Total</b>	<b>946</b>	<b>986</b>

#### Other transactions with KMP and their related parties

With the exception of the purchase of water from Central Tablelands Water Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed. Further information in relation to transactions with Central Tablelands Water is disclosed below.

Council has significant influence over Central Tablelands Water as it retains 33.33% of its voting power. During the financial year transactions totalling \$93,774 (2023 - \$156,593) were undertaken with Central Tablelands Water for the purchase of water. These transactions were undertaken on the same terms and conditions as those offered to the General Public.

## F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	28	27
Councillors' fees	117	115
Other Councillors' expenses (including Mayor)	21	14
<b>Total</b>	<b>166</b>	<b>156</b>

## F2 Other relationships

### F2-1 Audit fees

\$ '000	2024	2023
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
<b>Auditors of the Council - NSW Auditor-General:</b>		
<b>(i) Audit and other assurance services</b>		
Audit and review of financial statements	67	45
<b>Total Auditor-General remuneration</b>	<b>67</b>	<b>45</b>
<b>Total audit fees</b>	<b>67</b>	<b>45</b>

## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of Operating Result

\$ '000	2024	2023
<b>Net operating result from Income Statement</b>	<b>1,072</b>	14,343
<b>Add / (less) non-cash items:</b>		
Depreciation and amortisation	5,779	5,211
(Gain) / loss on disposal of assets	(113)	(42)
Unwinding of discount rates on reinstatement provisions	24	23
Share of net (profits)/losses of associates/joint ventures using the equity method	(892)	(376)
<b>Movements in operating assets and liabilities and other cash items:</b>		
(Increase) / decrease of receivables	350	(473)
(Increase) / decrease of inventories	4	101
(Increase) / decrease of contract asset	8,989	(11,258)
Increase / (decrease) in payables	151	1,871
Increase / (decrease) in accrued interest payable	(1)	21
Increase / (decrease) in other accrued expenses payable	12	69
Increase / (decrease) in other liabilities	132	(9)
Increase / (decrease) in contract liabilities	(1,053)	(3,459)
Increase / (decrease) in employee benefit provision	52	72
Increase / (decrease) in other provisions	110	(43)
<b>Net cash flows from operating activities</b>	<b>14,616</b>	<b>6,051</b>

#### (b) Non-cash investing and financing activities

Non Cash Movement in Garbage Tip Asset	109	(43)
<b>Total non-cash investing and financing activities</b>	<b>109</b>	<b>(43)</b>

## G2-1 Commitments

### Capital commitments (exclusive of GST)

\$ '000	2024	2023
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Road infrastructure	7,164	33,922
<b>Total commitments</b>	<b>7,164</b>	<b>33,922</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	6,868	16,961
Later than one year and not later than 5 years	296	16,961
<b>Total payable</b>	<b>7,164</b>	<b>33,922</b>
<b>Sources for funding of capital commitments:</b>		
Externally restricted reserves	-	6,429
Future grants and contributions	7,164	27,493
<b>Total sources of funding</b>	<b>7,164</b>	<b>33,922</b>

## G3-1 Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

## G4 Statement of developer contributions

### G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
S64 contributions	102	26	-	-	-	-	128	-	
<b>Total contributions</b>	<b>102</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>128</b>	<b>-</b>	

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

## G5 Statement of performance measures

### G5-1 Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Indicators		Benchmark
	2024	2024	2023	2022	
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>(2,397)</b>	<b>(9.65)%</b>	14.03%	(14.09)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>24,833</b>				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>10,334</b>	<b>37.86%</b>	39.04%	38.27%	> 60.00%
Total continuing operating revenue <sup>1</sup>	<b>27,297</b>				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	<b>11,837</b>	<b>2.83x</b>	3.06x	3.37x	> 1.50x
Current liabilities less specific purpose liabilities	<b>4,178</b>				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>3,554</b>	<b>6.14x</b>	15.52x	4.71x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>579</b>				
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding	<b>592</b>	<b>12.15%</b>	10.51%	9.02%	< 10.00%
Rates and annual charges collectable	<b>4,874</b>				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	<b>18,089</b>	<b>9.39 months</b>	4.49 months	13.46 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	<b>1,927</b>				

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method



## G5-2 Statement of performance measures by fund

\$ '000	General Indicators <sup>3</sup>		Sewer Indicators		Benchmark
	2024	2023	2024	2023	
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>					
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>(7.27)%</b>	16.20%	<b>(86.93)%</b>	(74.42)%	> 0.00%
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>					
Total continuing operating revenue <sup>1</sup>	<b>36.16%</b>	38.01%	<b>96.61%</b>	93.65%	> 60.00%
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions					
Current liabilities less specific purpose liabilities	<b>2.83x</b>	3.06x	<b>16.63x</b>	47.58x	> 1.50x
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>					
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>6.76x</b>	15.90x	∞	∞	> 2.00x
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding					
Rates and annual charges collectable	<b>11.99%</b>	12.14%	<b>12.97%</b>	0.00%	< 10.00%
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits					
Monthly payments from cash flow of operating and financing activities	<b>9.60 months</b>	4.10 months	<b>5.23 months</b>	11.34 months	> 3.00 months

(1) - (2) Refer to Notes at Note G4-1 above.

(3) General fund refers to all of Council's activities except for its sewer activities which are listed separately.

**End of the audited financial statements**

## H Additional Council disclosures (unaudited)

### H1-1 Council information and contact details

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**Principal place of business:**

Corner of Camp & Weddin Streets  
Grenfell NSW 2810

#### Contact details

**Mailing Address:**

PO Box 125  
GRENFELL NSW 2810

**Telephone:** 02 6343 1212

**Opening hours:**

8.30 am - 4.00 pm Monday - Friday  
Grenfell Waste Depot:  
Tue, Thurs, Sat, Sun: 10.00 am - 4.00 pm

**Internet:** [www.weddin.nsw.gov.au](http://www.weddin.nsw.gov.au)

**Email:** [mail@weddin.nsw.gov.au](mailto:mail@weddin.nsw.gov.au)

#### Officers

**General Manager**

Noreen Vu

**Responsible Accounting Officer**

John Thompson

**Public Officer**

John Thompson

**Auditors**

Audit Office of NSW  
GPO Box 12  
Sydney NSW 2001

#### Elected members

**Mayor**

Paul Best

**Councillors**

Cr Colleen Gorman  
Cr John Niven  
Cr Jeanne Montgomery  
Cr Simon Rolls  
Cr Michael Neill  
Cr Wezley Markin  
Cr Chad White  
Cr Paul Best  
Cr Jan Parlett

#### Other information

**ABN:** 73 819 323 291



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Weddin Shire Council

To the Councillors of Weddin Shire Council

### Opinion

I have audited the accompanying financial statements of Weddin Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

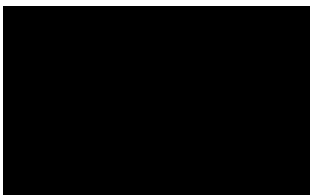
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Min Cui  
Delegate of the Auditor-General for New South Wales

31 October 2024  
SYDNEY

Paul Best  
Mayor  
Weddin Shire Council  
PO Box 125  
GRENFELL NSW 2810

Contact: Min Cui  
Phone no: 02 9275 7419  
Our ref: R008-2124742775-334

31 October 2024

Dear Mayor

## Report on the Conduct of the Audit for the year ended 30 June 2024 Weddin Shire Council

I have audited the general purpose financial statements (GPFS) of the Weddin Shire Council (the Council) for the year ended 30 June 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

### INCOME STATEMENT

#### Operating result

	2024	2023*	Variance
	\$m	\$m	%
Rates and annual charges revenue	4.3	4.2	2.4
Grants and contributions revenue	16.9	22.7	25.2
Operating result from continuing operations	1.1	14.3	92.3
Net operating result before capital grants and contributions	(1.4)	4.2	133.3

Rates and annual charges revenue (\$4.3 million) increased by \$0.1 million (2.4 per cent) in 2023–24 due to rate peg increase of 3.7 per cent together with associated changes in total rateable properties.

Grants and contributions revenue (\$16.9 million) decreased by \$5.8 million (25.2 per cent) in 2023–24 due to:

- increase of \$3.4 million of flood damage grants recognised during the reporting period

- decrease of \$6.1 million of grants recognised received for fixing local roads grants which were not received in 2024.
- receiving 85 per cent of the financial assistance grants for 2024-25 in advance (100 per cent in 2022-23)

Council's operating result from continuing operations (\$1.1 million including depreciation, amortisation and impairment expense of \$5.8 million) was \$13.2 million lower than the 2022–23 result. This correlates to the decline in grants and contributions revenue covered above, as well as reduced user fees and charges revenue linked to the Transport for NSW Road Maintenance Council Contracts (RMCC) contributions, which declined by \$4.3 million in the reporting period.

The net operating result before capital grants and contributions (loss of \$1.4 million) was \$5.6 million lower than the 2022–23 result. This correlates to the reduction in grants and contributions revenue as capital grants received were the primary cause for this reduction.

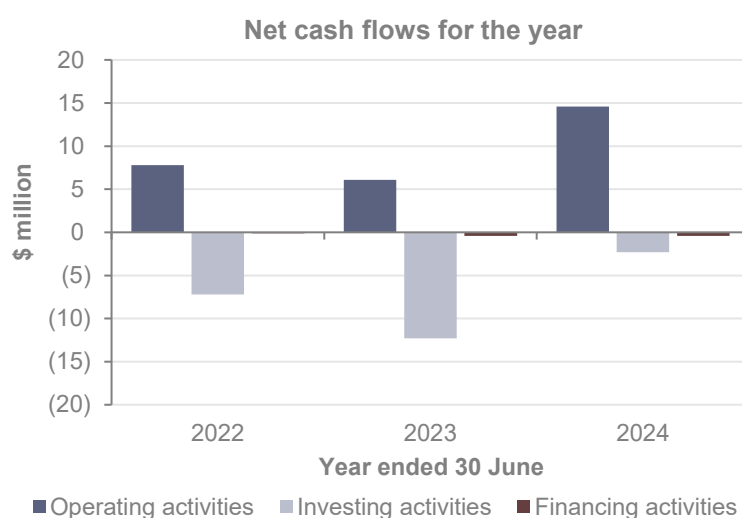
## STATEMENT OF CASH FLOWS

Council's cash and cash equivalents was \$18.1 million (\$6.1 million for the year ended 30 June 2023). There was a net increase in cash and cash equivalents of \$12.0 million during the 2023-24 financial year.

Net cash provided by operating activities has increased by \$8.5 million which is due to invoicing and receipt of funding for amounts held as contract assets in the 2022-23 year.

Net cash used in investing activities has decreased by \$10.0 million due to a decline in payments for IPPE. Council prioritised maintenance and repair works in the 2023-24 year as these were linked to performance obligations in grants received.

Net cash flows used in financing activities remained relatively stable at \$0.4 million.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>18.1</b>	<b>6.1</b>	Externally restricted balances comprise mainly of developer contributions, water and sewer funds.
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by council policies or decisions, which are subject to change. There was no internal allocations in the 2022-23 year as unrestricted cash was not available to allocate.
• External restrictions	9.6	7.3	
• Internal allocations	7.8	-	



## Debt

At 30 June 2024, Council had:

- \$3.7 million in secured loans (\$4.1 million in 2022-23)
- \$1.0 million in approved overdraft facility with \$nil drawn down.
- \$0.05 million in credit card facility with \$0.015 million used.

## PERFORMANCE

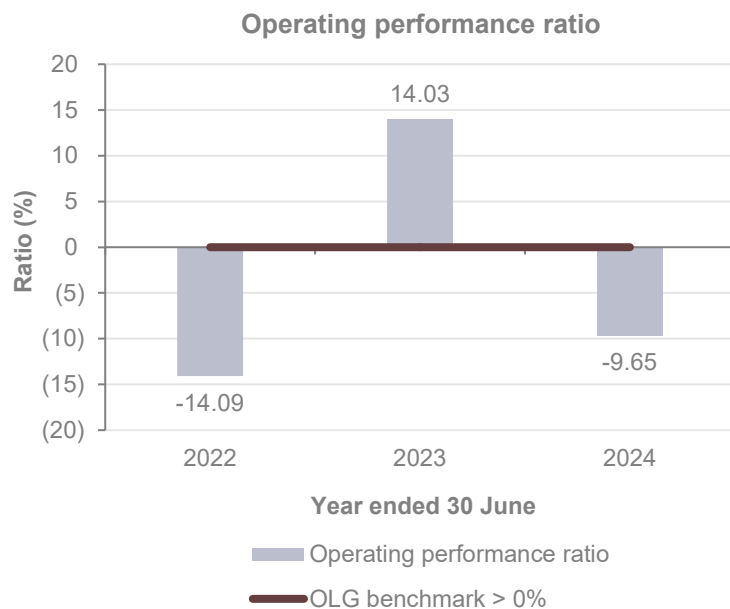
### Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

#### Operating performance ratio

Council did not meet the benchmark for the current reporting period.

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.



#### Own source operating revenue ratio

Council did not meet the benchmark for the current reporting period.

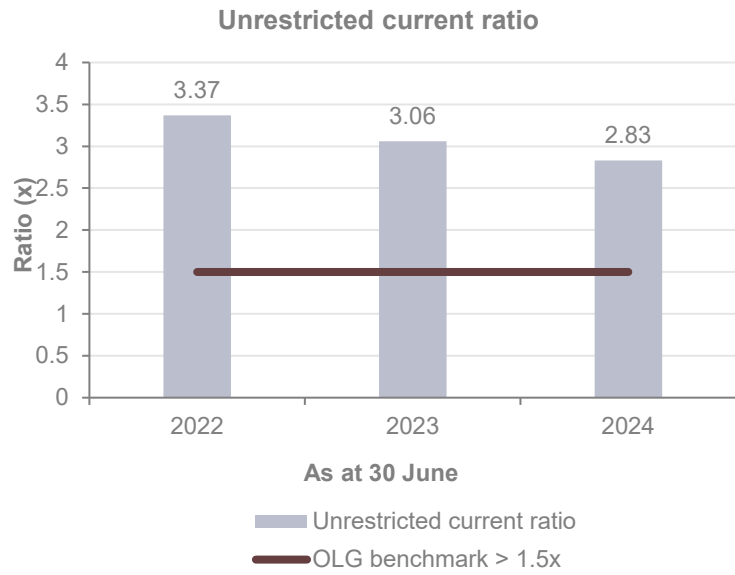
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



### Unrestricted current ratio

Council exceeded the benchmark for the current reporting period.

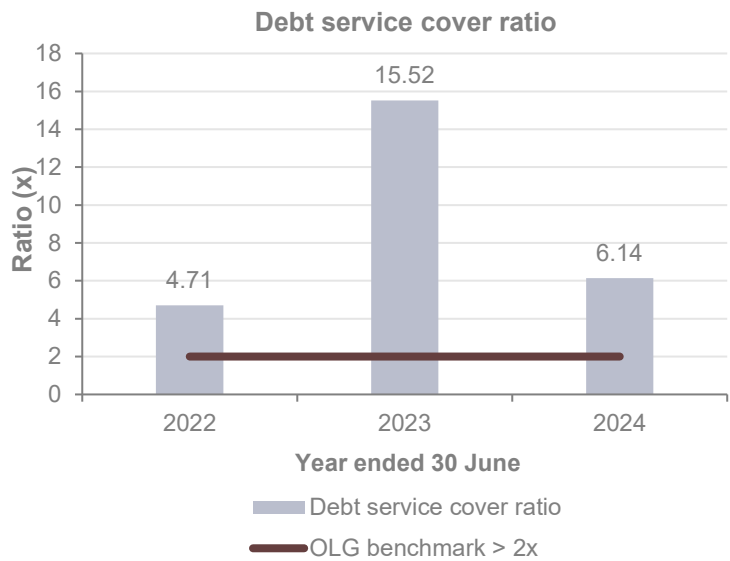
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.



### Debt service cover ratio

Council exceeded the benchmark for the current reporting period.

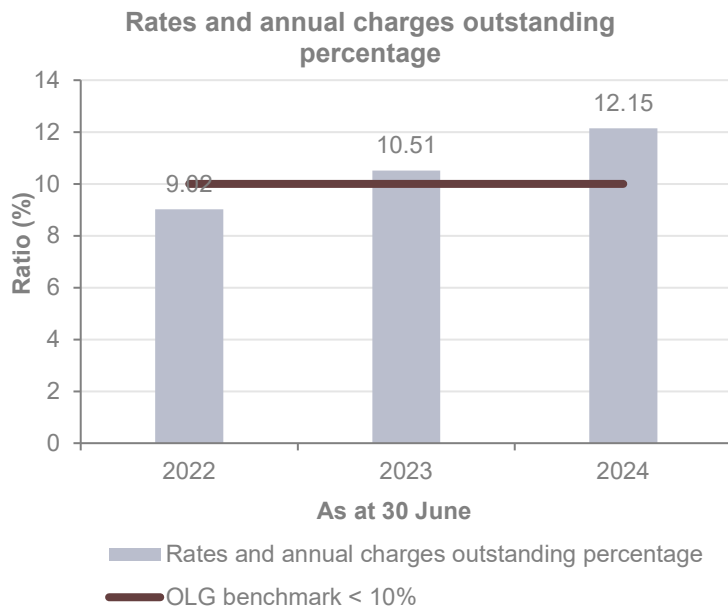
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



### Rates and annual charges outstanding percentage

Council did not meet the benchmark for the current reporting period.

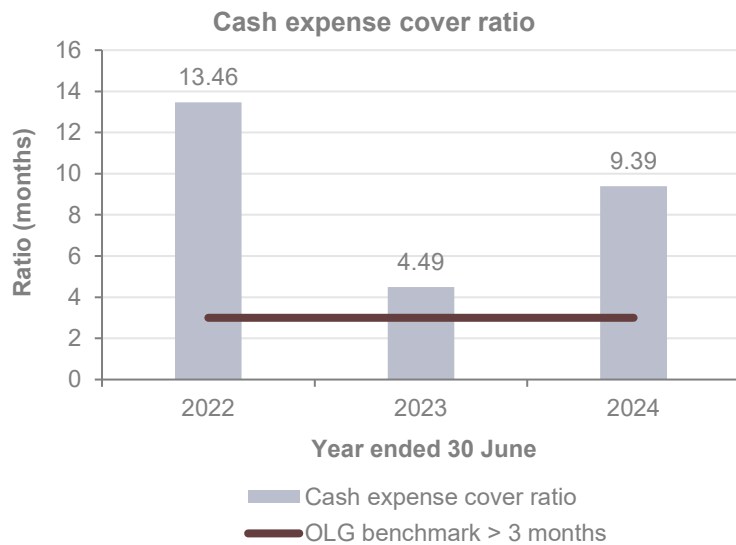
The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.



### Cash expense cover ratio

Council exceeded the benchmark for the current reporting period.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



### Infrastructure, property, plant and equipment renewals

Council renewed \$2.0 million of infrastructure, property, plant and equipment during the 2023-24 financial year. This was mainly spent on roads, repairing assets damaged by natural disasters. A further \$0.7 million was spent on new assets.

## OTHER MATTERS

### Legislative compliance

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

The Council's:

- accounting records were maintained in a manner and form that facilitated the preparation and the effective audit of the GPFS
- staff provided all accounting records and information relevant to the audit.



Min Cui  
Associate Director, Financial Audit

Delegate of the Auditor-General for New South Wales

# Weddin Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2024

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<b>Statement by Councillors and Management</b>	<b>3</b>
<b>Special Purpose Financial Statements:</b>	
Income Statement of water supply business activity	n/a
Income Statement of sewerage business activity	4
Income Statement of	n/a
Statement of Financial Position of water supply business activity	n/a
Statement of Financial Position of sewerage business activity	5
Statement of Financial Position of	n/a
<b>Note – Material accounting policy information</b>	<b>6</b>
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### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

# Weddin Shire Council

## Special Purpose Financial Statements

for the year ended 30 June 2024

### Statement by Councillors and Management

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#### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

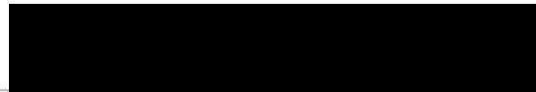
- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

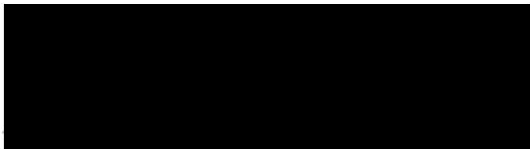
Signed in accordance with a resolution of Council made on 08 October 2024.



Paul Best  
Mayor  
08 October 2024



Colleen Gorman  
Councillor  
08 October 2024



Noreen Vu  
General Manager  
08 October 2024



John Thompson  
Responsible Accounting Officer  
08 October 2024

## Weddin Shire Council

### Income Statement of sewerage business activity

for the year ended 30 June 2024

\$ '000	2024	2023
<b>Income from continuing operations</b>		
Access charges	694	621
User charges	41	25
Interest and investment income	7	3
<b>Total income from continuing operations</b>	<b>742</b>	<b>649</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	522	362
Materials and services	582	512
Depreciation, amortisation and impairment	283	258
<b>Total expenses from continuing operations</b>	<b>1,387</b>	<b>1,132</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(645)</b>	<b>(483)</b>
Grants and contributions provided for capital purposes	26	44
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(619)</b>	<b>(439)</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>(619)</b>	<b>(439)</b>
<b>Surplus (deficit) after tax</b>	<b>(619)</b>	<b>(439)</b>
<b>Plus accumulated surplus</b>	<b>14,768</b>	15,207
<b>Plus adjustments for amounts unpaid:</b>		
<b>Closing accumulated surplus</b>	<b>14,149</b>	14,768
<b>Return on capital %</b>	<b>(3.0)%</b>	(2.4)%
<b>Subsidy from Council</b>	<b>1,555</b>	1,304
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	(619)	(439)
Less: capital grants and contributions (excluding developer contributions)	(26)	(44)
<b>Surplus for dividend calculation purposes</b>	<b>-</b>	<b>-</b>
<b>Potential dividend calculated from surplus</b>	<b>-</b>	<b>-</b>



## Weddin Shire Council

### Statement of Financial Position of sewerage business activity

as at 30 June 2024

\$ '000	2024	2023
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	481	826
Receivables	101	78
<b>Total current assets</b>	<b>582</b>	<b>904</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	21,161	20,427
<b>Total non-current assets</b>	<b>21,161</b>	<b>20,427</b>
<b>Total assets</b>	<b>21,743</b>	<b>21,331</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Employee benefit provisions	35	19
<b>Total current liabilities</b>	<b>35</b>	<b>19</b>
<b>Total liabilities</b>	<b>35</b>	<b>19</b>
<b>Net assets</b>	<b>21,708</b>	<b>21,312</b>
<b>EQUITY</b>		
Accumulated surplus	14,149	14,769
Revaluation reserves	7,559	6,543
<b>Total equity</b>	<b>21,708</b>	<b>21,312</b>

## Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2021 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

Nil

#### Category 2

(where gross operating turnover is less than \$2 million)

##### a. Grenfell Sewerage Service

Comprising the whole of the operations & net assets of the sewerage reticulation & treatment system servicing the town of Grenfell.

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

#### Notional rate applied (%)

Corporate income tax rate – **25%** (LY 25%)

## Note – Material accounting policy information (continued)

**Land tax** – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

**Payroll tax** – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

### Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

#### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

**Operating result before capital income + interest expense**

**Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.30% at 30/6/24.

#### (iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with the DPIE – Water guidelines and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2024 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

## Note – Material accounting policy information (continued)

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In accordance with the Best Practice Management of Water Supply and Sewer Guidelines, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are submitted to DPIE – Water.



## INDEPENDENT AUDITOR'S REPORT

### Report on the special purpose financial statements

#### Weddin Shire Council

To the Councillors of Weddin Shire Council

### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Weddin Shire Council's (the Council) Declared Business Activity, sewerage, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2024, the Statement of Financial Position of the Declared Business Activity as at 30 June 2024 and the Material accounting policy information note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2024, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

## **Other Information**

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

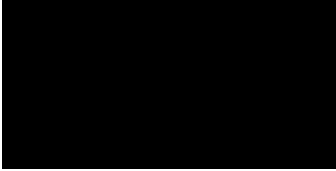
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Min Cui  
Delegate of the Auditor-General for New South Wales

31 October 2024  
SYDNEY

# Weddin Shire Council

SPECIAL SCHEDULES  
for the year ended 30 June 2024

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# Weddin Shire Council

## Special Schedules

for the year ended 30 June 2024

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<b>Special Schedules:</b>	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2024	7

## Weddin Shire Council

### Permissible income for general rates

\$ '000	Notes	Calculation 2023/24	Calculation 2024/25
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	3,043	3,070
Plus or minus adjustments <sup>2</sup>	b	(1)	1
<b>Notional general income</b>	c = a + b	<b>3,042</b>	<b>3,071</b>
<b>Permissible income calculation</b>			
Percentage increase	d	3.70%	4.70%
Plus percentage increase amount <sup>3</sup>	f = d x (c + e)	113	144
<b>Sub-total</b>	g = (c + e + f)	<b>3,155</b>	<b>3,215</b>
Plus (or minus) last year's carry forward total	h	1	86
<b>Sub-total</b>	j = (h + i)	<b>1</b>	<b>86</b>
<b>Total permissible income</b>	k = g + j	<b>3,156</b>	<b>3,301</b>
Less notional general income yield	l	3,070	3,310
<b>Catch-up or (excess) result</b>	m = k - l	<b>86</b>	<b>(9)</b>
<b>Carry forward to next year <sup>6</sup></b>	p = m + n + o	<b>86</b>	<b>(9)</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

#### Weddin Shire Council

To the Councillors of Weddin Shire Council

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Weddin Shire Council (the Council) for the year ending 30 June 2025.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2023–24 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2024 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2024.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Min Cui  
Delegate of the Auditor-General for New South Wales

31 October 2024  
SYDNEY

## Weddin Shire Council

## Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost		2023/24 Required maintenance <sup>a</sup>	2023/24 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Buildings	Buildings	82	82	82	63	14,861	27,914	41.0%	13.1%	45.9%	0.0%	0.0%
	<b>Sub-total</b>	<b>82</b>	<b>82</b>	<b>82</b>	<b>63</b>	<b>14,861</b>	<b>27,914</b>	<b>41.0%</b>	<b>13.1%</b>	<b>45.9%</b>	<b>0.0%</b>	<b>0.0%</b>
Other structures	Other structures	31	31	31	36	3,171	4,285	27.5%	32.6%	39.5%	0.2%	0.2%
	<b>Sub-total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>36</b>	<b>3,171</b>	<b>4,285</b>	<b>27.5%</b>	<b>32.6%</b>	<b>39.5%</b>	<b>0.2%</b>	<b>0.2%</b>
Roads	Transport Assets	1,246	1,246	1,246	1,581	195,535	291,850	38.8%	39.6%	13.2%	8.4%	0.0%
	<b>Sub-total</b>	<b>1,246</b>	<b>1,246</b>	<b>1,246</b>	<b>1,581</b>	<b>195,535</b>	<b>291,850</b>	<b>38.8%</b>	<b>39.6%</b>	<b>13.2%</b>	<b>8.4%</b>	<b>0.0%</b>
Sewerage network	Sewerage network	35	35	35	41	21,050	29,073	45.0%	21.2%	33.8%	0.0%	0.0%
	<b>Sub-total</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>41</b>	<b>21,050</b>	<b>29,073</b>	<b>45.0%</b>	<b>21.2%</b>	<b>33.8%</b>	<b>0.0%</b>	<b>0.0%</b>
Stormwater drainage	Stormwater	28	28	28	16	9,657	9,657	0.0%	0.0%	72.4%	27.6%	0.0%
	<b>Sub-total</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>16</b>	<b>9,657</b>	<b>9,657</b>	<b>0.0%</b>	<b>0.0%</b>	<b>72.4%</b>	<b>27.6%</b>	<b>0.0%</b>
Open space / recreational assets	Swimming pools	21	21	21	19	7,133	9,269	87.8%	0.0%	12.2%	0.0%	0.0%
	<b>Sub-total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>19</b>	<b>7,133</b>	<b>9,269</b>	<b>87.8%</b>	<b>0.0%</b>	<b>12.2%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total – all assets</b>		<b>1,443</b>	<b>1,443</b>	<b>1,443</b>	<b>1,756</b>	<b>251,407</b>	<b>372,048</b>	<b>39.5%</b>	<b>34.1%</b>	<b>19.1%</b>	<b>7.3%</b>	<b>0.0%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

## Weddin Shire Council

## Report on infrastructure assets as at 30 June 2024

## Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2024	Indicator 2024	Indicators		Benchmark
			2023	2022	
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>	—	<b>0.00%</b>	248.43%	0.00%	> 100.00%
Depreciation, amortisation and impairment	<b>5,170</b>				
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard	<b>1,443</b>	<b>0.56%</b>	0.51%	0.58%	< 2.00%
Net carrying amount of infrastructure assets	<b>258,664</b>				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	<b>1,756</b>	<b>121.69%</b>	136.42%	123.01%	> 100.00%
Required asset maintenance	<b>1,443</b>				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	<b>1,443</b>	<b>0.39%</b>	0.36%	0.41%	
Gross replacement cost	<b>372,048</b>				

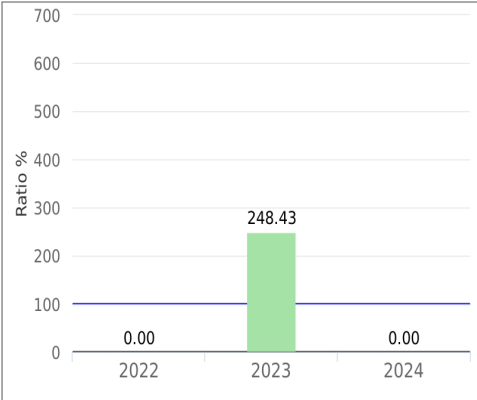
(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

# Weddin Shire Council

## Report on infrastructure assets as at 30 June 2024

### Buildings and infrastructure renewals ratio



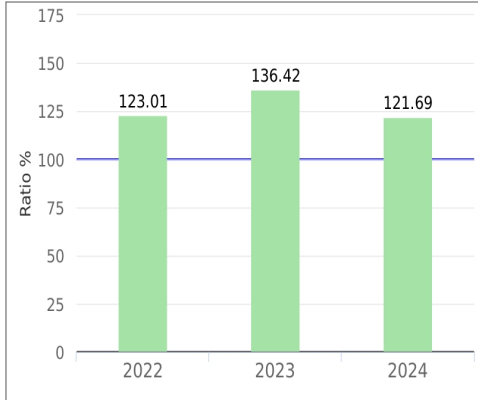
**Buildings and infrastructure renewals ratio**

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result	
23/24 ratio	0.00%

Benchmark: — > 100.00% ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

### Asset maintenance ratio



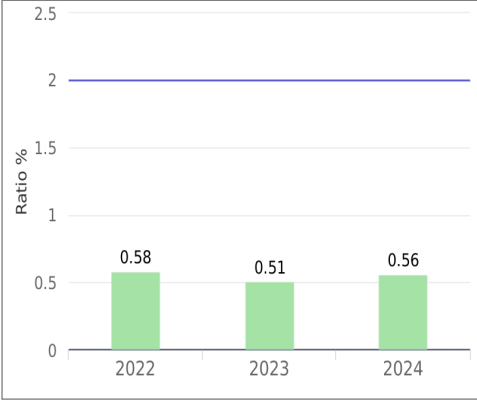
**Asset maintenance ratio**

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result	
23/24 ratio	121.69%

Benchmark: — > 100.00% ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

### Infrastructure backlog ratio



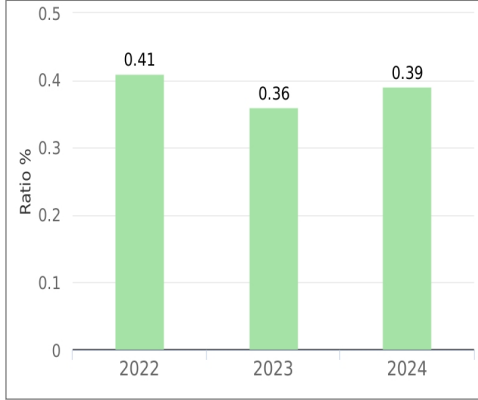
**Infrastructure backlog ratio**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result	
23/24 ratio	0.56%

Benchmark: — < 2.00% ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

### Cost to bring assets to agreed service level



**Cost to bring assets to agreed service level**

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result	
23/24 ratio	0.39%



## Weddin Shire Council

### Report on infrastructure assets as at 30 June 2024

#### Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Sewer fund		Benchmark
	2024	2023	2024	2023	
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>					
Depreciation, amortisation and impairment	<b>0.00%</b>	263.32%	<b>0.00%</b>	0.00%	> 100.00%
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard					
Net carrying amount of infrastructure assets	<b>0.59%</b>	0.54%	<b>0.17%</b>	0.19%	< 2.00%
<b>Asset maintenance ratio</b>					
Actual asset maintenance					
Required asset maintenance	<b>121.80%</b>	137.00%	<b>117.14%</b>	117.95%	> 100.00%
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council					
Gross replacement cost	<b>0.41%</b>	0.37%	<b>0.12%</b>	0.14%	

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

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# APPENDIX D

## Appendix D - 2023-2024 State of Our Shire Report



**WEDDIN  
SHIRE  
COUNCIL**



# **THE STATE OF OUR SHIRE REPORT 2024**

**2021 TO 2024 END OF TERM**

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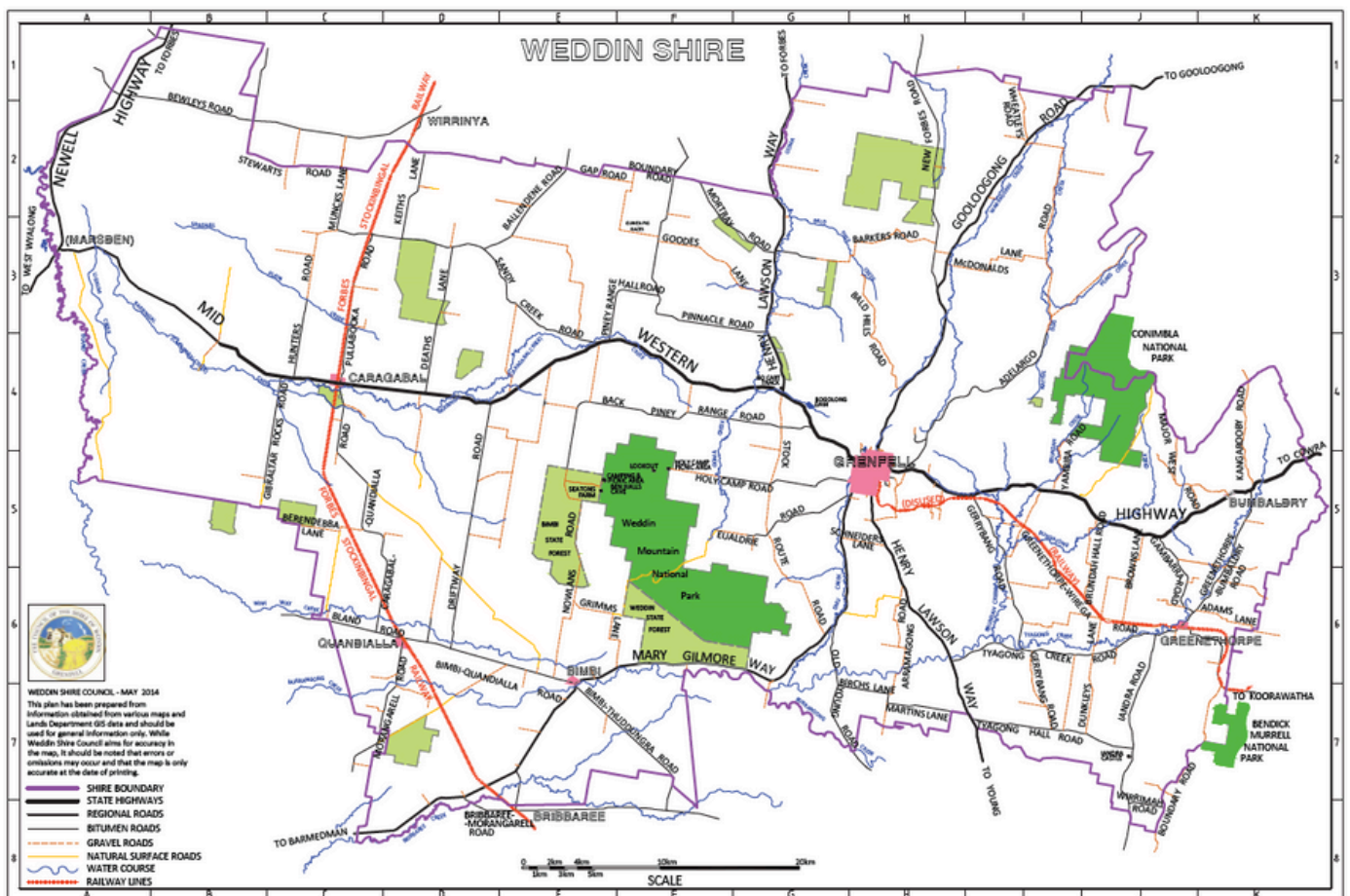


The Weddin Shire is centred around, and derives its name from, the majestic Weddin Mountains. The name Weddin has its origins in the Wiradjuri word “Weedin”, which means “a place to sit, stay or remain,” relating to the mountains' status as a place where Indigenous youths underwent a period of ceremonial 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 the residents of the local Shire. The Weddin Mountains National Park is the Shire’s 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; 94% is devoted to dry-land agriculture, 3% to national parks, and 3% to state forests.

The Weddin Shire incorporates the township of Grenfell and villages and rural localities of Bimbi, Caragabal, Greenethorpe, and Quandialla.



## A message from Mayor Craig Bembrick

As I reflect on my term as Mayor of Weddin Shire Council, it has been an honour to serve our community and lead the Council through both challenges and achievements. This term has been marked by significant milestones, and I am proud of the work we have accomplished together. One of the key highlights was the successful completion of the Grenfell Main Street Project.

Despite some early setbacks, the project was completed, and the official opening in November 2023 was a moment of great pride for our community. This achievement exemplifies the resilience and dedication that defines Weddin.

Another major step forward was the unanimous decision by Council to appoint our new General Manager, Ms. Noreen Vu, who joined us in July 2022. Under her leadership, we have delivered improved services, strengthened engagement, and built greater connections across the community. It has been a rewarding experience to work closely with Ms. Vu as she helped shape the direction of the Shire during her tenure.

The Henry Lawson Festival of Arts was another highlight, as we reconnected as a community following the difficulties of COVID-19. The 2023 "Light Up the Night" event was a particular standout, with over 2,500 attendees. This event not only celebrated our artistic heritage but also brought our community together in a spirit of unity and pride.

However, the term was not without its challenges. The floods of August and September 2022 caused nearly \$50 million in damage to our road networks. While the recovery process has been ongoing, we continue to work closely with the NSW Government to secure the necessary funding to repair critical infrastructure. This has been a shared challenge for councils across the state, and I am proud of the steps we have taken to advocate for our region.



Through it all, the strength and determination of our community have been remarkable. Together, we have faced natural disasters, a global pandemic, and infrastructure challenges, emerging stronger and more connected.

As I look back on these past years, I am grateful to the Councillors and staff who have worked alongside me in advancing strategic actions for Weddin's future. The collaboration, dedication, and commitment displayed by all has been inspiring and central to our success.

**Mayor Craig Bembrick**

## A message from Noreen Vu - General Manager

Over the past term, Weddin Shire has made significant progress across multiple fronts, and it has been an honour to manage the Council through this period of growth and improvement. Our efforts have resulted in several key accomplishments aimed at enhancing both the liveability and identity of our community.

Among the standout achievements is the revitalisation of Grenfell's Main Street, which has not only improved the infrastructure of our town centre but also enhanced its visual appeal. This transformation has brought a renewed energy to the heart of Grenfell, benefitting both local businesses and residents.

We have also made strides in promoting a sense of pride and belonging within the Shire through the installation of "Welcome to Weddin" and village signage. These signs serve as both practical and symbolic gestures, reinforcing the strength of our community identity.

Another key initiative was the inclusion of an Acknowledgement of Service in the Council's business papers, providing meaningful recognition to those who have contributed to the Shire's development. This acknowledgment ensures that the efforts of individuals who have served our community are properly honoured.

In terms of advocacy, we have remained persistent in our efforts to secure critical road funding and address regional health concerns. Our lobbying has focused on ensuring that the necessary support is received to maintain and improve essential infrastructure and services, reflecting our commitment to the well-being of all residents.

Looking ahead, I am dedicated to continuing this momentum, focusing on strategic initiative that will support the future growth and vitality of Weddin Shire. Together, we will ensure that our community remains a vibrant, resilient, and well-supported place to live and work.





# WEDDIN SHIRE COUNCIL

Back Row (L-R): Cr Phillip Diprose, Cr Stuart McKellar, Cr Warwick Frame, Mayor Craig Bembrick, Cr Glenda Howell, Deputy Mayor Paul Best, Cr Jason Kenah  
Front (L-R): Cr Jan Parlett, Cr Michelle Cook





# WEDDIN SHIRE'S SOCIO ECONOMIC PROFILE

**38%**

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



**3,604 PEOPLE**

Estimated Population



**51.3 MEDIAN AGE**

Compared with NSW median age of 39yrs

**\$198 MEDIAN WEEKLY RENT**

Compared with NSW median weekly rent of \$420



**54.8% WORKING AGE POPULATION**

(aged 15-64)



**51.2% MALES  
48.8% FEMALES**



**975 FAMILIES**



**75.9% PEOPLE OWN THEIR HOUSE OUTRIGHT OR OWN WITH A MORTGAGE**

Compared with 64% NSW

**AGRICULTURE 22.7%  
LOCAL GOVERNMENT 3.9%  
HOSPITALS 3.6%**

Industry of employment of employed people aged over 15 years and over



**4.7% PEOPLE IDENTIFY AS ABORIGINAL**

Compared with 3.4% NSW



**\$1,046 MEDIAN WEEKLY HOUSEHOLD INCOME**

Compared to \$1,829 NSW



**36.9% OF PEOPLE HAVE ONE OR MORE LONG TERM HEALTH CONDITIONS**

Compared with 27% NSW



Source (ABS, 2021 Census)

Weddin Shire's core functions, as per the 2022 Micromex community engagement survey and its subsequent 2023 Woolcott community satisfaction survey, rated 37 facilities/services in terms of importance and satisfaction. Each of the 37 facilities/services were grouped into service areas as detailed below:

## **Governance, Leadership & Communication**

- Consultation with the community
- Council provision of information
- Environmental and sustainability initiatives
- Financial management

## **Community Support**

- Disability services
- Facilities and services for youth
- Support for the Aboriginal community
- Support for the multicultural community
- Supporting growth of jobs/businesses

## **Transport & Connectivity**

- Bike paths
- Condition of sealed roads
- Condition of unsealed roads
- Footpaths
- Public transport
- Road safety

## **Planning & Development**

- Economic development
- Long term planning
- Management of development/town planning
- Protecting heritage values & buildings

## **Service Delivery & Asset Management**

- Libraries/library services
- Sporting facilities and grounds
- Events and festivals
- Arts and cultural facilities
- Swimming pools/Aquatic centres
- Parks & Playgrounds
- Community buildings/halls
- Sewerage Services

- Domestic garbage collection
- Domestic Animal Control
- Tourism
- Community safety
- Appearance of the local area
- Bushland management
- Protecting the natural environment
- Storm water drainage/flood management

## Community Resilience (CSIRO Survey)

The CSIRO Weddin Shire Resilience Survey of February 2024 was completed by 250 Shire residents and aimed at informing strategies and plans that will improve the community's preparedness and resilience to future droughts and other extreme weather events. The report will provide an evidence base for community planning, including local priorities and proposals for government funding. It will also provide a baseline for assessing the impacts of initiatives that aim to build community resilience. CSIRO had anticipated the report to be provided to Council by the end of June 2024.

## Culturally Rich, Vibrant and Inclusive Community

Council introduced a number of touchpoints with our community, including Council Mobile Hubs, improved communications in the Grenfell Record, and social media presence.

Council publicly exhibited documents throughout the year to allow for inclusivity from our community. A job well done by Council's Executive team.

Council has held approximately five Australian Citizenship Ceremonies during their current term in office (December 2021 to September 2024).

## Events

**Light Up The Night** - On Saturday, 18 February 2023, Grenfell came alive with live music and a night sky lit up with 100 drones. Funded through the Reconnection Regional NSW Community Events Program, the event was organised by Council staff and saw over 2,500 attendees. The event hit the aim of the program with over 73% of people coming from within the local government area to reconnect after the pandemic.

The 2022 June Long Weekend saw the Henry Lawson Festival of Arts come to life after the COVID-19 pandemic. The 2023 and 2024 festival saw even larger crowds, with up to 10,000 attendees over the long weekend. Social media analytics showcased organic reaches of over 83,000 persons and a paid reach of over 120,000 with top hits from Sydney, Grenfell, Canberra, Young, and Cowra. The festival brought back the parade in 2023 and 2024.



## Local Economy

The Grenfell Main Street Beautification and Renewal Project was officially opened in November 2023. Successfully grant funded, the project re-set has seen a Main Street project delivered with precision and longevity in mind, creating an open space that would attract visitor numbers to Grenfell, thereby boosting the local economy.

## Pets and Animal Control

Keeping Cats Safe at Home desexing and microchipping programs saw its 300th cat desexed and microchipped on 6 June 2023. Launched by RSPCA NSW in June 2022, the Keeping Cats Safe At Home Project has seen remarkable success in Weddin Shire. In partnership with the RSPCA NSW and the Weddin Landcare, the Council offers free desexing and microchipping of cats. Educational outreach began in August 2023, with representatives from the RSPCA, the Weddin Landcare Coordinator and the Weddin Shire Council Ranger, visiting schools to teach students about cat care, desexing, microchipping, and the importance of keeping cats indoors. The project concludes in December 2024 or until allocated funding is exhausted. We hope to continue making significant strides in cat welfare and wildlife protection.

## Road Construction and Infrastructure

Major road upgrades in New Forbes Road and Pullabooka Road have been completed. The New Forbes Road included construction to widen the road to a B Double standard, with over \$4.3 million invested. Pullabooka Road saw over \$4.6 million invested to undertake pavement rehabilitation of the existing seal as well as widening the seal from 5m to 7m and renewal of a number of concrete culverts. Greenethorpe to Koorawatha Road commenced construction during this Council term.

## Tourism

New Weddin Mountains Region branding was launched with a new website, VIC fit-out, visitor guide, and promotional collateral developed. Grant funding was received to upgrade Grenfell Art Gallery, install EV charger and provide freedom camp areas in villages. Visitors recorded through the Visitor Centre exceeded 21/22 number by over 1,000.



Council's infrastructure was significantly impacted by natural disaster declarations in 2022. Despite Council's best efforts to undertake the emergency works, the administration of the Disaster Recovery Funding Arrangements was a detrimental issue (financial and asset management) for the management of Council's road network during this council term. Council suffered close to \$50 million worth of road damages (including the state highways). This did not include the deterioration of the road network following these events due to the administrative burden caused by the State and Federal Governments and Council's inability to repair the roads.

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.

A number of 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.

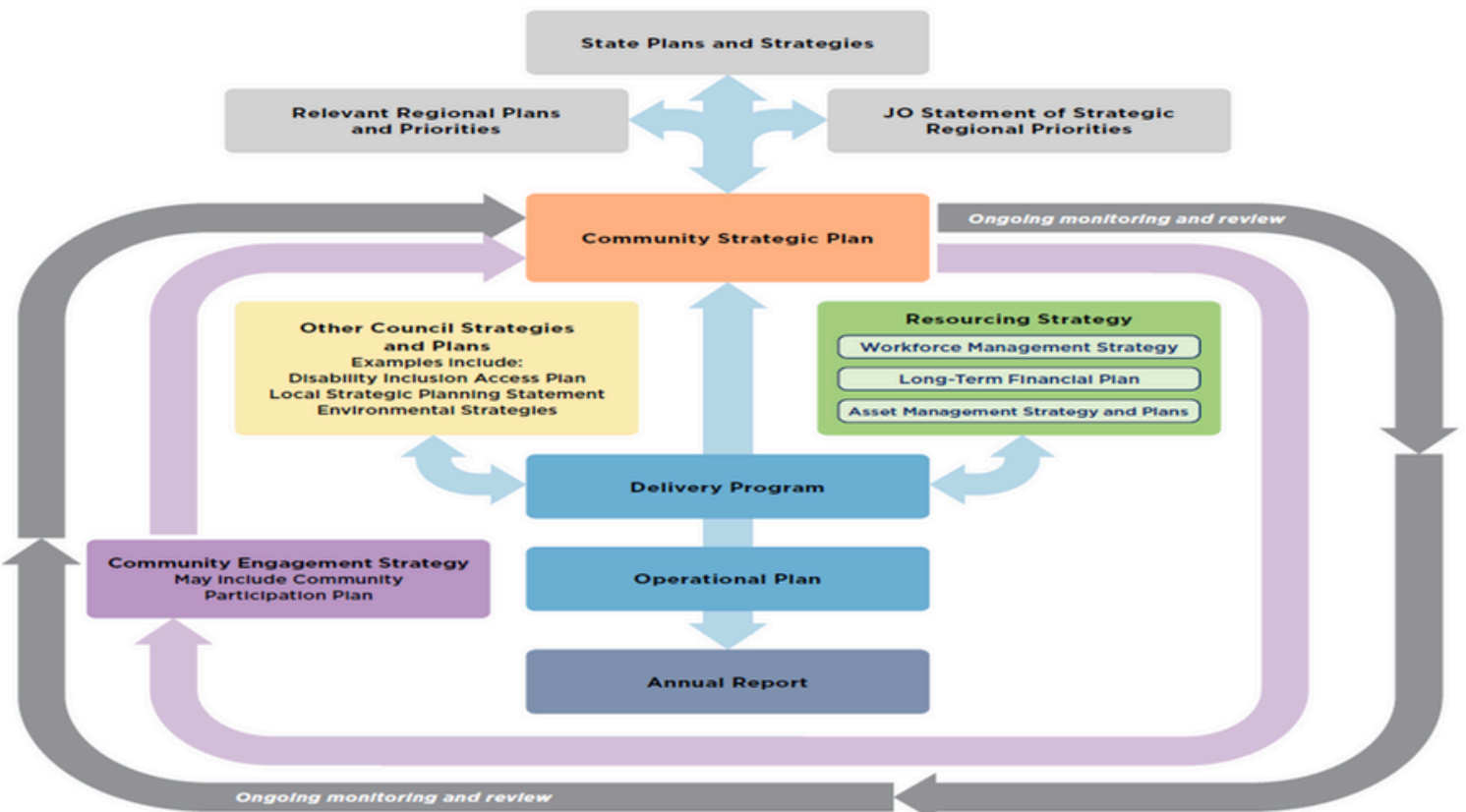




# INTEGRATED PLANNING & REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework (IP&RF) 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 Shire’s CSP principal driver is the IP&RF, which is also the community’s vision, aspirations, and priorities, leading to a collaborative and progressive approach on how Council, government stakeholders, and the community will plan for Weddin Shire’s future. The plan should be a journey of continuous improvement for the Council in partnership with the community.



Weddin Shire's Community Strategic Plan (CSP) is a community plan for the local Shire. It identifies Council's values, strengths, challenges, and opportunities for the future as well as any growth opportunities for the Weddin Local Shire area.

Driving the CSP is the Delivery Program (DP), which identifies the principal strategies to be undertaken by Council to implement the outcomes identified in the CSP during Council's four year term in office. The Operational Plan (OP), on the other hand, provides detailed actions and targets to measure the implementation of the DP.

The Weddin Shire's CSP 2027 was developed in 2017 at the commencement of that Council's term. In 2022, a review was undertaken of the CSP, the four year Delivery Program (2022-26), and the annual Operational Plan (2022-23) via a two day workshop and subsequently adopted by the current Council. The process was supported with a community survey undertaken by an independent provider in January 2022.

The workshop drew on the community's view on a wide range of plans summarised in Council's "A Better Community Strategy" (ABCS), aimed at bringing together economic, sport and recreation, cultural, wellness, tourism, and destination management plans to test community priorities.

Below are the principal themes driving Weddin Shire's CSP, which will inform the State of our Shire strategies, shaping Weddin Shire now and in the coming years.

No.	Strategic Objective	Key Theme
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	Environmental
6	Shire assets and services delivered effectively and efficiently	Economic

## Process in Developing Weddin's 'State of Our Shire' Report

In accordance with Integrated Planning and Reporting Requirements (IP&R), each outgoing council is required to prepare a State of Our Shire (SOOS) report. The SOOS report replaces and combines the former End of Term Report. The Office of Local Government provides the IP&R Handbook, which outlines the requirements of the SOOS report. The SOOS report is to be presented and endorsed at the second meeting of the newly elected Council.

The Handbook outlines that the SOOS Report will provide information that sets the scene for the new council and may include achievements to date, and highlight future work to be undertaken. The report should assist the new council to undertake a review of the CSP, which is an essential component of IP&R cycle.

Council has undertaken an analysis of its current CSP and believes there are alternative, effective, and efficient ways to carry out business, provide the required and essential services to our community, to govern, communicate and effectively and efficiently improve on our processes as we move into the future.

The Weddin Shire CSP 2027 identified 41 strategies to address priorities and issues in our community to meet its six themes. The CSP is the highest-level plan that a Council prepares. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It guides all remaining strategies and plans and must be developed by the Council with, and on behalf of the community.

The SOOS Report reviews the effectiveness and progress in implementing the CSP by Council, other agencies, and departments and the community.

To gauge progress with implementation, data and information for the review were collated in several ways:

- Using data collected through the two community satisfaction surveys (2022 and 2023).
- Consultation with Councillors via two SOOS workshops.
- Further one-on-one engagements with key stakeholders may still be required by the time the SOOS is presented to the new Council.
- Broader desktop research, including statistics and reporting prepared by relevant organisations, departments and agencies.
- Consultation with relevant Council Officers and Executive Team.

The CSP has six key themes, which the SOOS Report has analysed and looked at tracking its progress, whether we are moving towards or away from original targets, and where the future challenges for our community may lie. The SOOS Report provides commentary on programs and projects undertaken by the various stakeholders of the Weddin Shire CSP 2027, including Council, and their effectiveness in reaching targets as per the goals and strategies laid out.



To support the enhancement of the incoming Council's CSP, the SOOS Report outlines recommendations to improve the current CSP. More importantly, it provides a recommendation to the incoming Council to develop a new CSP, noting that rolling the current one forward is not feasible due to its end date of 2027. Given the current CSP has served two terms of Council since 2017 and it has largely remained unchanged in this time, there is the opportunity via the CSP to take stock of our community's current aspirations, priorities, and issues and establishing a new CSP that considers the current community's aspirations and future. This, in turn, influences Council's Delivery Program and Operational Plan in terms of service, actions and activities of strategies that are within Council's reach. From the outset, 41 strategies at the highest strategic document sets up a poor governance framework for implementation due to the large number. This is because the Delivery Program then sets a further 161 strategic actions to show it will implement the 41 strategies.

As a result, at the start of the Council term, the Operational Plan resulted in an adoption of 308 actions. This was due to a shorter period of time for preparation due to the delays in the 2021 Council elections, leading to Council rolling over its document and adding in strategies/strategic actions/actions rather than reviewing. The next Council term should consider a strategic and succinct document noting that broadly speaking that the current CSP had:

- Strategies that were written as goals.
- Operational actions placed in the strategies.
- Over prescribed strategies.



## WEDDIN'S 'STATE OF OUR SHIRE' REPORT COMMUNITY STRATEGIC PLAN (CSP) ANALYSIS



During this Council term, the Operational Plan 2022-2023 was also reviewed to reduce the number of actions from 308. The Operational Plan 2024-25 now has 65 actions. The review was a collaborative effort involving Council Officers and elected members to undertake the cull. The need to cull the actions included:

- Volume of action items were beyond resource capability of the organisation.
- Business as usual items dominated the operational Plan.
- Historical action items continually rolled over year-in-year out.
- Action items continued to multiply without restraint or within budget and resource constraints.
- Duplicates. Action items appeared more than once.

It is recommended that the newly elected Council utilise the content of the SOOS Report to open up discussions with the community during the consultation process for the subsequent CSP. The new Council is also advised to consider looking at a strategic framework that sets the aspirations and vision, to facilitate the implementation through Council's other IP&R documents such as the Delivery Program and Operational Plan.

This State of Our Shire Report highlights Council's work following the review of the effectiveness and progress of its Community Strategic Plan (CSP) 2017-27.

In order to evaluate the success and progress of the six CSP themes, the CSP strategies have been analysed and summarised, detailing the work done to date or currently in progress. Measuring progress included:

- Baseline information – what we meant?
- Did we achieve our targets? Or did we move away from our targets?
- Future considerations like opportunities and challenges.

### **Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)**

#### **CSP 1.1 A strong and progressive agricultural sector is maintained**

This is a community aspiration which needs to be supported by Council; hence, it is not a strategy. CSP strategies related to economic development and resilient infrastructure, which support the objective of maintaining a strong and progressive agricultural sector, are in place in the Shire.

#### **CSP 1.2 Weddin Shire tourism potential is maximised**

As a strategy, Council has been successful in achieving its tourism potential. This success included the launch of the Visit Weddin and Weddin Mountains Region branding. Council also delivered on new Weddin Entry, and town, and village entry signage. Events brought tourism to the town, including the Henry Lawson Festival of Arts, Caragabal Sheep Races, Greenethorpe Soldier's Memorial Hall Centenary celebrations, and the Quandialla Memorial Hall's mural. Council also successfully delivered Australia's longest drone show, where the night sky was lit up. The event based on social cohesion attracted many tourists to town.

#### **CSP 1.3 Ensure essential infrastructure and services to support business activity are available**

This CSP strategy is a delivery program strategic action and not a strategic action. The Delivery Program (DP) actions are prescriptive and business as usual. It is recommended that the future CSP has more strategic actions around essential infrastructure. Noting that essential infrastructure includes health, education and roads infrastructure which this CSP strategy seems to have missed.

#### **CSP 1.4 Existing businesses and new industries are supported and encouraged so as to increase job opportunities**

Council continues to have an Economic Development function within its permanent structure. This CSP strategy is written more as a goal. Council should have a standalone economic development theme in its future CSP to continue the Council's role in economic development, including clearly articulating what we can do, what we do is advocacy and what we can do from a strategic point of view.

#### **CSP 1.5 Development Strategy (LEDS) establishes mechanisms to foster partnerships to advance economic activity**

Council continues to have an Economic Development function within its permanent structure. The CSP Strategy is written more as a goal. Council is encouraged to have a standalone economic development theme in its future CSP to continue the Council's role in economic development, including clearly articulating what we can do, what we do as advocacy and what we can do from a strategic point of view. Furthermore Council has had strong engagement and partnerships with the Department of Primary Industries and Regional NSW on multiple projects and should continue to do so.

### Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)

#### CSP 1.6 Weddin Shire is promoted as a place to live, work and invest.

As above, furthermore, this would form part of a goal of an Economic Development Strategy. Council is encouraged to have a standalone economic development theme in its future CSP to continue the Council's role in economic development, including clearly articulating what we can do, what we do as advocacy and what we can do from a strategic point of view. As above, Council has had strong engagement and partnerships with the Department of Primary Industries and Regional NSW on multiple projects and should continue to do so.

#### CSP 1.7 A proactive environment exists to support responsible mining.

This strategy does not align with Council's strategy and should be removed, as Council is the major quarry manager in the LGA and our quarries are only small pits.



### **Theme 2 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)**

#### **CSP 2.1 Quality medical facilities are encouraged and appropriate digital and physical facilities are available**

This CSP Strategy is not a strategy but a goal; however in looking at the goal, Council has built a quality medical centre. This was done through a grant and special rate variation process that our ratepayers continue to pay for in the Grenfell Main Street. Council continues to be part of the Weddin Interagency and Health Council.

#### **CSP 2.2 Health education is promoted and developed, services are accessible, and people are encouraged to take personal responsibility for their health**

This CSP Strategy is not a strategy but a goal; however, in looking at the goal, Council is part of the Weddin Interagency, which helps to promote materials as required. Council also provides a space at the Community Hub for service providers to access. In moving forward, Council should continue to collaborate with the Weddin Interagency and relevant service providers.

#### **CSP 2.3 Community and local transport options are encouraged and available**

This CSP Strategy is not a strategy but a goal; however, in looking at the goal, Council owns and maintains the local taxi service as a local transport option. Council should continue to advocate to the State and Federal Governments for better community transport. This topic, covering community and local transport options, could be further covered in the Economic Development Strategy.

#### **CSP 2.4 Adequate aged care services are provided to meet the current and future needs of the community**

Weddin Shire has an ageing population. Compared with our councils in the Central West, our ageing population is greater than the others. The future CSP would need to consider strategic planning around the community's needs and how we can work together to advocate and lobby the State and Federal Governments for improvements in these areas.

#### **CSP 2.5 Public health and safety opportunities are maximised in appropriate facilities and through effective integrated programs**

Public health and safety have been achieved through a number of initiatives, like Council's collaboration with the Southern Lights project through the CNSWJO, which saw an upgrade in streetlight infrastructure. The BOSCAR data suggests that the Weddin LGA has lower crime rates across the multiple criminal statistics captured. Council successfully delivered the Bimbi Floodplain Management Study. In moving forward, this would be a lower level action that does not belong at a CSP level. Notwithstanding Council resources, a public health and safety department through Environmental Services and a number of compliance and program initiatives are carried out.

### **Theme 2 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)**

#### **CSP 2.6 Local education institutions are effectively supported with a primary focus on targeted program delivery and fit-for- purpose facilities**

Council is aware that the Grenfell Preschool and Day Care is in need of a new facility to support the increasing demand. Council continues to provide support to the Committee on the location of land and has supported their grant applications. In moving forward, this should continue to be a focus of our community to grow our early childhood educational needs.

#### **CSP 2.7 Lifelong learning opportunities are provided with a focus on digital learning supported in fit-for-purpose facilities**

Council is implementing its Digital Connectivity Project funding, which includes subsidies for people to access LEO technology. This project will continue into the next council term.





### **Theme 3 – Democratic and engaged community supported by efficient internal systems**

#### **CSP 3.1 Opportunities are provided to develop leadership skills in the community**

Council successfully delivered NFP Legal Training through Justice Connect through its Stronger Country Communities Funding. Just like local government areas, volunteer numbers are declining in many of our community organisations, and this will be an issue in to our future.

#### **CSP 3.2 The integrated planning and reporting process is fully implemented**

This CSP Strategy is not required as it defeats the purpose of the IP&R Framework.

#### **CSP 3.3 Village progress associations' activities are supported**

Council continues to work with progress associations for funding revenue to improve villages, including town and village entry signs, landscaping, and streetscape improvements. Elected members attended two Councillor Roadshows during this Council term to connect with the villages. Council staff implemented the Council Mobile Hub, bringing services out to the villages. The Mayor and Councillors also participated in a number of village activities across the Council term, including Australia Day events and others. Celebrating our connection across the shire will be part of our future.

#### **CSP 3.4 Council provides support to leaders across the Shire**

This CSP Strategy is a duplicate of the above; however, acknowledging that the future CSP could consider a governance and leadership theme.

### **Theme 3 – Democratic and engaged community supported by efficient internal systems**

#### **CSP 3.5 All major groups in the community and a broad section of community members have the opportunity to contribute to major decisions**

This CSP Strategy is captured in the Council's Local Participation Plan. However, acknowledging that the future CSP could consider a governance and leadership theme. The first step would be to develop the Community Engagement Strategy as part of the IP&R requirements and to develop a meaningful strategy.

#### **CSP 3.6 The community has a good grasp of the role of Council and Councillors as well as how best to raise issues and concerns**

This CSP Strategy is captured in the Council's Local Participation Plan. During this Council term, Councillors undertook two Councillor Roadshows. Community engagement and public exhibition opportunities increased with a larger social media and media presence. Council's Mobile Hubs gave our villages an opportunity for face-to-face interactions directly with council officers on council's multiple functions and services. However, acknowledging that the future CSP could consider a governance and leadership theme. The first step would be to develop the Community Engagement Strategy as part of the IP&R requirements and to develop a meaningful strategy.

#### **CSP 3.7 Different avenues of communication are effectively leveraged to engage community in local leadership and Council activities**

As above.

#### **CSP 3.8 Position Weddin Shire as a leader in rural digital connectivity**

In this current term of Council, the digital connectivity project has commenced, including subsidies to those with LEO technology. In this current term, the Telco Authority reported an upgrade to the Critical Communications (Radio) to 98.97% of population coverage, when compared to less than 80% in the past. Land coverage increased from less than 35% to 85%. In moving forward, Council will be focusing on the second part of its rural digital connectivity project and funding with the Department of Primary Industries and Regional Development.

#### **CSP 3.9 Achieve continuous organisational improvement**

Continuous improvement is part of the IP&R Framework. This could be incorporated into a future CSP under the governance and leadership theme. Weddin is an organisation that values customer service, with works-in-progress being made with a digital customer response management system. Council also established the new ARIC in its council term, who have met for more than 12 months. The ARIC will develop a work plan to oversee Council's internal audit function.



### **Theme 4 – Democratic and engaged community supported by efficient internal systems**

#### **CSP 4.1 Sporting facilities and events are maintained and developed**

Council was successful in grant funding from Stronger Country Communities to improve the Grenfell Rugby Oval with irrigation, which is still a work in progress. As a community, we banded together to support home-grown talent, Clare Hunt, as she represented Australia in the World Cup Soccer. Volunteer decline for our sporting organisations will be an issue into the future.

#### **CSP 4.2 Recreational facilities and events are maintained and developed**

Council successfully delivered and acquitted its Drought Community Projects, which saw the delivery of a number of recreational facilities across the local government area. Council was successful in receiving grant funding for an inclusive play space at Taylor Park, which is currently in the procurement stage. Council's recreational facilities continue to be a priority for Council's operational staff, who work on maintaining these areas.

#### **CSP 4.3 Cultural and arts facilities and events are maintained and developed**

Council has been successful in achieving this strategy. This included the launch of the Visit Weddin, Weddin Mountains Region branding. Council also delivered on Weddin entry and town and village entry signage. Events brought tourism to town, including the Henry Lawson Festival of Arts, Caragabal Sheep Races, Greenethorpe Soldier's Memorial Hall Centenary celebrations, and the Quandialla Memorial Hall's mural. Council also successfully delivered Australia's longest drone show, where the night sky was lit up in Light Up The Night. The event, based on social cohesion, attracted many tourists to town. The Tourism team were congratulated in Parliament for its success.

#### **CSP 4.4 People from diverse cultures find Weddin a welcoming and accepting place**

Council delivered Community Satisfaction Surveys in 2022 and 2023. The 2023 survey found that 96% of those surveyed stated, "my neighbourhood is a friendly place to live". The Weddin Shire welcomed new Australian citizens during this term. The Grenfell Art Gallery continues to have diverse artists exhibiting.

#### **CSP 4.5 Weddin is seen as encouraging a strong sense of community and connectedness**

Council successfully delivered the Light Up The Night, which celebrated social cohesion. Our service providers in the community services sector are noticing an increase in demand for their services due to a variety of reasons which places pressure on the service providers. In moving forward, advocacy is required in ensuring our community is resourced and equipped with services, opportunities to connect, and have mental health and wellbeing.

### Theme 5 – Sustainable natural, agricultural and built environments

#### **CSP 5.1 Environmental regulations and controls in Council's sphere of operations are implemented**

Challenges for Council this current term included the closure of the Quandialla and Caragabal Waste Management Facilities at the direction of the EPA. A key focus of the next Council term will need to address this ongoing issue, which includes a number of legacy issues that future generations will need to manage. Environmental regulations are requiring more compliance and competing with Council's resources. An environmental theme should form part of the new CSP.

#### **CSP 5.2 Waste reduction and recycling is encouraged, with a focus on the villages**

In addition to the above, Council will need to consider the new Food Organics and Garden Organics (FOGO) requirements by 2030.

Our community values waste management and recycling but has low satisfaction with these. Although recycling is considered cost prohibitive, there are alternative ways for our community to achieve outcomes in sustainable waste, including reducing household waste generation and landfill rates. The Weddin community holds environmental monitoring and protection, and weed control as highly important, but they had low satisfaction with these.

#### **CSP 5.3 The community is made aware of sustainable practices**

Various sustainable initiatives have been provided by other government agencies and through renewable energy reforms.

Good Environmental Management - Our community values best practice management that promotes nature and is not compromised by new industries and investment.



#### **CSP 5.4 Council operations see an improvement in environmental outcomes**

Council's energy usage reduced with the installation of solar panels at key sites like the Council Depot, Grenfell Aquatic Centre, and the Wastewater Treatment Plant. Council will continue to seek opportunities through grant funding to improve council's operations such as battery installations and other renewable energy options.

#### **CSP 5.5 There is a policy position on renewable energy**

Council now has a Renewable Energy Action Plan (REAP). In moving forward, Council will be implementing the actions, subject to funding of the REAP.

### Theme 5 – Sustainable natural, agricultural and built environments

#### **CSP 5.6 There is support for local agricultural industry in adopting sustainable and environmentally-friendly farming practices in the context of climate change.**

Council has rolled out the Digital Connectivity Project in conjunction with the Department of Primary Industries and Regional Development. Council is in the process of finalising its Drought Resilience Plan. The community successfully participated in the CSIRO Drought Resilience Survey. The survey data will inform an Integrated Resilience Assessment Report. This report will inform strategies and plans that will improve the community's preparedness and resilience to future droughts and other extreme weather events. The Integrated Resilience Assessment Report will provide an evidence base for community planning, including local priorities and proposals for government funding.

#### **CSP 5.7 The heritage of built areas is preserved**

The Weddin LGA continues to celebrate its heritage. Built areas, however, were impacted by the 2023 hailstorm damages, which has altered some of the heritage fabric but not heritage preservation. In moving forward, Council should continue to resource the heritage function, subject to funding.

#### **CSP 5.8 There is an enhancement of broader landscape connectivity (eg pathways) for native fauna and flora**

The Weddin LGA is supported by strong volunteer groups like Weddin Landcare and the Weddin Native Nursery. Volunteer decline is an issue moving into the future.



### **Theme 6 – Shire assets and services delivered effectively and efficiently**

#### **CSP 6.1 Council operations have met reasonable community expectations and agreed service levels**

The \$12.3 million Grenfell Wastewater Treatment Plant was opened in 2022, increasing the processing of effluent. Council upgraded its ICT software management system and focused on cyber security, with no data breaches during this council term. Service levels will need to be part of Council's IP&R requirements into the next council term.

#### **CSP 6.2 Council's transport infrastructure is maintained and improved consistent with the Asset Management Plan**

Council's infrastructure was significantly impacted by natural disaster declarations in 2022. Despite Council's best efforts to undertake the emergency works, the administration of the Disaster Recovery Funding Arrangements was a detrimental issue for the management of Council's road network during this council term. Council suffered close to \$50 million worth of road damages (including the State Highways). This did not include the deterioration of the road network following these events due to the administrative burden caused by the State and Federal Governments and Council's inability to repair the roads. Council has undertaken many advocacy opportunities to the State and Federal Governments on the matter and, as a result, was part of one of the first councils prioritised for the tripartite funding agreement for upfront payments. It is recommended that tripartite agreements are set up and administered early, reduction in red tape in process, i.e., bureaucracy is cut. The next Council and community must understand the significant impact this had on Council, in terms of resources and morale within the workforce and the community. This will continue into the next Council term.

#### **CSP 6.3 Council's structural assets are maintained and improved consistent with the Asset Management Plan**

The CSP Strategy appeared to focus on the Asset Management Plan and did not take into account the natural disasters and rain events. Noting that AGRN1001 occurred from January 2022, the extent and damages continued into the Council term. Taking into consideration the above, disaster risk reduction should be a key focus of the next CSP. Council will enhance Weddin's community's resilience against flooding through the development of the Floodplain Risk Management Study, although there may be a need for considerable review of existing policies and past practices which, could take some time.



### Theme 6 – Shire assets and services delivered effectively and efficiently

#### **CSP 6.5 A modern plant fleet is maintained and improved consistent with the Asset Management Plan**

Council participated in its first Asset Management Audit for Central NSW Councils. The assessment determined that Council is still in its early stages of Asset Management, and we look forward to progressing this with improved business cases to Council on Asset Management (Plant and Fleet).

#### **CSP 6.6 Classified roads are managed on behalf of Transport for NSW (TfNSW)**

Council's State Roads managed under the RMCC were impacted during the Council term by natural disasters. TfNSW undertook consultation on the Newell Highway upgrades, which will see flood mitigation works at the Marsden section, which Council manages. This will alleviate flow on effects, as this section often closes after floods leading to other areas within the LGA being impacted. After 49 days of closures, the damages continue to impact our road networks and into the future Council term.

#### **CSP 6.7 The 'Destination 2036' initiative is supported and Weddin Shire Council engages and influences as Member Council of the Central West region.**

Destination Central West was formed and released the DNCW Destination Management Plan 2022-2030. They continue to be a proactive liaison group, assisting our Tourism and Events Team.

#### **CSP 6.8 Liaison and partnership with NSW State and Federal Government departments is positive and productive**

Council's advocacy in rural health and roads was heard at both the State and Federal Government levels. Council participated in Country Mayors Association and other such conferences.



## Improvements & Learnings for our Future

Following the analysis of the CSP, we believe that there are improvements and learnings for our future. The SOOS Report opens a discussion with the community on the current state of play and analysis of our CSP, focusing on what we achieved and where we moved away from our goals. This will help to engage with our community during the development of the new CSP.

The new Council is recommended to consider looking at strategic framework that sets the aspirations and visions to allow the implementation through Council's other IP&R documents, like the Delivery Program and Operational Plan.

The following provides an overall look at the six themes of the CSP. Improvements and learnings for the future include:

- Background – what we meant
- Current summary analysis
- Moving forward



## **Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)**

### **Background**

The Community Strategic Plan 2017-27 identified the need to prioritise diversification of the local economy including the attraction of new industries. The tourism industry has been identified by Council as holding significant economic diversification opportunities for our local economy and therefore considerable resources have been allocated by Council to develop the tourism industry.

### **Current**

In promoting Weddin as a place to live, work, and invest, the Woolcott Data Survey (in association with the Central NSW Joint Organisation) of September 2023 revealed that around 9 in 10 residents owned their home, through mortgage or outright, and 4 in 10 respondents live with one other person in their household. Three quarters of the residents resided in the Grenfell Township, and around 91% of residents have lived in Weddin for 11 years or more.

Around 98% of the Shire residents rated a 'strong, diverse and resilient local economy' as important/very important. Non-ratepayers and those identifying with a disability rated this theme significantly more important.

The following Council projects/events which are underway for 2024/25:

### **Projects**

- Taylor Park Redevelopment – grant funded
- Upgrade of village showground/sportsground and freedom camping areas – grant funded
- Public Mural – as part of the Light Up the Night New Year's Eve Street Party – grant funded
- Upgrade of Grenfell Art Gallery – grant funded
- Increase product range in Visitor Information Centre

### **Events**

- Henry Lawson Festival of Arts
- 'Light Up the Night' New Year's Eve Street Party
- Grant funded School Holiday Events – Spring and Summer
- Grant funded Australia Day.

### **Areas that Council is working on to make a difference include:**

- Reviewing and improving the local Visitor Information Centre (VIC) to meet accreditation standards.
- 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 Welcome signage); destination plan; event calendar; product improvement.

## **Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)**

- 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

Council has been successful in achieving its tourism potential. This included the launch of the Visit Weddin, Weddin Mountains Region branding and exploring Agri-tourism, which emphasised on diversifying farm income for drought resilience.

Free camping at the Grenfell Railway Station is very successful, with great feedback from the local businesses and is a compliment to the Grenfell Caravan Park. There is a move to formalising free camping, but the land is not currently Council owned.

Council also delivered on the Weddin entry and town and village entry signage, with lighting installations to be installed in the new Council term. Events brought tourism and new and old visitors to town included the Henry Lawson Festival of Arts, Caragabal Sheep Races, Greenethorpe Soldiers' Memorial Hall Centenary celebrations and the Quandialla Memorial Hall's mural. Council also successfully delivered Australia's longest drone show where the night sky was lit up. The event based on social cohesion brought many tourists to town.

The Grenfell Main Street Renewal has been a highlight of a project that was completed to link the essential infrastructure (roads) and services to support the local businesses, at the same time helping to bring more tourists to the Shire.

Council is also looking at reviewing the appropriateness of the locations of Community facilities including Library, Museum, Gallery VIC and internet Centre, to meet existing and future needs of the Shire, with an aim to assist village progress associations with village improvements. This would develop engagement opportunities for Council and Villages.

Council has been active in its engagement and partnerships arrangements with the NSW Department of Primary Industries and Regional NSW in relation to multiple projects; seeking support of the development of locally branded products, seeking opportunities to connect Weddin's farming sector to the business community, to grow the Shire as a strong and progressive agricultural sector. This, in turn, would help bring a steady flow of income into the Shire to help build a resilient local economy.

Council has also been very supportive of the Weddin community during the floods and the during the COVID-19 pandemic.



## Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)

### Employment (internally and externally)

To address the employment rate and to support the unemployed population within our community, there is only one employment agency based locally, Sureway Employment and Training, which delivers an array of employment services in training, support, and placement. To support people to secure work in the Weddin Shire, Council continues to provide via its website, local employment agency information and contacts details, and links to positions currently available within Council.

As a major employer in the Weddin Shire, Council advertises all positions locally as well as further afield. Council continues to provide career path opportunities including traineeships, along with training and development plans for each individual employee.

In contrast, and despite our ongoing high unemployment rate, in 2021 one of the biggest challenges now facing our local economy is securing an adequate number of, and appropriately qualified, workforce. This is evidenced by Council's own struggle to fill vacancies at all levels of the organisational structure. Given the potential impact on our local economy, the workforce and skills deficit within the Shire should be given consideration as a target area of the subsequent CSP, as existing employment related strategies within the CSP in their current form may now be too narrowly focused.

The Shire can no longer source an appropriately qualified workforce from within our own community, and businesses and organisations must try to source their workforce from further afield. This challenge is not unique to the Weddin Shire. In April 2021, the Regional Australia Institute estimated that there were 67,500 job vacancies across regional Australia. These vacancies are spread across diverse sectors and are not confined to just one industry or sector



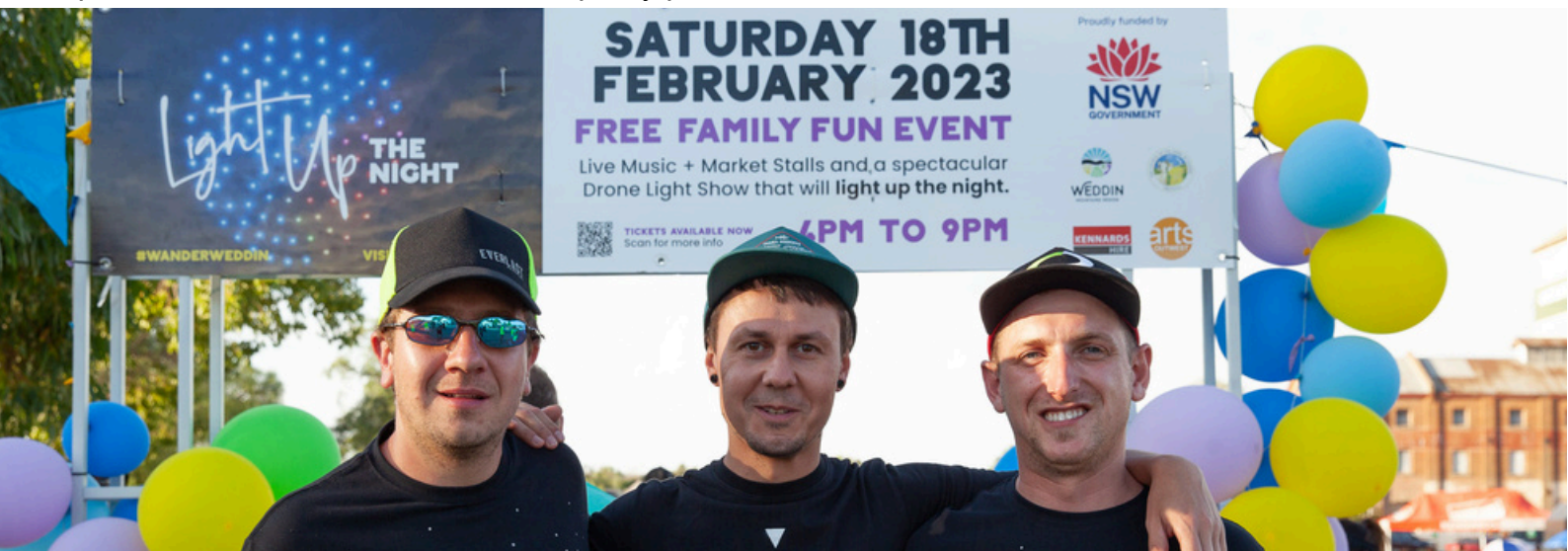
## Theme 1 – Collaborative Wealth Building (Strong, Diverse and Resilient Local Economy)

### Moving Forward

In a drive to support the local economy, Council, through its rural land strategy, needs to advocate, support, and encourage existing and new businesses to invest in the Shire to increase job opportunities. This is done through fostering business collaboration with exchange forums that stimulate inter-industry connections and development, and the need to review the Local Economic Development Strategy (LEDS).

There is community support for a business case for the inland Rail trail between Koorawatha and Greenethorpe, and it is for the new Council to continue to advocate for the Rail trail as a tourism opportunity. Council also needs to advocate for drought resilience and continue with its bid on non-potable water supply in the Shire.

Future opportunities for mining needs to be revisited to determine if there is an opportunity to sell gravel. At the moment, Council has 76 mines (quarry pits), most of which are inactive, and Council will need to look at a strategic asset and resources management plan in conjunction with the Natural Resources Regulator. This includes how we rehabilitate the sites at closure, which is an issue and an area that has not been funded in a trust for current management to undertake. Council should look at allocating two thirds of the profits from its mine operations to rehabilitate the closed quarry pits.





## **Theme 2 – Innovation in service delivery (Health, safe and educated community)**

### **Background**

With an ageing community, Council continues in its efforts to encourage the provision of quality medical facilities; foster/research aged care facility investment; investigate digital health CRC facilities, and retain medical professional skills and expertise within the Shire.

### **Current**

A 'healthy, safe, and educated community' was rated important/very important by 97% of residents (82% committed to top box). Similar results across all demographics.

The recent Primary Health Workforce Snapshot (Rural Doctors Network), which drew a comparison of the Shire with the other LGA's in the Central West in its performance across the domains of:

#### *(a) Health status found that:*

- Weddin had a scoring of around 4.2 out of 10, indicating a higher health need, where a higher proportion of the population have had major health issues (from a stroke to a major lung condition such as emphysema)
- Given the higher population of elderly citizens, it is important to engage with local Aged Care Services and consider how Council is able to provide support through initiatives such as mobility access and community transportation.
- This presents the Shire with opportunities to work with the local health stakeholders to undertake targeted community and promotional health initiatives.
- Residents received just under 70% of their GP services locally within the LGA
- The bulk billing rate in the LGA is 92%
- Weddin's LGA is considered rural with a MMS classification. Nationally, the average out of pocket expense for patients living in MMS is around \$48
- The above presents opportunities to support access to GP services by working with health professionals, health stakeholders and the community to further understand barriers and enablers to access the LGA. Notably, the Commonwealth benchmark is 1 Doctor: 1,000 head population. Weddin is 1:1:1,000.
- Non availability of transportation for the elderly population. Council owns and maintains the local taxi service as a local transport option. Council continues to advocate to the State and Federal Governments for better community transport for its elderly citizens.

## **Theme 2 – Innovation in service delivery (Health, safe and educated community)**

### *(c) Health workforce attraction and retention found that:*

- Factors known to attract and retain Health professionals in rural areas included availability of housing, childcare, employment for partners, and access to recreation facilities.
- While some affordable housing may be found, there is a general shortage of appropriate rental housing
- Weddin LGA provides a financial incentive to help attract a health workforce
- Weddin welcomes events and a concierge service that can play an important role in assisting health professionals and their families with the transitioning to rural areas.
- Schooling is an important consideration for health professionals considering moving rurally. The choice of both public and private primary and secondary school options can support the attraction and retention of a health workforce.
- There are a range of cultural and recreational opportunities which are attractive features and create social connections with the community.

Some population groups, such as over 65 years old, under 5 years old, and those with a disability have more interactions with health services.

The First Nations people face greater health inequities, requiring more interaction with culturally appropriate health services to address these health inequities.

On public health and safety opportunities, Council, through its integrated programs ensures the appropriate facilities are maximised, which include:

- Raising public awareness of responsible pet ownership and animal control
- Facilitate implementation of the 'Keeping Cats Safe at Home' initiative
- Supporting local emergency units to control and limit public health nuisances
- Ensuring all places of public accommodation (including pools) and food premises are properly equipped and maintained
- Investigating opportunities to build community connectedness and reduce isolation of the farming community [Wellness Plan]
- Exploring opportunities to build community capacity in regard to mental health and drug and alcohol issues [Wellness Plan]
- Liaising with Essential Energy to ensure a safe and effective street lighting network is maintained in Grenfell and the villages
- Lobbying for an increase Police presence in the Shire
- Ensuring the Weddin Resilience (Adverse) Event Plan is current and meets the needs of our community

## Theme 2 – Innovation in service delivery (Health, safe and educated community)

Public health and safety has been achieved through a number of initiatives like Council's collaboration with the Southern Lights project through the CNSWJO, which saw an upgrade in streetlight infrastructure. The BOSCAR data suggests that the Weddin LGA has less crime rates across the multiple criminal statistics captured. Council successfully delivered the Bimbi Floodplain Management.

The Woolcott September 2023 Community Satisfaction Survey found that 96% residents strongly agreed that their neighbourhood was a friendly place to live in and around 93% felt safe walking in their local neighbourhood and being a good place to live.

The Woolcott survey of September 2023 indicated that in the last five years, 62% of residents living with a disability felt that Council had performed well in improving disability access to Council facilities.

### Moving Forward

Council should continue to advocate for local education institutions being appropriately funded, with a primary focus on targeted program delivery and fit for purpose facilities for the local community. This includes assisting apprentices with their work experience traineeships in the Shire.

Staff housing at the Multi-Purpose Services (MPS) is limited, and advocacy for funding and grants is needed to secure a residential site for the necessary accommodation. NSW Health has approached Council about building housing on their land, offering a valuable opportunity for the new Council to pursue.

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.

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 implementing its Digital Connectivity Project, which will continue on to 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.



## Theme 3 – Democratic and engaged community supported by efficient internal systems

### Background

To develop opportunities and leadership skills in the local community, Council continues to deliver training initiatives through its Stronger Country Communities Funding and other opportunities to improve our volunteering base. Areas of focus include arranging training for community organisations.

### Current

A total 80% of residents believe a ‘democratic and engaged community’ is important/very important for the long term future. Females and households without children placed a significantly greater level of importance on this theme.

Council’s Village progress associations’ activities are well supported by Council staff and will continue to be supported by Council, increasing more Council presence in each of these villages. A Mobile Hub has been implemented to bring the services to the respective villages. The Mayor and Councillors have visited and have witnessed these activities which notably included the Australia Day events.

All major community groups in the Shire have the opportunity to contribute to the major decisions made by Council. This will be made through the development of a Community Engagement Strategy, which will ensure that all proposals, plans, and policies are publicly exhibited before their formal adoption. The Woolcott survey found that roughly half of the Weddin residents had made contact with Council in the last 12 months (of which 74% were satisfied with this interaction). The major reason for this contact(s) related to roads and infrastructure, with council facilities, building/planning enquiries, garbage and recycling following suit.

The September 2023 Woolcott survey found that 57% of residents were satisfied with the level and type of communication provided by Council. Most residents preferred methods such as email and social media platforms to be the best means of communication between Council and the community. The most popular methods of consultation with Council was through Council’s online engagement forums (19%), surveys (17%) and face to face forums (17%). A significantly higher proportion of residents (35%) living out of the Township preferred Surveys.

Approximately half of the residents felt that services provided by Council were either quite good or of very good value for money; however, this was less so amongst those living outside of the Township.

Furthermore, Council will:

- Provide regular publicity through the Council News in the Grenfell Record
- Develop governance and management courses for intending/potential Councillors in line with the OLG guidelines.
- Webcast all Council meetings.
- Develop a Communication Strategy and relevant policy
- Distribute information through appropriate communication networks and will endeavour to improve user experience of Council’s website and social media.

## Theme 3 – Democratic and engaged community supported by efficient internal systems

Council, in its current term, through a report from Telco Authority, reported an upgrade to the Critical Communications (Radio) to 98.9% of the Shire's population average, when compared to less than 80% in the past. Land coverage also increased from less than 35% to 85%. This marked improvement shows that Council continues to work towards being a leader in working towards rural digital connectivity. Council is currently proactively advocating for adequate internet access for its residents and are lobbying for black spot funding.

### Moving Forward

As is the case in most regional local government areas, volunteer numbers are declining in many of our community organisations. This is an issue for the Shire's future which needs to be addressed, as this is costly for organisations and in turn creates a gap in support of the community.

Council continues on its advocacy mission of organisational improvement and values its customer service commitment. This is evident with the works in progress with the digital customer response management system. There is a plan to undertake a review of Council's service levels and develop action plans to facilitate continuous organisational improvement.

Council is currently proactively advocating for adequate internet access for its residents and are lobbying for black spot funding.

Furthermore, Council's new Audit, Risk, and Improvement Committee (ARIC) provides updates to Council of its current audit work plan and will develop its internal Audit processes and recommendations for continuous organisational improvement into the future.



## Theme 4 – Culturally rich, vibrant and inclusive community

### Background

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. Community groups across our Shire deliver a vast array of sporting activities including but not limited to:

- Football codes including touch football, rugby league, rugby union and junior soccer
- Athletics
- Cricket
- Golf
- Lawn Bowls
- Netball
- Swimming
- Yoga and meditation.

### Current

A 'culturally rich, vibrant and inclusive community' was rated as important/very important by 87% of residents. 18-34 year olds rated this significantly higher.

To ensure the sporting facilities and events are maintained and developed, Council has worked on securing a number of grants (Stronger Country Communities Grant to improve the Grenfell Rugby Oval) and liaises with the local sporting organisations to develop an updated Sports and Recreational Facilities Plan. The irrigation works for the Grenfell Rugby Oval is continuing to be completed.

Under the Local Roads and Community Infrastructure Round 3 funding, Council was able to upgrade the amenities building at the Quandialla Swimming Pool. As a community, we banded together to support home-grown talent, Clare Hunt as she represented Australia in the World Cup Soccer.

Besides sporting facilities, Council manages and maintains its swimming pool and its surrounding parks and reserves in a safe and attractive condition which encourages frequent use by residents and visitors consistent with agreed service levels.

Council successfully delivered and acquitted its Drought Community Projects which saw the delivery of a number of recreational facilities across the local government area. Council's recreational facilities continue to be a priority for Council's operational staff who work on maintaining these areas to:

- Provide opportunities and improve facilities for local youth
- Explore possibility of providing an indoor Community All-Purpose Centre
- Look at developing the Bogolong Dam Precinct for public use
- Collaborate with NPWS to promote and enhance visitor experience of Weddin Mountains.



## **Theme 4 – Culturally rich, vibrant and inclusive community.**

Council has been successful in achieving the launch of the Visit Weddin and Weddin Mountains Region branding, bringing tourism to town, including the Henry Lawson Festival of Arts, Caragabal Sheep Races, Greenethorpe Soldiers' Memorial Hall Centenary celebrations and the Quandialla Memorial Hall's mural.

Council has successfully achieved in maintaining and developing cultural and arts facilities and events at Weddin. Statistically, 8 in 10 residents attended community events in the last 12 months and less frequented spaces included walking trails, playgrounds, the aquatic centre and the library (Woolcott September 2023 Community Satisfaction Survey).

The survey also found that areas that emerged as most important to residents were sporting fields and amenities, playgrounds and the library. Those living out of the Grenfell Township were significantly less likely to rate playgrounds, and community events as important to them (around 63% to 69%).

The art gallery and public toilets, on the other hand, achieved high levels of community satisfaction, compared to their importance rating.

As Council's earlier Community Satisfaction Surveys in 2022 and 2023 proved to be successful (especially where 96% indicated that "my neighbourhood is a friendly place to live"), provides an opportunity for Council to:

- Create strategies to increase more people to move into the Shire
- Develop and maintain activities and facilities to support minority groups throughout the Shire.

The Shire residents are very supportive of Council's Vision, as they believe it is good/necessary/important for growth and the Weddin community.

The Weddin Shire is noted to encourage a strong sense of community and connectedness and this was highlighted during the delivery of the Light up the Night event which:

- Celebrated social cohesion
- Encouraged involvement of Council especially at the annual workshops and in community activities.

## Theme 4 – Culturally rich, vibrant and inclusive community

### Moving Forward

Council needs to look at ways to advocate for funding arrangements to:

- 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 pathways and trails
- Develop and maintain pedestrian and bicycle trails.

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



## Theme 5 – Sustainable natural, agricultural and built environments

### Background

The Weddin community values and promotes sustainable natural, agricultural and environmental best practice management, and is not compromised by new industries and investment.

Environmental regulations and controls in Council's sphere of operations always remain a challenge, but it is important for Council to:

- Plan and regulate the orderly arrangement and use of land i.e. Town Planning.
- Ensure compliance with environmental regulations.
- Prepare appropriate State of Environment Report.
- Implement sustainability actions as identified in the Regional Environment Sustainability Action Plan (RESAP).
- Identify to minimise sources of pollution in order to preserve and improve the natural environment.
- Make adequate provision for urban stormwater.
- Manage the Shire's Sewerage Scheme.

### Current

A total of around 87% believed a 'cared for natural environment, agricultural and built environments' is important/very important for the long term future. Younger residents were significantly more likely to believe so.

## Theme 5 – Sustainable natural, agricultural and built environments

There was a large gap between the importance residents placed on the upgrade of the Grenfell Main Street and their satisfaction with the outcome (40% gap). This was followed by significant gaps reported for the cleanliness of the creeks and waterways (29%) and the protection of natural bushland (6%).

Council's September 2023 Community Satisfaction Survey, undertaken by Woolcott found that 84% of residents rated the cleanliness of creeks and water ways as important, whereas those living outside the Grenfell Township were less likely to rate the protection of natural bushland as important (58%).

The Woolcott survey also highlighted that 76% of residents living outside of the Grenfell Township were not connected to either water or sewer services.

Council's investment into the installation of solar panels within its key sites (Council Depot, Grenfell Aquatic Centre and the Wastewater Treatment Plant) saw a significant reduction in energy usage.

Challenges for Council this current term included the closure of the Quandialla and Caragabal Waste Management Facilities at the direction of the EPA. A key focus of the next Council Term will need to address this ongoing issue that includes a number of legacy issues that future generations will need to manage. Environmental regulations are requiring more compliance and competing with Council's resources.

According to the Woolcott survey, waste management was seen as important, especially general litter control (85%). Of least concern, at around 61%, was the resource recovery centre. Overall, willingness to pay extra for future food and organic waste collection was low (29%) and this was especially the case for those residing outside of the Grenfell Township, with only 12% willing to pay extra for future food and organic waste collection.

Council has rolled out its Digital Connectivity Project, and this will continue into the next Council Term. The current Council has always tried to preserve its heritage built areas. The 2023 hailstorm significantly damaged some of Weddin's heritage fabric, and it is important for Council to promote heritage features within the CBD that will drive the preservation of built heritage in our communities.

Weddin's enhancement of its broader landscape connectivity (its pathways) for native fauna and flora is supported by the local volunteer groups to:

- Support flora and fauna corridor projects
- Review Council's Roadside Vegetation Management Plan

Council's energy usage reduced with the installation of solar panels at key sites like the Council Depot, Grenfell Aquatic Centre, and the Wastewater Treatment Plant. A review of the operation of the Grenfell Waste Facility has also been completed. Some of the recommendations of the review are in the process of being implemented.

## Theme 5 – Sustainable natural, agricultural and built environments

### Moving Forward

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 has rolled out its Digital Connectivity Project, and has yet to finalise its Drought Resilience Plan, which will inform Council of strategies and plans that will improve the community's preparedness and resilience to future droughts and other extreme weather events.

Furthermore, 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.

The new Council will need to focus on its waste reduction and recycling and would need to consider the new Food Organics and Garden Organics (FOGO) requirements by 2030, in order to:

- Continue to review recyclables collection for Grenfell.
- Investigate into the regular waste services (including collections and service reviews) for all villages.

Even though the community is made aware of various sustainable practices by other government agencies (and through renewable energy reforms), Council should promote initiatives to:

- Encourage sustainability and environment projects.
- Encourage local businesses to adopt best practice environmental operations.

Council will enhance our community's resilience against flooding through the development of the Floodplain Risk Management Study, although there may be a need for considerable review of existing policies and past practices, which could take some time.



## Theme 5 – Sustainable natural, agricultural and built environments

The NSW Government announcement of the Flood Prone Land Package includes advice to Council on consideration of flooding in land-use planning to ensure greater resilience of our communities against flooding events through better planning. Updates to how we present information to our customers through the Planning Certificates provides an opportunity for Councils to introduce a true risk-based approach into their flood planning controls, that has been curtailed since the introduction of the 2007 Flood Planning Guideline. However, it is recognised that to do this there may be a need for considerable review of existing policies and past practices that could take some time for many Councils.

Our community values waste management and recycling but has low satisfaction with these services. Although recycling is considered cost prohibitive, there are alternative ways for our community to achieve outcomes in sustainable waste management, including reducing household waste generation and landfill rates. An impending review of Council's Waste Management Strategy will support improved waste outcomes for the community.

There is a free EV charging station provided out in front of the community pool, and there is a need for the new Council to advocate more on renewable energy initiatives.

The Net Waste Liaison Officer has visited local schools to provide education on recycling & sustainability, and this will lead in to the Waste to Art project, an initiative which will form part of the new Council's efforts to advocate and to continue on with the strategy – by starting the word through the schools and then moving it gradually to the broader Weddin community.



## Theme 5 – Sustainable natural, agricultural and built environments

Even though Council has a Renewable Energy Action Plan, it should:

- Actively consider adoption of renewable energy technology
- Encourage development and property owners to adopt to sustainable technologies
- Continue to work with the CNSWJO
- Advocate with metro Councils to sell electricity produced from Council's solar panels to increase its commercial income capability
- Continue to advocate for solar battery use and look forward to the NEW government battery rebate becoming available by November 2024.

Despite its investment in solar panels within its key sites, Council's initiative should be to:

- Collect and dispose of domestic, commercial and industrial waste to landfill
- Provide ecologically sustainable landfills with minimal adverse environmental impacts
- Carry out a programme of street tree planting and maintenance in order to preserve and enhance the natural environment
- Consider adoption of alternative environmentally-friendly practices, where practicable.

On the heritage and built areas, Council should:

- Apply for Local Government Heritage Grants – \$25,000 available every 2 years
- Continue to offer small heritage grants to community
- Utilise the next installation of the Local Government Heritage Grant to repair the Council Chambers
- Ensure Street awnings on Main Street is completed.
- Review Business Case for Broken Hill as they had a similar heritage project like the one for Weddin.



## **Theme 6 – Shire assets and services delivered effectively and efficiently**

### **Background**

The majority (around 92% of residents) rated a 'well maintained and improving shire assets and services' important/very important. Slight softening of importance ratings as age increases.

The Weddin road network (sealed and unsealed) is an area which our community has low satisfaction levels with, but which they highly value. Council acknowledges this and continues to work on strategies including developing advanced Asset Management Plans and the appointment of a community member roads committee.

Council acknowledges that further development of internal systems and processes, including refining of service levels will ensure that maintenance and renewal of assets is achieved in line with Council's financial means and community expectations. This will require development of an advanced Asset Management Strategy for all of Council's infrastructure assets.

### **Current**

Almost 93% of Weddin residents, through the September 2023 Community Satisfaction Survey, expressed that the condition of the sealed road surfaces was extremely important, as was the provision of street or directional signage. 83% of the survey respondents also voiced that Parking was also an area of high importance.

The local, regional, and state roads damages are close to the \$50 million mark, as this includes the flooding works that Council completed on the State Highway (Newell Highway and the Mid-Western Highway) through the RMCC. Council's Community Satisfaction Data rated 99% sealed roads as important/very important with just, 43% being of at least/somewhat satisfied.

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 low satisfaction rating received for both. The community also expressed a low satisfaction level with storm water drainage. Council has and will continue to invest in improving storm water drainage within the Shire.

The majority of residents (approximately 92%) rated a 'well maintained and improving shire assets and services' important/very important. There is a slight softening of importance ratings as age increases.

A number of factors which contribute to the challenges associated with the local road network, included:

- 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.



## **Theme 6 – Shire assets and services delivered effectively and efficiently**

Council faced the challenges of Disaster Recovery Funding Arrangements (DRFA), a jointly funded program between the Australian Government and state and territory (state) governments, through which the Australian Government provides financial assistance to support state governments with disaster recovery costs. Eligible costs include assistance measures for individuals and families, businesses, primary producers, non-profit organisations and local and state governments. Under these arrangements, state governments determine what assistance measures will be activated, and the areas in which they will be made available.

Council was impacted by a number of natural disaster events. 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).

This resulted in significant damages across the local, regional and state roads impacting on Council's cash flow. Aside from the nonsensical approval processes and constant disputes with the NSW Government on road damages, as well as months-long delays with approval, Council is expected to fund these works upfront and submit a claim for payment. Some of the final payment claims were received close to 12 months after the works were completed and significantly impacted on Council's restricted and unrestricted funds due to the burden of paying contractors upfront and wearing this liability on our financial statements.

As a result of lobbying by Weddin Shire Council, Council was one of the first SIC Council's in the first part of the TfNSW and Reconstruction Authority Tripartite Agreements to allow an upfront milestone payment, regardless of the approval status of the packages. The purpose was to alleviate the cash flow issues. However, there were significant issues with the negotiations experienced by Weddin Shire Council as well as the other councils due to the delays.



## Theme 6 – Shire assets and services delivered effectively and efficiently

Another issue also related to the Regional Emergency Road Repair Fund (RERRF). The funding is made available for priority maintenance works and immediate repairs of potholes on local and regional roads managed by councils. The RERRF allowance of up to 2% of the allocated funds to be used for associated administration and/or management costs of delivering RERRF works places pressure on Council to manage this funding in house. With over \$4.7 million worth of funding, we advocate for the NSW Government to consider the project management costs to run these works and to increase this percentage to the industry standard of 10%. The RERRF also saw the suspension of the REPAIR program, which was a financial loss for Council.

At the time of drafting the CSP, the natural disaster and flooding impacts were not captured in the CSP. Therefore, the Delivery Program actions did not reflect the crisis that was unfolding across our road network.

### Upfront Milestone Payments (Tripartite Agreements)

Council was promised a 20% upfront milestone payment at the start of May 2024, with conversations beginning in January 2024; however, in reality, funds were not received until 30 June 2024. Even though Council is appreciative of this upfront Milestone payment, the timing delay will have a major impact on Council. Council will not be in a position to undertake the necessary road reconstruction works until September and October 2024. This is because road construction halts during the winter months due to the climatic conditions impacting on heavy patching programs. The Minister for Regional Roads was contacted with a letter from Council outlining this issue. As a result, Weddin Shire Council was selected as one of the few councils to attend the Minister's first In Motion Natural Disasters – Building Resilience Workshop in July 2024, which allowed the General Manager to table the issues at this forum.

The DRFA process needs to change. It needs to include tripartite agreements upfront to alleviate the road crisis that is occurring across the state.

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## Theme 6 – Shire assets and services delivered effectively and efficiently

### Moving Forward

In the next 12 months, the council has approximately \$26.8 million of reconstruction works to do by 30 June 2025. Council will need to consider a strategic asset management plan for our infrastructure. 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.

The next ten years predictions in the roads and infrastructure space includes:

- More red tape with DRFA processes with more natural disaster events predicted. Council needs to advocate reduction in red tape.
- Reduction in grant funding. Although the Roads to Recovery budget has increased for Council it is seen that rural councils versus metro councils, the per km funding in metro councils increased by over 60% versus rural councils of 47% increase. Council needs to lobby the NSW and Federal Governments for equity in the administration of these grants.
- Tightening of grant provisions, e.g. the RERRF has up to 2% project management costs resulting in Council managing this administration burden in house in an already resourced constraint business. Council will need to push back on the cost shifting onto local government.
- As an outcome the CSP should consider disaster risk reduction and resilience and how we can add this into our documents. This is a project we are working on with the CNSWJO.
- The community supports Council spending more money on improving road infrastructure (81%), followed by supporting local businesses (75%), tourism and accommodation in the Shire (62%), youth and community services and facilities (54%) and energy efficiency and efficiency (46%).
- Council continues to explore and maximise external funding opportunities to support renewal of, and upgrades to, our road network.





**FINANCIAL  
PERFORMANCE  
AND  
RESOURCE  
IMPLICATIONS**

Weddin Shire Council will face some very real financial challenges over the next four years though to and beyond 2027/2028. Over the next 4 years we are forecasting successive operational deficits and even greater deficits before capital grants.

We have assumed that we will only receive the IPART rate increases.

Council has a Road Maintenance Council Contract (RMCC) with Transport for NSW (TfNSW) which carries out maintenance on the Mid Western Highway (HW06) and Newell Highway (HW17). Although \$8.92M in funding was approved for FY2025, this is an aberration to the normal funding we receive. When we remove the additional flood funding in the 2025 year representation \$8.01M our traditional amount called RMAP funding is more in line with \$650K to \$850K. This funding will also decrease over the next few years. We have included these reduced numbers in our forecasts.

Weddin Shire Council has been actively involved in the repair of flood and disaster recovery from grant funding over the past several years. We expect that the disaster repairs to roads will be completed by June 2025 (however noting that Council is advocating for an extension to this deadline). After that, we expect our road funding to substantially reduce to normal maintenance levels.

Council received Regional Emergency Repair Road Funding (RERRF) from the NSW Government which is expected to run out in 2027 and not be renewed. However despite the good news announcement of the RERRF, this came at the expense of the NSW Government suspending the REPAIR Program during this period of time. The temporary pause means no REPAIR programs until 2027-2028.

We expect to continue to receive the ongoing Regional Road Block Grant Funding. Our Roads to Recovery Funding from the Federal Government will increase over the next 5 year period which is positive for our road repairs and renewal. However the increase in line with metropolitan areas means that rural councils receive less per kilometre. The Regional Road Block Grants is also anticipated to continue.

Financial Assistance Grants (which are untied) are anticipated to incrementally continue to increase which essentially funds our roads, wages and other operational expenditure.

With the Natural Disaster works completed by June 2025, the need for casual workforce to build the roads will decline. This will reduce our cost of staff and we have reflected this in the Forecast 4 year Income Statement however if we reduce staff from current levels (other than the roads effect and use of casual staff to build them) this will continue to be a challenge for us to resource the basic necessities in running a local council whether this is from a governance and risk perspective through to our road crews.

We anticipate the ongoing challenges with the Quandialla and Cargabal waste management facilities to comply with the Environment Planning Authority requirements.) We anticipate that this will need to be partially funded and collected by raising our rural waste charges but also it will need to be funded from other revenues received such as our Financial Assistance Grant.

We have a big challenge with the cost of our aging plant, fleet and machinery. As such, we will need to fund their replacement, repair or renewal. Our asset maintenance costs have increased significantly over the past few years due to this aging. To avoid these increased maintenance costs we will need to purchase a considerable number of new plant items. We anticipate the essential only plant purchases going forwards could be in excess of \$3.0M and as such these will need to be purchased through a funding model. We would anticipate that our fleet vehicles will likely be outsourced on an operational lease arrangement going forwards.

Plant maintenance and plant renewal programs are currently being developed as part of our Asset Management Strategy which will form part of our Resourcing Strategy which in turn will inform our 10 Year Long Term Financial Plan and our new Community Strategic Plan which will be presented to council for adoption by June 2025. We are also looking at improved cost accounting so that we charge the appropriate amount for use of machinery to compensate for repairs and maintenance.

A more accurate amount will be calculated and put into developing our Long Term Financial Plan for the next round of our integrated planning and reporting framework documents.

Simultaneously, we are preparing our next Workforce Plan. We have assumed that casuals will decline commensurate with a decline in road funding over the next few years. If we do reduce our workforce as a way to improve our margins, we may need to consider the challenge of being able to provide the same level of current services that we currently offer the community or to decrease it. This may not be seen favourably and rightly so by the community.

Another focus area will be our new Wastewater Treatment Plant which we estimate will continue to report future deficits. Currently it is not self-funding its operations. The cost of running this new plant is a lot higher than the previous plant. We may have to increase our Section 64 sewer charges to help support the operational deficits going forwards.

Our swimming pools present a similar challenge where the cost to run these pools by far exceeds the revenue earned from them. We acknowledge the community service obligations in running these facilities for our community and the great benefits they also bring outside of the profit and loss.

We also will need to consider the rehabilitation of the many council quarries that we have which we have not planned for in the past. We are looking at commercially pricing our gravel and crushing it for internal purposes as well as for sale to contractors as a means of additional revenue.

Our new 10 year Long Term Financial Plan will consider the lifetime of our loans, our revenue models and projections, our Workforce Plan and projected employee costings and our Asset Maintenance and Asset Management Plans respectively.

Our cash position is forecast to reduce from \$18 Million as at June 2024 to approximately \$7.5 Million by June 2028. This reduction is because we are effectively funding our operational deficits. Therefore we need to manage these deficits carefully and in a considered way.

Other considerations will be the sale of council properties or the significant investment required to renovate and rehabilitate these buildings for a commercial market. All of these assets are not part of council core assets (e.g. the Weddin Street Medical Centre, Grenfell Medical Centre and the old Commonwealth Bank building).

We will have ongoing waste and environmental considerations to meet the cost of compliance for the regulatory authorities.

Council's financial sustainability is called into question as we embark on some difficult times ahead. We may well also need to consider investigating applying for a Special rate Variation as an option to meet the long term viability concerns we have raised or other ways and means to generate council business to ensure viability.

Long Term Financial Plan - CONSOLIDATED							
INCOME STATEMENT							
\$ '000	Notes	2023 Actual	2024 Actual	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
<b>Income from Continuing Operations</b>							
<b>Revenue:</b>							
Rates & annual charges		4,194	4,466	4,955	5,178	5,411	5,654
User charges & fees		9,626	5,322	10,785	5,206	5,415	5,631
Other revenues		347	181	257	267	278	289
Grants & contributions for operating purposes		12,590	14,499	37,560	26,292	23,663	21,297
Grants & contributions for capital purposes		10,118	2,491	5,985	4,788	4,309	4,438
Interest & investment revenue		280	309	219	250	200	150
Other income		97	147	149	155	161	168
<b>Other Income:</b>							
Net gains from disposal of assets		42	113	336	500	150	100
Net share of interests in joint ventures		376	892	-	-	-	-
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>		<b>37,670</b>	<b>28,420</b>	<b>60,246</b>	<b>42,637</b>	<b>39,587</b>	<b>37,727</b>
<b>Expenses from Continuing Operations</b>							
Employee benefits & costs		5,462	7,001	6,785	6,615	6,285	5,970
Borrowing costs		186	172	227	392	402	412
Materials & services		12,092	13,889	49,256	33,297	29,435	27,551
Depreciation & amortisation		5,211	5,779	3,612	3,638	3,664	3,691
Impairment		-	-	-	-	-	-
Other expenses		376	389	1,389	939	830	777
Net losses from disposal of assets		-	-	-	-	-	-
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>		<b>23,327</b>	<b>27,230</b>	<b>61,269</b>	<b>44,881</b>	<b>40,615</b>	<b>38,401</b>
<b>OPERATING RESULT FOR THE YEAR</b>		<b>14,343</b>	<b>1,190</b>	<b>(1,023)</b>	<b>(2,245)</b>	<b>(1,029)</b>	<b>(673)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES</b>		<b>4,225</b>	<b>(1,301)</b>	<b>(7,008)</b>	<b>(7,033)</b>	<b>(5,338)</b>	<b>(5,112)</b>
<b>NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS &amp; CONTRIBUTIONS FOR CAPITAL PURPOSES and EXCLUDING EXTRAORDINARY ITEMS</b>		<b>4,225</b>	<b>(1,301)</b>	<b>(7,008)</b>	<b>(7,033)</b>	<b>(5,338)</b>	<b>(5,112)</b>

## Long Term Financial Plan - CONSOLIDATED

### STATEMENT OF FINANCIAL POSITION

\$ '000	Notes	2023 Actual	2024 Actual	2025 Proposed	2026 Forecast	2027 Forecast	2028 Forecast
<b>Assets</b>							
<b>Current Assets:</b>							
Cash & cash equivalents		3,646	11,089	12,488	11,566	8,434	5,582
Investments		2,500	7,000	5,000	2,000	2,000	2,000
Receivables		1,350	1,122	1,440	1,394	1,439	1,484
Contract Assets		11,258	2,269	4,000	3,500	3,000	2,500
Inventories		225	221	230	239	249	259
Other		-	-	-	-	-	-
Non-current assets classified as 'held for sale'		-	-	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>		<b>18,979</b>	<b>21,701</b>	<b>23,158</b>	<b>18,699</b>	<b>15,122</b>	<b>11,825</b>
<b>Non-Current Assets:</b>							
Investments		-	-	-	-	-	-
Receivables		79	26	26	26	26	26
Inventories		83	83	86	90	93	97
Infrastructure, property, plant & equipment		254,614	264,390	268,724	273,090	277,487	281,916
Investments accounted for using the equity method		37,574	40,055	41,657	43,323	45,056	46,859
Intangible assets		-	-	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>292,350</b>	<b>304,554</b>	<b>310,494</b>	<b>316,529</b>	<b>322,663</b>	<b>328,898</b>
<b>TOTAL ASSETS</b>		<b>311,329</b>	<b>326,255</b>	<b>333,652</b>	<b>335,229</b>	<b>337,785</b>	<b>340,722</b>
<b>Liabilities</b>							
<b>Current Liabilities:</b>							
Payables		3,222	3,513	3,654	3,800	3,952	4,110
Borrowings		407	419	421	586	527	475
Contract Liabilities		4,120	3,067	3,190	3,317	3,450	3,588
Employee Benefit Provisions		1,086	1,079	1,117	1,089	1,034	983
<b>TOTAL CURRENT LIABILITIES</b>		<b>8,835</b>	<b>8,078</b>	<b>8,381</b>	<b>8,792</b>	<b>8,963</b>	<b>9,155</b>
<b>Non-Current Liabilities:</b>							
Payables		4	6	8	6	4	3
Borrowings		3,675	3,256	2,835	5,249	4,722	4,247
Contract Liabilities		-	-	-	-	-	-
Employee benefit provisions		85	144	149	145	138	131
Provisions		561	534	555	578	601	625
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>4,325</b>	<b>3,940</b>	<b>3,547</b>	<b>5,978</b>	<b>5,464</b>	<b>5,006</b>
<b>TOTAL LIABILITIES</b>		<b>13,160</b>	<b>12,018</b>	<b>11,928</b>	<b>14,770</b>	<b>14,428</b>	<b>14,161</b>
<b>NET ASSETS</b>		<b>298,169</b>	<b>314,237</b>	<b>321,724</b>	<b>320,459</b>	<b>323,357</b>	<b>326,562</b>
<b>Equity</b>							
Retained earnings		191,089	193,868	197,020	191,390	189,891	188,667
IPP&E Revaluation reserves		107,080	120,369	124,703	129,069	133,466	137,895
<b>Council equity interest</b>		<b>298,169</b>	<b>314,237</b>	<b>321,724</b>	<b>320,459</b>	<b>323,357</b>	<b>326,562</b>
<b>Non-controlling interest</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EQUITY</b>		<b>298,169</b>	<b>314,237</b>	<b>321,724</b>	<b>320,459</b>	<b>323,357</b>	<b>326,562</b>

## Long Term Financial Plan - CONSOLIDATED

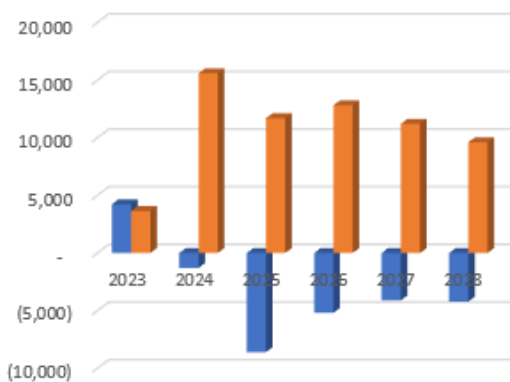
### STATEMENT OF CASH FLOWS

\$'000	Notes	2023 Actual	2024 Budget	2025 Proposed	2026 Forecast	2027 Forecast	2028 Forecast
<b>Cash Flows from Operating Activities</b>							
<b>Receipts:</b>							
Rates & annual charges		4,110	4,262	4,460	4,660	4,870	5,089
User charges & fees		3,654	11,609	2,498	2,597	2,701	2,809
Investment & interest revenue received		280	309	859	796	637	572
Grants & contributions		7,991	24,926	43,545	31,080	27,972	25,735
Bonds, deposits & retention amounts received		-	111	-	-	-	-
Other		6,035	3,886	231	241	250	260
<b>Payments:</b>							
Employee benefits & costs		(5,346)	(6,943)	(7,375)	(7,191)	(6,831)	(6,490)
Materials & services		(10,120)	(13,734)	(42,246)	(28,558)	(25,246)	(23,630)
Borrowing costs		(142)	(149)	(227)	(392)	(402)	(412)
Bonds, deposits & retention amounts refunded		(17)	-	-	-	-	-
Other		(394)	(2,050)	(1,250)	(845)	(747)	(699)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>		<b>6,051</b>	<b>14,455</b>	<b>495</b>	<b>2,388</b>	<b>3,204</b>	<b>3,234</b>
<b>Cash Flows from Investing Activities</b>							
<b>Receipts:</b>							
Sale of investment securities (Redemption of TDs)		1,000	-	-	-	-	-
Sale of infrastructure, property, plant & equipment		42	473	336	500	150	100
Deferred debtors receipts		81	48	33	15	18	23
Other investing activity receipts		-	-	-	-	-	-
<b>Payments:</b>							
Purchase of investment securities/property		-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment		(13,471)	(2,626)	(4,334)	(4,366)	(4,397)	(4,429)
Deferred debtors & advances made		-	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>		<b>(12,348)</b>	<b>(2,105)</b>	<b>(3,965)</b>	<b>(3,851)</b>	<b>(4,229)</b>	<b>(4,306)</b>
<b>Cash Flows from Financing Activities</b>							
<b>Receipts:</b>							
Proceeds from borrowings & advances		-	-	-	3,000	-	-
<b>Payments:</b>							
Repayment of borrowings & advances		(398)	(407)	(419)	(421)	(586)	(527)
Repayment of finance lease liabilities (principal component)		(9)	-	-	-	-	-
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>		<b>(407)</b>	<b>(407)</b>	<b>(419)</b>	<b>2,579</b>	<b>(586)</b>	<b>(527)</b>
<b>NET INCREASE/(DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>		<b>(6,704)</b>	<b>11,943</b>	<b>(3,890)</b>	<b>1,116</b>	<b>(1,611)</b>	<b>(1,599)</b>
<b>plus: CASH &amp; CASH EQUIVALENTS - beginning of year</b>		<b>10,350</b>	<b>3,646</b>	<b>15,589</b>	<b>11,699</b>	<b>12,816</b>	<b>11,205</b>
<b>CASH &amp; CASH EQUIVALENTS - end of year</b>		<b>3,646</b>	<b>15,589</b>	<b>11,699</b>	<b>12,816</b>	<b>11,205</b>	<b>9,606</b>
Cash and Cash Equivalents - end of year		3,646	15,589	11,699	12,816	11,205	9,606
Investments - end of year		2,500	7,000	5,000	2,000	2,000	2,000
<b>CASH, CASH EQUIVALENTS &amp; INVESTMENTS- end of year</b>		<b>6,146</b>	<b>22,589</b>	<b>16,699</b>	<b>14,816</b>	<b>13,205</b>	<b>11,606</b>

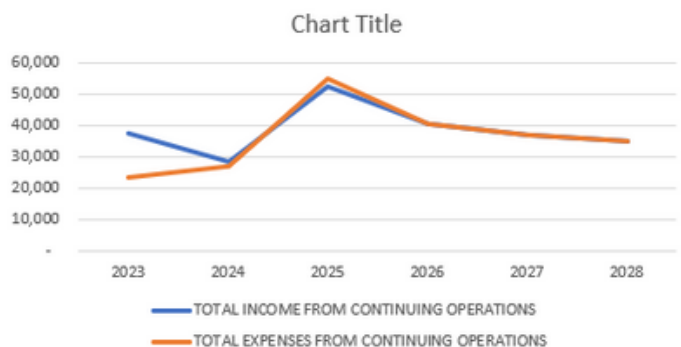


## Long Term Financial Plan - CONSOLIDATED FINANCIAL RATIOS

	2023	2024	2025	2026	2027	2028
	Actual	Budget	Proposed	Forecast	Forecast	Forecast
<b>Operating Performance Ratio</b> <i>This ratio measures Council's ability to contain operating expenditure within operating revenue</i>	15.33%	-5.02%	-18.59%	-14.61%	-12.50%	-13.71%
Benchmark - Greater than 0%						
<i>(operating revenue excl. capital grants and contributions - operating expenses) / operating revenue excluding capital grants and contributions</i>						
<b>Own Source Operating Revenue excl. FAGs</b> <i>This ratio measures the level of Council's financial autonomy. 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>	39.72%	40.22%	16.64%	22.91%	24.75%	26.93%
Benchmark - Greater than 60%						
<i>operating revenue excl. all grants and contributions / operating revenue incl. all grants and contributions</i>						
<b>Building and Asset Renewal Ratio</b> <i>This ratio indicates the extent to which Council is forecasting to meet its consumption level on assets by renewing or replacing</i>	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>						
<b>Infrastructure Backlog Ratio</b> <i>This ratio shows what proportion the backlog is against total value of infrastructure</i>	0%	0%	0%	0%	0%	0%
Benchmark - Less than 2%						
<i>Estimated cost to bring to satisfactory condition / Total (NDV) of infrastructure, buildings and other structures</i>						
<b>Asset Maintenance Ratio</b> <i>standard</i>	98%	98%	98%	98%	100%	102%
Benchmark - Greater than 100% - average over 3 years						
<i>Actual asset maintenance / Required asset maintenance</i>						
<b>Debt Service Ratio</b> <i>This ratio measures the ability to service debt including interest, principal, and lease payments</i>	2%	2%	1%	2%	3%	3%
Benchmark - Between 0% and 20%						
<i>Cost of debt service (interest expense &amp; principal repayments) / Total continuing operating revenue (excl. capital grants &amp; contributions)</i>						
<b>Real Operating Expenditure</b> <i>This ratio shows the operating expenditure per capita</i>	\$6,465	\$7,547	\$15,202	\$11,285	\$10,247	\$9,700
Benchmark - Decrease over time						
<i>Operating expenditure / Population</i>						
<b>Cash Expense Cover Ratio</b> <i>This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow</i>	2.66	5.72	2.73	4.11	3.98	3.63
Benchmark - Greater than 3.0 months						
<i>(current year's cash and cash equivalents) / (total expenses - depreciation - interest costs) * 12</i>						



- NET OPERATING RESULT FOR THE YEAR BEFORE GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES
- CASH & CASH EQUIVALENTS - end of year



- TOTAL INCOME FROM CONTINUING OPERATIONS
- TOTAL EXPENSES FROM CONTINUING OPERATIONS

## A Plan on a Page

Council and our community have been effective in delivering upon a large proportion of the CSP 2027's goals and strategies, as outlined in the State of Our Shire (SOOS) report. As identified in the SOOS report, there are instances where progress has been moving away from the target or where there are emerging issues. The emerging issues like our natural disaster declarations were a major unforeseen disaster during this reporting period. These should be noted by Council and the community and given consideration as points of discussion with the community during the engagement process for the subsequent Community Strategic Plan.

There is the opportunity to refine the community engagement process as well as the CSP itself, and strong consideration should be given by the incoming Council to opt to develop a new or reviewed CSP which reflects our community's current aspirations, priorities, and issues, as opposed to rolling forward the current CSP, which is now effectively nine years old.

The Shire, moving forward, needs a CSP that is future proof and has goals which are driven by:

- A community that is supported by active, respective Leaders and
- A community that supports active, respected Leaders

Council, therefore, needs to be committed to enhancing governance practices, including engagement of the community in decision making processes through robust engagement processes and strategies, as reflected in its new Community Engagement Strategy.

In reviewing the externally conducted Community Satisfaction Surveys with our community and Council's strategic plans, including the Community Strategic Plan 2017 and the delivery plans, the future Council must define its new CSP to deliver the following priorities list in line with the following identified themes, in order to address the required needs of the community. The following provides what a Plan on a Page could look like for the new CSP.



## WEDDIN SHIRE'S FUTURE

### Theme 1: Weddin's People

- Community Services, Health & Wellbeing
- Recreation and Open Spaces

### Theme 2: Weddin's Economy

- Arts, Culture and Tourism
- Local Economy

### Theme 3: Weddin's Environment

- Planning and Development
- Sustainable Development
- Sustainable Waste Management

### Theme 4: Weddin's Roads & Infrastructure Assets

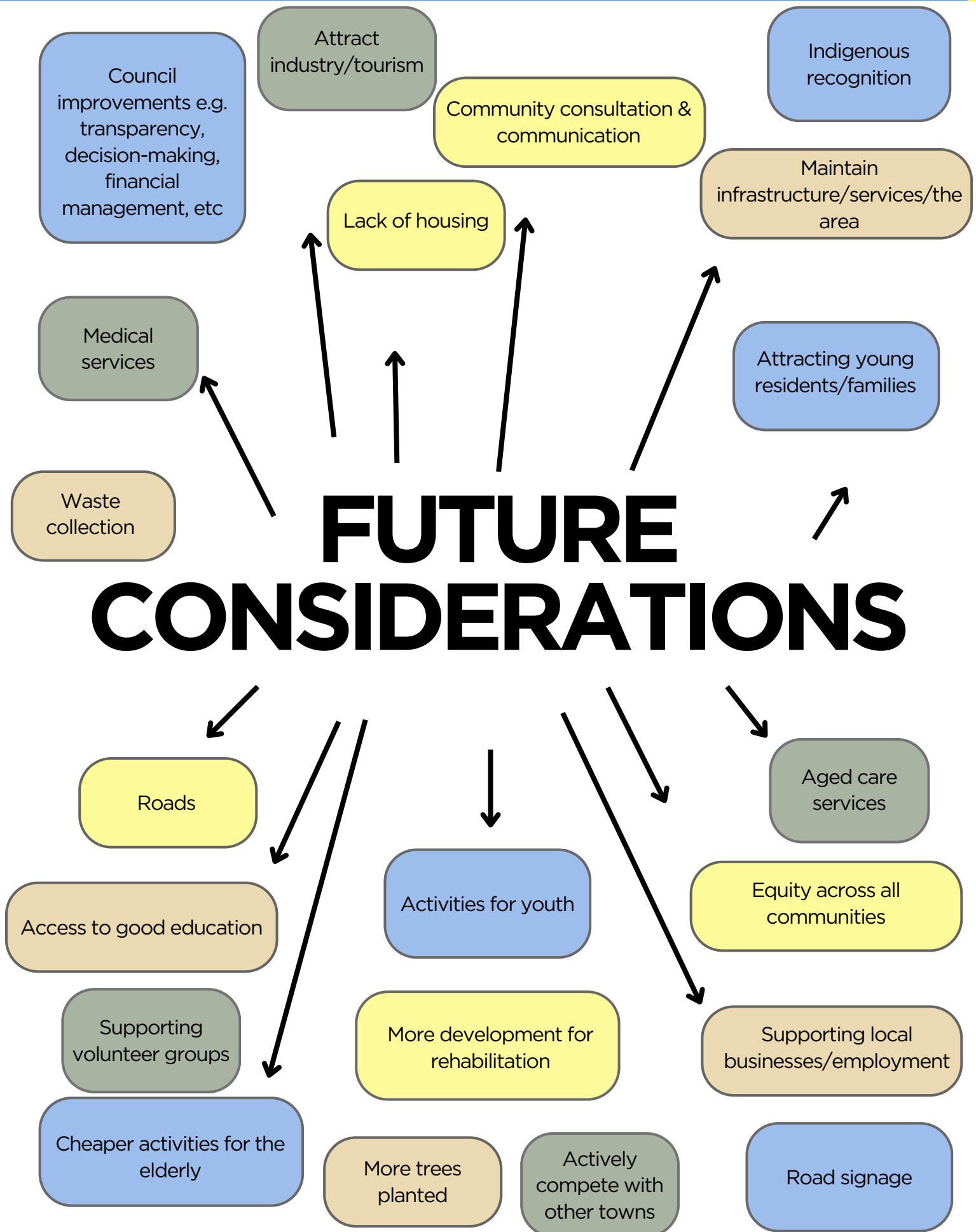
- Roads, Infrastructure and Assets

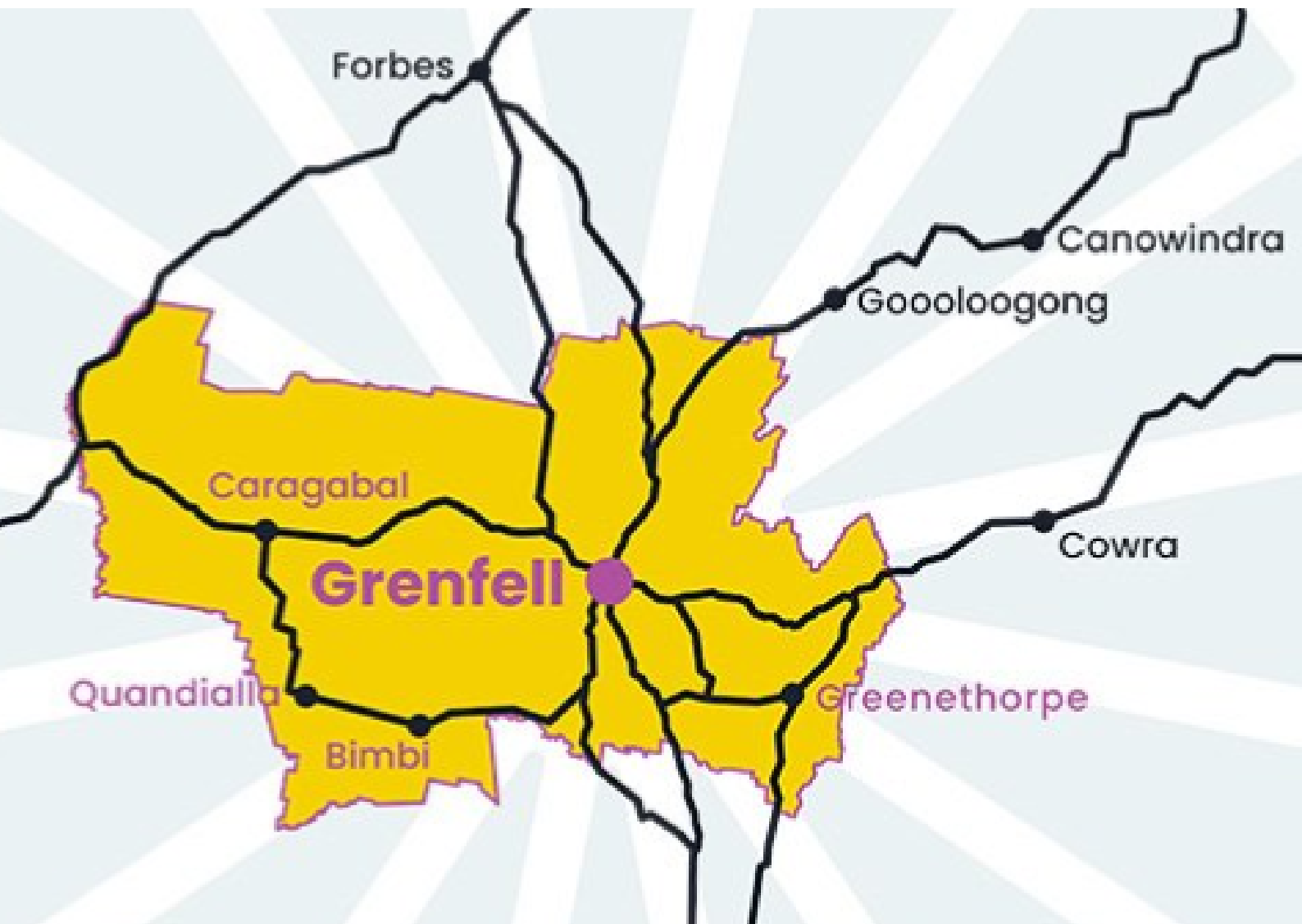
### Theme 5: Weddin's Leadership

- Leadership, Community Collaboration & Governance



# FUTURE CONSIDERATIONS





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